

Governing with the Future in Mind:



Working Together to
Enhance New Jersey's
Sustainability and
Quality of Life



New Jersey Interagency
Sustainability Working Group,
December 2001





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DONALD T. DIFRANCESCO
ACTING GOVERNOR

December 2001

For the past several years, New Jersey has been a national leader in the area of sustainability. Through a partnership between state government and New Jersey Future, New Jersey launched the nation's first Sustainable State project, which is based on the principle that a high quality of life depends on meeting a comprehensive set of economic, environmental, and social goals.

In 1999, after a broad public process, New Jersey Future produced the *Living with the Future in Mind* report, which established a comprehensive set of goals and indicators of sustainable development, and reported on long-term trends affecting the quality of life of New Jersey's citizens. Earlier this year, state government and New Jersey Future updated New Jersey's progress toward sustainable development in the report *Living with the Future in Mind: 2000*.

State government will play a large role in advancing sustainable development in New Jersey. As the companion report to *Living with the Future in Mind*, *Governing with the Future in Mind* is the first report ever about what state agencies are doing to make New Jersey a sustainable state. It details key state agency strategies currently supporting sustainable development and includes recommendations about future steps for state government to consider to advance the goal of sustainability in New Jersey.

Governing with the Future in Mind was prepared by an Interagency Sustainable State Working Group, led by the New Jersey Department of Environmental Protection Commissioner Bob Shinn and comprised of representatives from New Jersey state agencies and key commissions. I extend my thanks to all who have contributed to this report.

While we have taken some crucial first steps towards sustainability in New Jersey, much remains to be done. Achieving sustainability will require highly collaborative and creative efforts from all sectors in the state. Thanks to the efforts of all involved in this project, we are on our way to making New Jersey a sustainable state.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "Donald T. DiFrancesco".

Donald T. DiFrancesco
Acting Governor



State of New Jersey

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Robert C. Shinn, Jr.
Commissioner

December, 2001

Dear Colleague:

I am pleased to provide you with the recently completed report: Governing with the Future in Mind: Working Together to Enhance New Jersey's Sustainability and Quality of Life. This interagency report is the sister report to Living With the Future in Mind: 2000, published last February. Together, these two reports meet the commitment of Executive Order 96 to report on our progress in meeting New Jersey's sustainability goals. They provide a full picture of where the State stands in the first two years of the Sustainable State Initiative and lay out a blueprint for the future.

The overall goal of this Initiative is to make New Jersey a sustainable state. To this end, this report discusses the primary sustainability-oriented initiatives and strategies undertaken by the state agencies. It also provides a series of recommendations that the Interagency Sustainable State Working Group believes to be necessary to accelerate progress towards this goal.

This report is the product of many months of effort by the Interagency Sustainable State Group, made up of representatives of most of the state agencies and key offices. I would like to express my considerable gratitude to the members of this Working Group. They can be proud of their contributions. A listing of the Interagency Sustainability Working Group members is shown on the last two pages of the report.

Beyond these two sustainability reports, the public should look forward to the initiation of the New Jersey Sustainability Institute, a pioneering partnership between state government, New Jersey Institute of Technology, and Rutgers University. This Institute will renew the public process, first implemented by New Jersey Future, to reevaluate our state's sustainability goals and indicators, discuss the challenges New Jersey faces in achieving sustainability and publish updates to Living With the Future in Mind. State government will continue to participate in providing information for Living With the Future in Mind and publish updates to Governing With the Future in Mind.

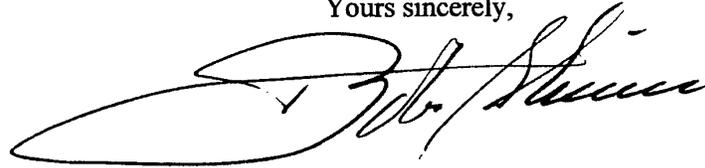
After September 11th, the term "sustainability" has taken on not only a new meaning but also a heightened importance. This report was prepared prior to September 11th. I recommend that as you review this report, you may want to consider additional

measures that state government and other state institutions should pursue to address the special circumstances engendered on that day.

We would welcome any comments you may have on this report, which will be available on NJDEP's web site, www.dep.state.nj.us, or on the New Jersey Sustainable State Initiative in general. Comments should be submitted to Matt Polsky, Sustainable State Working Group Team Leader, or Leslie McGeorge, Assistant Commissioner for Environmental Planning and Science, NJDEP, Environmental Planning & Science, P.O. Box 418, 401 East State Street, Trenton, NJ 08625-0418.

As NJDEP Commissioner, it was my pleasure to lead this interagency sustainability effort. I wish the state and its citizens well in pursuing the important challenges of a sustainable state.

Yours sincerely,

A handwritten signature in black ink, appearing to read "R. C. Shinn, Jr.", written in a cursive style. The signature is positioned below the text "Yours sincerely," and above the printed name and title.

Robert C. Shinn, Jr.
Commissioner

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Governing with the Future in Mind

Working Together to Enhance New Jersey's Sustainability and Quality of Life

Executive Summary

A "Sustainable State" is one that "meets the needs of the present without compromising the ability of future generations to meet their own needs." (The 1987 Report of the United Nations World Commission on Environment and Development). As illustrated in the recently released report, *Living with the Future in Mind: 2000*, New Jersey is taking its commitment to become a Sustainable State very seriously, recognizing the interdependence of the State's economy, society and environment. That report affirms and updates the 11 ambitious Goals New Jersey must strive toward to achieve sustainability and the 41 Indicators used to measure our progress in achieving these Goals. The 11 Goals are:

- Economic Vitality
- Equity
- Strong Community, Culture and Recreation
- Quality Education
- Good Government
- Decent Housing
- Healthy People
- Efficient Transportation and Land Use
- Natural and Ecological Integrity
- Protected Natural Resources
- Minimal Pollution and Waste

Governing with the Future in Mind is the companion report to *Living with the Future in Mind: 2000*. Whereas *Living with the Future in Mind: 2000* details New Jersey's vision for the future and reports on a system to gauge progress, *Governing with the Future in Mind* introduces the strategic initiatives that State government is pursuing to achieve the Goals of a Sustainable State. In essence, these reports comprise New Jersey State government's consolidated sustainability report. The purpose of this report is threefold:

1. It will educate the public (and in many cases the State agencies themselves) about the actions that **are** being taken by State government to promote sustainability and achieve the quality of life desired by New Jersey citizens. This is the first attempt in New Jersey to list and consolidate State-level strategies and link them to broad, future-focused goals and indicators.
2. It will generate a public dialogue to provide input and direction on actions that State government **should** take to meet sustainability objectives. In most cases, such a dialogue will not be expected to result in wholesale changes in State agency programs. More likely, the report may prompt State agencies to evaluate the manner in which some strategies are implemented.
3. It will be a catalyst to strengthen the integration of sustainability into the core missions of the State agencies. It, and the Interagency Sustainable State Working Group that created it, will serve as a vehicle for the continued assessment of what New Jersey State government could and should do to achieve sustainable development and New Jersey's vision for the future. The ultimate objective is to institutionalize sustainability within State government.

This report, as well as *Living with the Future in Mind: 2000*, was developed by an Interagency Sustainable State Working Group representing many executive departments and commissions. The majority of the report highlights the strategies and actions that State government is already taking to help achieve the Sustainable

State Goals in New Jersey. However, it is the consensus of the Working Group that State agencies should consider an additional number of recommended actions to advance and institutionalize the Sustainable State initiative. Primarily, these actions should be implemented at the State government level, but proposals are made for other sectors and participants as well. The broad strategic recommendations are as follows:

Broad Strategic Recommendations

1. Continue and enhance the critical analysis of State-level policies, strategies and programs from a sustainability perspective.

Recommendation: All State agencies, assisted by the Interagency Sustainable State Working Group, should determine those existing policies, strategies and programs that support sustainability and recommend revising or phasing out those that do not support the Sustainable State Goals. Future editions of *Governing with the Future in Mind* may utilize a more analytical approach and do the following:

- Critically evaluate State agency policies and determine which ones do not support sustainability, including financial disincentives.
- Evaluate the implementation of strategies to determine how they can better support sustainability, including financial incentives.
- Examine strategies for their effects across Sustainable State Goals.
- Develop objective measures and evaluation criteria.

Recommendation: Each State agency should identify specific actions it can take, as a representative of State government, to lead by example in efforts to support sustainability.

Recommendation: State government should enhance its programs that foster sustainable practices of private businesses and businesses that manufacture sustainable products around the state.

Recommendation: Analyze tax policy to promote consistency with sustainability, to the extent consistent with sound fiscal policy and budgetary restraints.

Recommendation: The State should adopt a goal of reducing energy consumption in State-owned or operated buildings by 25 percent over the next eight years and implement measures to meet that goal.

Recommendation: Environmentally-preferable purchasing should become an important part of the State's policy to make New Jersey a Sustainable State. As sustainable procurement becomes a recognized field, New Jersey should stay current with the state-of-the-art and contribute to its development.

2. Take measures to ensure incorporation of sustainability concepts into everyday State agency decision-making, and to advance sustainability ideas and concepts in New Jersey.

Recommendation: The Interagency Sustainable State Working Group should be continued and its mission and role strengthened.

Recommendation: A Sustainable State Institute was recently funded in the State Fiscal Year 2002 Budget. This independent body should be launched as soon as possible to lead many of New Jersey's sustainability efforts and to coordinate with the Interagency Sustainable State Working Group.

Recommendation: Sustainable State Implementation Teams should be created for all State agencies.

Recommendation: All State agencies should incorporate sustainability concepts into goal-based strategic plans.

Recommendation: Sustainability should be closely linked with and integrated into the State budget process.

3. Implement measures that best promote inclusion of the public and other non-governmental sectors in the process of making New Jersey a Sustainable State.

Recommendation: The State should consider incorporating sustainability concepts into the public education curriculum.

Recommendation: The State should offer incentives to encourage an Energy-Smart Schools Program.

Recommendation: The State should initiate or expand measures to promote sustainable practices in agriculture.

Recommendation: The State should expand the funding capabilities of the Sustainable Development Loan Fund.

Major State Initiatives That Support Multiple Sustainable State Goals

State agencies implement a large number of strategies and programs that advance New Jersey in its efforts to become a Sustainable State. In many cases, these strategies are entirely under the purview of a single agency and predominantly influence only one specific Sustainable State Goal. There are, however, also a number of comprehensive sustainability efforts, projects and legislative initiatives that affect nearly every Sustainable State Goal and involve many agencies. The multi-goal, multi-agency strategic initiatives presented in this report are:

Managing Land Use and Guiding Development – In New Jersey, sprawl has become a special concern and steps are being taken to help make sure that land use is properly planned and managed. This is true throughout the state, but extra efforts are required to promote development and redevelopment of New Jersey’s cities. New Jersey State government has put forward some far-reaching efforts to promote progress in this area.

- ◆ **State Development and Redevelopment Plan** – The most pertinent example of ongoing, comprehensive sustainability efforts is the *State Development and Redevelopment Plan*. Implementation of the State Development and Redevelopment Plan requires a concerted, coordinated effort by numerous State agencies in partnership with local governments. The Sustainable State initiative and the State Development and Redevelopment Plan should be viewed as complements of each other as they partner in promoting sustainability in the state. The State Development and Redevelopment Plan also supports and advances a majority of the Sustainable State Goals.
- ◆ **Garden State Preservation Trust** – Open space preservation is a key element of the sustainability initiative for New Jersey. Permanently protected land helps to protect our water supply, preserve critical wildlife habitat and provide recreational opportunities for all. It also ensures that we maintain a strong agricultural base in our state. Open space preservation lies at the core of the quality of life for New Jersey’s communities – from the most urbanized districts to the most remote rural areas of the state. Established by statute in 1999, the Garden State Preservation Trust is responsible for guiding the state, over a 10-year period, toward preservation of open space, farmland and historic sites.
- ◆ **Brownfields Redevelopment** – New Jersey has become a leader in brownfields redevelopment. The Departments of Environmental Protection, Community Affairs and Transportation, as well as the Office of State Planning, the New Jersey Redevelopment Authority, and the Economic Development Authority, all play active roles in restoring abandoned brownfield sites that formerly were visible roadblocks to achieving sustainability.
- ◆ **Building Rehabilitation Enhancement** – To facilitate efforts to revive the state’s urban areas by promoting reuse of existing buildings, in 1998 the Department of Community Affairs adopted the New Jersey Rehabilitation Subcode. It is the state’s first building code written expressly to make existing buildings usable and productive again. While maintaining safety requirements, it moves away from less appropriate dimensional requirements (e.g., a standard required width for hallways or doorways) of the building codes for new construction and instead focuses on the work that is required to make existing buildings functional, usable and safe.
- ◆ **Transportation Improvements** – A high-quality, well-maintained and well-functioning transportation system enhances the economy and the quality of life for New Jerseyans, helping New Jersey to become a Sustainable State. The State has embarked on several major initiatives that will improve its roads, bridges, mass transit system and other aspects of transportation infrastructure. The two major efforts are the Transportation Trust Fund renewal and the Bridge Bond.

Efficient, Affordable and Environmentally-Sound Energy – Energy – how it is produced and distributed, who has access to it and how much it costs – is of vital concern in New Jersey as well as throughout the nation. In fact, it can be safely asserted that sustainability cannot be achieved unless significant improvements are made in how energy is produced, conserved, distributed and used. Energy

impacts the state's environmental, social and economic systems to such an extent that State government has developed a number of initiatives addressing these aspects of energy.

- ◆ **New Jersey Sustainability Greenhouse Gas Action Plan** – In April 2000 the New Jersey Sustainability Greenhouse Gas Action Plan was unveiled. This initiative commits New Jersey to reduce its emissions of greenhouse gases. It promotes a number of cost-effective options for minimizing and controlling these emissions. Implementation of the Action Plan will curtail greenhouse gas emissions, help address the problem of rising sea levels and improve air quality. It commits the State to reduce greenhouse gas emissions by 3.5 percent below 1990 levels by the year 2005.
- ◆ **Energy Deregulation** – The Electric Discount and Energy Competition Act was enacted in February 1999 to advance the State's objectives in all three spheres of sustainability: economic, environmental and social. For the first time, New Jersey residential consumers can choose their energy supplier based on cost, quality of service, and environmental performance.

Strengthening Social and Cultural Institutions – A high quality of life for all New Jersey depends on vital social and cultural institutions that can deliver essential services to the state's residents. State government has undertaken a number of initiatives to maintain this vitality.

- ◆ **Education Enhancements and School Construction** – High quality, accessible education is crucial if the State is going to meet its Sustainable State Goals. Education is the key, whether the goal is Economic Vitality and the need for a properly trained workforce; Equity and opportunities for all New Jerseyans; or Good Government and the inclusion of the public in government decision-making. School construction is a vital component of the State's effort to give children the education they deserve. Establishing tough academic standards, integrating technology into classrooms to prepare children for the high-tech workforce and maintaining the highest quality of teachers have been other recent initiatives.
- ◆ **Cultural Trust** – Creation of the Cultural Trust protects our state's treasures. A rich cultural life adds to the economy, helps teach our children and improves the quality of our lives. The Trust supports and complements other ongoing initiatives including the Discover Jersey Arts media campaign, the Jersey Arts hotline, web site and resource guide, and the Historic Trust that preserves the state's historical treasures.

Sustainable Economic Development Efforts – State government has taken a number of steps to strengthen the business climate in New Jersey. Two initiatives related to the Sustainable State effort – the creation and activities of the Office of Sustainable Business in the Commerce and Economic Growth Commission and the Department of Environmental Protection's Office of Innovative Technology and Market Development – are of special note and are highlighted here.

- ◆ **Office of Sustainable Business** – New Jersey's Office of Sustainable Business, the first of its kind in the nation, has been in operation over the past four years. This Office has helped the sustainable business sector of the economy through a number of initiatives. These include managing a loan fund to provide incentives for businesses to pursue more sustainable business practices, providing outreach and education to businesses on new technologies or other sustainable improvements they can make, and advising other State agencies about how to promote sustainable business practices.
- ◆ **Office of Innovative Technology and Market Development** – To support and maintain New Jersey's leadership role in the area of environmental technology, the Department of Environmental Protection created the Office of Innovative Technology and Market Development. This office's overall objective is to maximize the availability of information about innovative environmental technologies and to encourage their commercialization and use. Toward this end, the Office is overseeing and implementing a variety of internal, interstate and international efforts.

Goal-by-Goal Strategies

Governing with the Future in Mind also examines each of the individual 11 Sustainable State Goals, broken down into sub-goals, and identifies strategies of specific State agencies that are related to each Goal. State agency program initiatives are grouped according to more broadly defined themes, which for this report are being defined as strategies.

The listing of goal-by-goal strategies is as follows:

Goal: Economic Vitality

Sub-Goal: A Competitive, Attractive, Diverse and Job-Creating Economic Environment

Strategies:

- Create and retain private-sector jobs
- Provide direct services to businesses
- Streamline regulatory requirements

Sub-Goal: Capital and Asset Expansion

Strategies:

- Develop and maintain a strong and modern infrastructure
- Redevelop urban areas
- Promote growth in, and ensure financial solvency of, banking and insurance services

Sub-Goal: A Qualified and Balanced Workforce

Strategies:

- Provide integrated workforce services
- Make full use of all potential workers
- Provide income support for individuals who are unable to work

Goal: Equity

Sub-Goal: Equity in Health and Environment

Strategies:

- Ensure that the health of various populations is not impaired by poor access to health care
- Ensure that the health of various populations is not impaired by excess exposure to adverse environmental factors

Sub-Goal: Equity in Access to Government Services

Strategies:

- Factor equity issues into governmental decision-making processes to ensure fair allocation of both the benefits and burdens of those decisions
- Provide fair and equitable access to public transportation services, where they exist, for all citizens

Sub-Goal: Equity in Economic Opportunity

Strategies:

- Promote fair access to economic opportunities for all New Jerseyans
- Provide affordable banking services and insurance

Sub-Goal: Equity in Housing and Natural/Cultural Benefits

Strategies:

- Promote fair and affordable access to the amenities of modern society, including natural/cultural amenities
- Ensure that all citizens have opportunities to live and socialize in their local communities
- Promote equity in land-use planning

Goal: Strong Community, Culture and Recreation

Sub-Goal: Local Identity and Feeling of Belonging

Strategies:

- Enhance community identity and feelings of involvement and belonging

Sub-Goal: Safety and Security

Strategies:

- Keep improving public safety and protecting communities

Sub-Goal: Cultural and Recreational Opportunities

Strategies:

- Provide a variety of recreational and cultural opportunities
- Promote New Jersey's cultural, metropolitan and recreational heritage

Goal: Quality Education

Sub-Goal: Accessible Education for All New Jerseyans

Strategies:

- Provide educational financing and opportunity for New Jersey's public schools
- Develop the systems and infrastructure to ensure equal and ample access to lifelong educational opportunities
- Intensify and coordinate adult literacy training
- Support informed consumer training decisions
- Enhance access to higher education opportunities
- Provide banking, insurance and real estate services information

Sub-Goal: Students Prepared for Employment and Life in Modern Society

Strategies:

- Develop and maintain an educational system that provides students with knowledge and skills necessary for employment and personal fulfillment

Sub-Goal: Widespread Understanding of Sustainability and the Systems that Support Civilization

Strategies:

- Provide students and school leaders with information regarding sustainable development and environmental issues

Goal: Good Government

Sub-Goal: Efficient and Effective Administration of Government

Strategies:

- Implement programs that promote efficiency in government operations while maintaining high levels of effectiveness
- Closely integrate sustainability into the planning and budget process
- Provide reliable services responsive to citizens and business community
- Improve information technology capabilities (On-Line State)

Sub-Goal: Active Citizen Involvement

Strategies:

- Encourage and solicit citizen involvement in formulating policy decisions

Goal: Decent Housing

Sub-Goal: Safe Housing

Strategies:

- Reduce risks that may be present to occupants of housing

Sub-Goal: Available and Affordable Housing

Strategies:

- Ensure that all New Jerseyans at every income level have desirable and affordable housing options
- Promote advanced energy efficiency programs in new construction

Goal: Healthy People

Sub-Goal: Reduced Preventable Death and Disease

Strategies:

- Ensure that food and water in New Jersey are safe for consumption
- Test for indoor radon and mitigate its effects
- Pursue a comprehensive program to identify cases of asthma and ameliorate conditions that may lead to asthma onset
- Pursue strategies to reduce active tuberculosis morbidity
- Pursue strategies to reduce sexually-transmitted diseases
- Address and eliminate breeding areas for mosquitoes or other disease-carrying agents

Sub-Goal: Improved Delivery of Health Services

Strategies:

- Prevent illness and death by improving healthcare for children and youth
- Ensure access to affordable health insurance for all New Jersey citizens

Sub-Goal: Reduced Occupational Fatalities and Illnesses

Strategies:

- Promote reduction in occupational fatalities and illnesses
- Promote safe and healthy worksites and public safety
- Reduce accident-related death or serious injury to vehicle occupants or pedestrians

Sub-Goal: Reduced Use of Alcohol, Tobacco, and Other Drugs, Especially Among New Jersey Youth

Strategies:

- Continue and augment efforts to detect and treat substance abuse problems

Goal: Efficient Transportation and Land Use

Sub-Goal: Efficient and Safe Statewide Multi-Modal Transportation System

Strategies

- Maximize the ability of the state's transportation system to meet the changing mobility needs of New Jersey residents and out-of-state travelers
- Develop more state-local partnerships
- Develop and implement plans for efficient movement of goods

Sub-Goal: Smart Growth

Strategies:

- Promote consistency with the State Development and Redevelopment Plan
- Implement development credit programs

Goal: Natural and Ecological Integrity

Sub-Goal: Preserved and Restored Ecosystems and Habitats

Strategies:

- Ensure a net increase in wetland acreage and quality
- Identify and map the state's critical habitats for plants and animals

Sub-Goal: Species Preservation

Strategies:

- Protect the State's rare, threatened and endangered species populations

Goal: Protected Natural Resources

Sub-Goal: Farmland Preservation

Strategies:

- Provide incentives to farmers to continue farming and retain farmland in the state

Sub-Goal: Energy Conservation

Strategies:

- Reduce nonrenewable energy consumption in the state

Sub-Goal: Ample Open Spaces and Recreational Opportunities

Strategies:

- Acquire and protect one million additional acres of open space
- Eliminate the backlog of capital projects for the state's recreation lands and facilities
- Increase the number and quality of recreation facilities and interpretive programs offered by the State

Sub-Goal: Protected Water Resources

Strategies:

- Protect the water resources of the state and ensure that those resources are safe for human use and consumption and for aquatic life

Goal: Minimal Pollution and Waste

Sub-Goal: Minimized Releases of Pollutants to Air, Water And Land

Strategies:

- Promote investment in recycling
- Reduce the use and release of toxic substances
- Reduce mercury contamination
- Reduce emissions of ozone, particulates, toxics and other air pollutants
- Reduce sources of water pollution
- Eliminate or reduce the risk to human health and the environment from known contaminated sites

Sub-Goal: Reduced Waste Resulting from Private Actions

Strategies:

- Reduce pollution and waste from agriculture
- Promote pollution prevention efforts in the State

Sub-Goal: Reduced Waste Resulting from Government Actions

Strategies:

- Refine State procurement practices

Proposed Changes to Sustainable State Goals and Indicators

In addition, *Governing with the Future in Mind: 2000* discusses recommended changes and additions to the Sustainable State Goals and Indicators. While preparing *Living with the Future in Mind: 2000*, members of the Interagency Sustainable State Working Group proposed substantive changes or additions to some Indicators. Also, two new Sustainable State Goals were recommended. These proposed changes must be subjected to public review and comment before being incorporated into future updates.

Governing with the Future in Mind

Working Together to Enhance New Jersey's Sustainability and Quality of Life

Introduction and Purpose of this Report

Governing with the Future in Mind is the companion report to *Living with the Future in Mind: 2000*. The original *Living with the Future in Mind* (1999) was described as a blueprint for New Jersey's sustainable "house." The 2000 update of that report ensures that the blueprint stays current. Now, by outlining the strategic initiatives being taken to achieve sustainability, *Governing with the Future in Mind* begins to assemble the boards, nails, and labor to build the house. Ultimately, the aim is to pull all these pieces together into a publicly-accepted Sustainable State action plan that will enable us to move forward.

Living with the Future in Mind: 2000 affirmed and updated the 11 ambitious Goals toward which New Jersey must strive to achieve sustainability. These Goals (Economic Vitality; Equity; Strong Community, Culture and Recreation; Quality Education; Good Government; Decent Housing; Healthy People; Efficient Transportation and Land Use; Natural and Ecological Integrity; Protected Natural Resources; and Minimal Pollution and Waste) were established in 1999 through an extensive public process. They are comprehensive, covering key aspects of life in New Jersey. Protection of our environment is strongly reflected in the Goals, but equally important are a government that works, vibrant cities and cultural centers, a healthy population, and a strong economy offering meaningful employment. *Living with the Future in Mind: 2000* also refined the 41 Sustainable State Indicators, providing reliable measures of progress that will advise when course corrections are needed.

These Goals and Indicators are the vital first step toward making New Jersey a Sustainable State. They create a vision of how a Sustainable State may ultimately look and a system for tracking progress, but they stop short of telling us what we need to do to get there.

Governing with the Future in Mind is the product of interagency coordination and cooperation through an Interagency Sustainable State Working Group. Later in this report, continuation and strengthening of this working group is strongly recommended. In *Governing with the Future in Mind*, the Working Group has compiled the major strategic initiatives that State government is taking to achieve a Sustainable State. This report, along with *Living with the Future in Mind: 2000*, acts as State government's consolidated sustainability report. The purpose of this report is threefold:

1. It is intended to educate the public (and in many cases the State agencies themselves) about the actions that *are* being taken by State government to promote sustainability and achieve the quality of life desired by New Jersey citizens. This is the first attempt in New Jersey (and perhaps nationally) to list and consolidate State-level strategies in one place and link them to broad, future-focused goals and indicators.
2. It is intended to generate a public dialogue that provides input and direction and suggests actions that State government *should* take to meet sustainability objectives. In most cases, such a dialogue will not be expected to result in wholesale changes in State agency programs. More likely, the report may prompt State agencies to evaluate the manner in which some strategies are implemented.
3. It will be a catalyst to strengthen the integration of sustainability into the core missions of the State agencies. It, and the Interagency Sustainable State Working Group that created it, will serve as a vehicle for the continued assessment of what New Jersey State government could and should do to achieve sustainable development and New Jersey's vision for the future. The ultimate objective is to institutionalize sustainability within State government.

Sustainable State Background

A "Sustainable State" is one in which we "meet the needs of the present without compromising the ability of future generations to meet their own needs." (The United Nations World Commission on Environment and Development (The Brundtland Commission)) To be sustainable, we must recognize the interdependence of our economy and society with the environment. New Jersey Future uses a three-ring sign (see below) to illustrate the interdependence of these systems and to remind us that we cannot achieve sustainability unless all three systems are healthy and functioning in harmony.



New Jersey's Sustainable State initiative is rooted in exchanges between high-level government officials of the Netherlands and environmental, business, and governmental officials from New Jersey. Through the process of developing publicly accepted sustainability goals, the people of the Netherlands charted a realistic path to a sustainable future. New Jersey is in many ways similar to the Netherlands. Both are very densely populated with approximately 1,000 people per square mile. Both are heavily industrialized and have a large number of chemical facilities. Both have active, vital ports. The pollution problems affecting air, water and land faced by the Netherlands and New Jersey are very similar. It was therefore only natural that New Jersey recognize the wisdom of the Netherlands initiative and try to emulate it.

In 1995 New Jersey Future and the State of New Jersey co-sponsored a Sustainable State Leadership Conference. It began the process of adapting the Netherlands sustainability approach to New Jersey, especially the use of goals and indicators to set long-term direction and to measure and communicate progress. The Netherlands has used this approach since 1989 when it enacted the first National Environmental Policy Plan (NEPP). This plan has been continually updated, such that the government presented the fourth edition of the National Plan (NEPP4) to the Lower House of the Dutch Parliament in January 2001. In New Jersey, adoption of this approach ultimately led to the development and publication of *Living with the Future in Mind* in 1999.

In May 1999 Governor Whitman accepted the 11 Goals and 41 Indicators contained in *Living with the Future in Mind*. She signed Executive Order 96, which required State agencies to "pursue, as appropriate, policies that comport with the Goals," and to "report...every year...on their progress toward Goal attainment." To move forward with this Executive Order, an Interagency Sustainable State Working Group was formed. It is composed of representatives from all State agencies and key offices. New Jersey Future is also a member. Department of Environmental Protection Commissioner Robert C. Shinn, Jr. was asked to lead this Working Group.

A number of State agencies implement strategies that specifically support New Jersey Sustainable State efforts. Many of these efforts were in place before Executive Order No. 96 mandated them. While this is the

case, Executive Order 96 has prompted State agencies to evaluate and report these initiatives in the context of the Sustainable State Goals. In some cases, this evaluation process has already resulted in adjustments to the strategies or their implementation.

In addition, as agencies have developed a greater understanding of sustainability, there has been a heightened awareness that the three systems that support humanity – the economy, the environment, and our society – are profoundly interconnected. As a result, there is a growing realization that State-level strategies will require interagency coordination as well as partnerships with other levels of government and with commercial and nonprofit entities to advance the State toward sustainability.

Interrelationship Between the Sustainable State Initiative and the State Development and Redevelopment Plan

Governing with the Future in Mind serves as a consolidated report on the work that State agencies are doing to support sustainability. As this report illustrates, State agencies are already immersed in work that supports sustainability.

The primary example of this is the coordinated effort being put forward by a number of State agencies to implement the State Development and Redevelopment Plan, a legislatively mandated blueprint for smart growth in New Jersey. The Departments of Agriculture, Community Affairs, Environmental Protection, Transportation, Treasury, the Commerce and Economic Growth Commission, and the Governor's Office of Management and Policy are directly represented on the State Planning Commission.

The Sustainable State initiative and the State Development and Redevelopment Plan should be viewed as complements and partners in promoting sustainability in the State. State agencies should consider both efforts as they pursue and refine their strategies to support sustainability. The Office of State Planning and the State Plan Implementation Assistance Team can assist the agency in advancing both initiatives in ways consistent with an agency's own legislated authority and can answer questions regarding specific State Development and Redevelopment Plan provisions and their relationship to the Sustainable State initiative.

The State Development and Redevelopment Plan's ultimate purpose is to achieve a sustainable future and preserve and enhance the quality of life in New Jersey. It does so by ensuring that decisions on significant land use and infrastructure development, design, and siting decisions are made in a way that supports both the State Development and Redevelopment Plan's and Sustainable State initiative's vision of a sustainable future. The State Development and Redevelopment Plan establishes eight goals, 19 sets of statewide policies and a series of geographically-oriented policy objectives, as well as 33 indicators and targets to track trends and progress in meeting the Plan's goals. The development of the 33 indicators to gauge the progress of the State Development and Redevelopment Plan was influenced by the Sustainable State Indicators; indeed, 16 of the 33 measures are identical or similar to the Sustainable State Indicators.

The Office of State Planning and the State Plan Implementation Assistance Team, both within the Department of Community Affairs, are responsible for working with the State agencies, as well as regional, county, and municipal agencies when land development/use and physical infrastructure (e.g., bridges, roads) and related issues such as community revitalization are involved. In some cases, other State agencies deal with State Development and Redevelopment Plan-related issues as well. Two examples are the Department of Education and the Economic Development Authority regarding sustainable school construction issues, and the Department of Health and Senior Services efforts to create healthy communities through the location of State health facilities.

The Sustainable State initiative (see the *Living with the Future in Mind: 2000* report) provides 11 Statewide Goals and 41 Indicators and a broad overall vision for a sustainable New Jersey. It also provides a “report card” on the long-term trends that can enhance or diminish our quality of life. The closest alignment between the two initiatives occurs relative to those Goals and Indicators involving physical and spatial planning. While the connections are less clear for other areas such as Healthy People or Quality Education, interrelationships can still be demonstrated. The complementary nature of the two initiatives’ goals is outlined below:

Linkages Between Sustainable State and State Development & Redevelopment Plan Goals

Sustainable State Goal	State Development & Redevelopment Plan Goal
Economic Vitality	Revitalize the State’s Cities and Towns Promote Beneficial Economic Growth, Development and Renewal for all Residents
Equity	Revitalize the State’s Cities and Towns Provide Adequate Public Facilities and Services at a Reasonable Cost Provide Adequate Housing at a Reasonable Cost Promote Beneficial Economic Growth, Development and Renewal for all Residents
Strong Community, Culture and Recreation	Revitalize the State’s Cities and Towns Promote Beneficial Economic Growth, Development and Renewal for all Residents Preserve and Enhance Areas with Historic, Cultural, Scenic, Open Space and Recreational Value
Quality Education	Promote Beneficial Economic Growth, Development and Renewal for all Residents Provide Adequate Public Facilities and Services at a Reasonable Cost
Good Government	Provide Adequate Public Facilities and Services at a Reasonable Cost Ensure Sound and Integrated Planning and Implementation Standards
Decent Housing	Provide Adequate Housing at a Reasonable Cost Provide Adequate Public Facilities and Services at a Reasonable Cost
Healthy People	Revitalize the State’s Cities and Towns Protect the Environment, Prevent and Clean Up Pollution
Efficient Transportation and Land Use	Revitalize the State’s Cities and Towns Conserve the State’s Natural Resources and Systems

	<p>Provide Adequate Public Facilities and Services at a Reasonable Cost</p> <p>Ensure Sound and Integrated Planning and Implementation Standards</p>
Natural and Ecological Integrity	<p>Protect the Environment, Prevent and Clean Up Pollution</p> <p>Conserve the State’s Natural Resources and Systems</p>
Protected Natural Resources	<p>Protect the Environment, Prevent and Clean Up Pollution</p> <p>Conserve the State’s Natural Resources and Systems</p> <p>Preserve and Enhance Areas with Historic, Cultural, Scenic, Open Space and Recreational Value</p>
Minimal Pollution and Waste	<p>Protect the Environment, Prevent and Clean Up Pollution</p> <p>Conserve the State’s Natural Resources and Systems</p>

Contents of this Report

Governing with the Future in Mind consists of this introduction and four main sections. The first section discusses comprehensive sustainability efforts, projects and legislative initiatives that affect nearly every Sustainable State Goal and involve a number of agencies. The State Development and Redevelopment Plan, energy deregulation and open space preservation are all examples of initiatives that require a concerted, coordinated effort by numerous State agencies in partnership with local governments and private parties. They each also support and advance a majority of the Sustainable State Goals.

The second section examines each Sustainable State Goal and identifies strategies of specific State agencies that are related to that Goal. While each of these initiatives is overseen by a single agency, other agencies are frequently involved as active participants. Similarly, while these strategies and programs have their primary impacts in one Goal area, other Goal areas are also affected.

Each of the 11 Goals has been broken down into sub-Goals. This makes the evaluation and reporting process more manageable. Commonalties between the programs of different State agencies that relate to a particular Goal or sub-goal are identified. These commonalties in turn are expressed as higher level “strategies” under which groups of programs are listed. For example, a number of State agencies are pursuing various programs to cut regulatory red tape. Distinct initiatives in this direction are grouped under a broad strategic heading, “Streamline Regulatory Requirements.”

The third section discusses recommended changes and additions to the Sustainable State Goals and Indicators. While preparing *Living with the Future in Mind: 2000*, members of the Interagency Sustainable State Working Group proposed substantive changes or additions to some Indicators. Also, two new Sustainable State Goals were recommended. These proposed changes must be subjected to public review and comment before being incorporated into future updates.

The final section of the report contains recommendations for institutionalizing the Sustainable State initiative in New Jersey. Proposals include expanding the purview of agency State Plan Implementation Teams to include sustainability issues, requiring State agencies to develop strategic plans that incorporate sustainability, and continuing the Interagency Group to coordinate State sustainability efforts.

Future Actions

Governing with the Future in Mind is a significant early step in the evolving process of achieving a Sustainable State. There is much work to do in the years to come. The first step is for this report to stimulate public interest and discussion and to mobilize State government to achieve sustainability in New Jersey.

Agencies must continue to build and implement a long-term performance orientation that complements the Goals and Indicators approach. Interagency planning and recognition of the interconnected factors affecting the quality of life in New Jersey continues to be a priority. Mechanisms are needed to ensure accountability and communication between State agencies and the different levels of government.

Creative partnerships between government and other sectors (e.g., public interest groups, business and industry) are essential. While the Sustainable State initiative is the most prominent effort involving sustainability in New Jersey, the business and education sectors also have sustainability initiatives. Their efforts also are accelerating progress toward a Sustainable State.

Major State Initiatives That Support Multiple Sustainable State Goals

As described in *Living with the Future in Mind*, the essence of a Sustainable State is that the three primary systems that support humanity – Society, Economy and Environment – are healthy and in balance. All of the parties that have a stake in ensuring that the State “meets the needs of the present without compromising the ability of future generations to meet their needs” must evaluate their actions in this context. Wherever possible, we must ensure that our strategies and activities benefit not just one sphere but all three. In other words, New Jersey must endeavor to make progress in achieving each of the 11 Sustainable State Goals in such a way as to make certain that there will not be backsliding or deleterious effects in other Goal areas.

New Jersey State government has embarked on a number of large-scale initiatives that support and advance multiple Sustainable State Goals. The initiatives described below involve a wide range of issues that must be addressed for New Jersey to have a bright, sustainable future. These diverse issues include: managing land use and development, including revitalizing the state’s urban areas; producing and distributing energy that is efficient, affordable and environmentally-sound; strengthening our social and cultural institutions; and promoting businesses with sustainable practices.

For each of these initiatives, one State agency has been designated as the lead agency. Most often, its success requires the involvement of, and coordination with, other State agencies and, in many cases, local governments and private partners.

Managing Land Use and Guiding Development

Living with the Future in Mind noted that “a Sustainable State cannot be achieved without tackling land use.” While this statement is true everywhere, in New Jersey sprawl has become a special concern. The State, in cooperation with local governments, is taking steps to make sure that land use is properly planned and managed. This is true throughout the state, but extra efforts are required to promote development and redevelopment of New Jersey’s cities.

New Jersey State government has put forward some far-reaching efforts to promote progress in this area. These initiatives include the State Development and Redevelopment Plan, the Garden State Preservation Trust, Brownfields Redevelopment, the Rehabilitation Subcode and Transportation Improvements.

State Development and Redevelopment Plan

The State Development and Redevelopment Plan is a blueprint to redevelop New Jersey’s cities, contain sprawl and relieve congestion. In New Jersey, if one were to try to explain the concept of sustainability and how that concept can become reality, the State Development and Redevelopment Plan would be at the forefront of that explanation. Indeed, the State Development and Redevelopment Plan exemplifies many of the principles and features of sustainable development.

The State Development and Redevelopment Plan is probably the most important tool available to New Jersey for creating a Sustainable State because it:

- focuses on a long-term horizon;
- responds to citizen and governmental input;
- integrates a broad range of economic, environmental and equity issues in a coordinated, comprehensive plan;
- provides specific policy guidance for both public and private actors;
- balances development and conservation objectives to maintain beneficial growth;

- seeks to improve environmental quality;
- ensures cost-effective delivery of infrastructure and other public services;
- improves intergovernmental coordination;
- preserves the quality of community life; and
- redevelops and revitalizes the state's urban areas, cities and rural towns.

The New Jersey State Development and Redevelopment Plan was originally adopted in 1992 by the State Planning Commission and was updated and adopted anew on March 1, 2001. Adoption of the Plan was accomplished only after years of dialogue and negotiations involving the Commission, municipalities, counties, State agencies, organized interest groups, and citizen activists through a formal process called cross-acceptance. The State Planning Act defines cross-acceptance as: "...a process of comparison of planning policies among governmental levels with the purpose of attaining compatibility between local, county and state plans. The process is designed to result in a written statement of agreements and disagreements and areas requiring modification by parties to the cross acceptance." (N.J.S.A. 18A-202b)

The State Development and Redevelopment Plan is not a regulation but a policy guide for State, regional and local agencies to use when they exercise their delegated authority. For example, the State Development and Redevelopment Plan does not directly change the criteria for the issuance of a State permit, but it does contemplate that the agency responsible for issuing permits will review its plans and regulations in light of the State Development and Redevelopment Plan. If a policy modification is necessary to ensure consistency, the agency should seek to obtain the authority through legislative or rule-making processes. Similarly, when county and municipal master plans are updated, they should be modified to reflect the provisions of the State Development and Redevelopment Plan. In these ways, the intent of the State Planning Act is achieved through existing lines of delegated authority and existing implementation processes.

The State Planning Act links the State's annual capital budget recommendations to the State Development and Redevelopment Plan, and makes an Infrastructure Needs Assessment an integral part of the State Development and Redevelopment Plan. Six key and 27 additional indicators and targets are also now included to monitor and evaluate achievement of the State Development and Redevelopment Plan's Goals.

A common interpretation of sustainability is that it allows us to meet current needs while meeting the needs of future generations. One way that the State Development and Redevelopment Plan demonstrates its adherence to these concepts is shown by a forecast of the impacts of adopting and implementing the Plan. A detailed analysis of alternative growth patterns, as required by statute, was published in September 2000. This analysis, *The Costs and Benefits of Alternative Growth Patterns: The Impact Assessment of the New Jersey State Plan*, was performed by the Center for Urban Policy Research at Rutgers University. Two 20-year growth scenarios were compared: "TREND," a continuation of current development traditions in the absence of the State Development and Redevelopment Plan and "PLAN," based on implementation of the State Development and Redevelopment Plan's strategies and policies.

Based on a quantitative analysis of economic, environmental, infrastructure, community life and intergovernmental coordination implications, the research team concluded that, under either scenario, New Jersey would grow by 908,000 people, 462,000 households and 802,500 jobs (not including agricultural jobs or self-employment) over the 20-year period. In both situations, quality of life in the State would continue to increase. However, by following the State Development and Redevelopment Plan, urban communities will see their populations rise by 144,000 more people than without it. Following the plan would also increase jobs and income in New Jersey's cities, inner suburbs and rural towns, doubling the number of new jobs in urban communities.

The benefits of full implementation of the State Development and Redevelopment Plan by the year 2020 would include:

- annual savings of \$160 million to towns, counties and school districts;
- 870 fewer miles of local roads and savings of \$870 million in local road costs;
- savings of \$1.45 billion in water and sewer costs;
- an increase of 27,000 transit riders for trips to work;
- 122,000 acres of land spared from development (one-third less than current trends), including 68,000 acres of farmland and 45,000 acres of environmentally fragile land;
- a projected gain of \$3 billion in household income in urban communities instead of a projected \$340 million loss; and
- improvements in the quantity and quality of intergovernmental contacts and relationships.

Implementation of the State Development and Redevelopment Plan, perhaps more than any other single initiative, will help the State achieve sustainability.

Garden State Preservation Trust

Despite New Jersey's strong record of open space preservation, the state has lost more than half the farmland it had in 1950. Inappropriately placed development continues to consume thousands of acres of open lands each year. Recognizing that the rapid loss of open space was threatening both the quality of the environment and the quality of life in New Jersey, in November 1998 New Jersey voters enthusiastically voted – by a two-to-one margin – to support an ambitious new goal of adding one million more acres of protected open space to the 854,000 acres already preserved in the state. The Garden State Preservation Trust, established by statute in 1999, is responsible for guiding the state, over a 10-year period, toward preservation of open space, farmland, and historic sites.

Open space preservation is a key sustainability initiative for New Jersey. Permanently protected land helps safeguard our water supply, preserve critical wildlife habitat, provide recreational opportunities for all and ensures that we maintain a strong agricultural base in our State. Open space preservation lies at the core of the quality of life for New Jersey's communities – from the most urbanized districts to the most remote rural areas of the State.

Constitutionally dedicating funds allows New Jersey to set aside \$98 million per year for ten years from state sales tax revenues and to allocate up to \$1 billion in bond proceeds to preserve open space and historic resources. In addition, local governments will spend nearly \$100 million a year for similar preservation activities. The bulk of these local dollars will come from voter-approved dedicated tax revenues. The combination of dedicated local and State revenues over the next ten years amounts to more than \$200 million per year.

The long-range vision for open space in New Jersey as expressed in the Garden State Preservation Trust Act is an extensive, interconnected system of public and private preserved lands, linked together by greenways. The largest parks, forests, and wildlife management areas will serve as “hubs” from which open space “spokes” will radiate. Corridors of preserved lands will weave across the state, connecting smaller local parks and natural areas. Urban, suburban, and rural landscapes will be linked by a system of walkways, trails, and public access rights-of-way. Some corridors, such as waterfront walkways, may be narrow; in other areas, broader agrarian landscapes along scenic trails, streams, and roadways will be preserved. Most of the land will be preserved forever through public ownership and management. Other open lands (farmlands in particular) will be protected by permanent conservation easements that keep land in private hands but safe from development.

Through legislative appropriations recommended by the Garden State Preservation Trust, the State of New Jersey will make annual allocations of dedicated open space and historic preservation revenues. These funds will go to the Green Acres Program in the Department of Environmental Protection, the New Jersey Historic Trust in the Department of State, and the Farmland Preservation Program in the Department of Agriculture. The Green Acres program administers four land preservation programs that issue grants and loans to state, local and non-profit entities. The State Agriculture Development Committee – New Jersey's Farmland Preservation Program – administers five permanent farmland preservation programs that allow state, local or nonprofit organizations to purchase farms or easements, thus keeping many properties as farms. Likewise, the New Jersey Historic Trust – New Jersey's Historic Preservation Program – administers five historic preservation grant programs that preserve and protect historic sites around the state. These programs will spend a portion of the funds directly for state preservation activities. They will also allocate funding for local governments and private conservation and historic preservation organizations.

Brownfields Redevelopment

"Brownfields" are abandoned, idled, or under-used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination. Abandoned brownfield sites present visible roadblocks to achieving sustainability. Public health and safety, and the environment, are potentially at risk from these contaminated sites. Economic Vitality, one of the Sustainable State Goals, is stifled as sites that could take advantage of existing infrastructure are left unproductive and barren. Municipalities are saddled with abandoned properties that produce no jobs or tax revenues and are a drain from a public safety perspective. Because these properties have contamination issues, the open space components of the Strong Community, Culture and Recreation and the Protected Natural Resources Goals are not being met either.

Brownfields redevelopment is a relatively recent, complex and dynamic area of public policy designed to facilitate cleanup and reuse of these sites. In recent years, governments at all levels – local, state and federal – have been grappling with the perplexing liability, environmental, and cost issues posed by brownfields reclamation, and have taken steps to resolve them. Similar to the State Development and Redevelopment Plan process, a high degree of interagency cooperation and coordination is required in addressing the brownfield issue. The Departments of Environmental Protection, Community Affairs, and Transportation as well as the Office of State Planning, the New Jersey Redevelopment Authority, and the Economic Development Authority all play active roles.

New Jersey has become a leader in brownfield redevelopment. In 1993 the Industrial Site Recovery Act (ISRA) added flexibility to the remediation process by allowing remediation standards to vary depending upon the planned type of land use. In addition, ISRA created the Hazardous Discharge Site Remediation Fund, managed by the Department of Environmental Protection and the New Jersey Economic Development Authority, to provide grants and low-interest loans to municipalities and private entities for all phases of investigation of these properties. Low-interest loans are available if remediation is undertaken.

Since then, additional laws have been enacted, adding further incentives and municipal tools to attract private investment in brownfield sites. Most significantly, the Brownfield and Contaminated Site Remediation Act was signed into law on January 6, 1998. The law amended key statutes, including the Industrial Site Recovery Act, to advance brownfields reuse as part of a comprehensive program for urban redevelopment. The Act offers liability protection and provides additional financial incentives to qualified private entities who wish to clean contaminated properties and develop them for either limited restricted (i.e., industrial) or unrestricted (i.e., residential) uses. The law also promotes the use of innovative technology to encourage these types of cleanups. In addition, it provides tax incentives to redevelop sites, offering reimbursement of up to 75 percent of cleanup costs from newly created taxes to the State, and expanding the property tax abatement that municipalities can offer.

In State Fiscal Year 2001, a Brownfields Remediation Program was established to work in conjunction with the New Jersey Redevelopment Authority's Urban Site Acquisition Program. The original \$15 million appropriation was augmented by an additional \$5 million in FY 2002. These funds are used to provide further financial incentives to redevelop urban brownfields.

The State, through the New Jersey Brownfields Redevelopment Task Force, has adopted a holistic approach to promote successful redevelopment. A key component of this approach includes meeting the needs of communities affected by site contamination. New business activity, housing or other types of redevelopment can restore successful enterprise to our municipalities. Revitalized and safe residential neighborhoods can flourish at these sites or adjacent to them. When the community is involved early and often in the redevelopment process, neighborhood residents and local officials will benefit from and support such endeavors for many years to come. The State is committed to providing the key parties – residents, local officials, developers, businesses, the lending community – with the necessary support to stimulate real community successes. The Brownfields Program has developed a number of tools to facilitate the process. These tools include a Directory and Resource for brownfields programs in New Jersey and an online Brownfields Site Marketing Inventory database of brownfield sites.

Cleaning up New Jersey's brownfield sites is a reality today. Economic redevelopment matched with environmental cleanup has resulted in the rebirth of industrial and commercial properties and surrounding neighborhoods. In Trenton, a new minor league baseball field stands on the site of a former steel plant and a large office and retail complex occupies the space where cables for the Brooklyn and Golden Gate bridges were manufactured. A major entertainment center in Camden and a housing development in Newark have already been completed. An expansive shopping mall complex has been constructed on a former landfill in Elizabeth. These are just a few prime examples of the development that the Brownfields Redevelopment Program made possible.

Building Rehabilitation Enhancements

Since the 1980s, construction and substantial renovation of buildings in New Jersey has been guided by the New Jersey Uniform Construction Code. This code has sought to protect public safety by mandating requirements for construction and construction materials that are consistent with nationally recognized standards. The code has been overwhelmingly successful in accomplishing this objective and in streamlining construction practices and regulations throughout the state. However, one area of construction that was not assisted by adoption of this code was rehabilitation of older, existing buildings.

In new construction, dimensional requirements can be used because the building has not been built. Therefore, the height or area, the construction type or fire resistance, and limitations based on the use of the building can be determined and designed early in the planning stage, long before construction commences. An existing building, however, already has a fixed height and area. It has a construction type, fire resistance ratings, intended use, and fixed dimensions. Therefore, problems are bound to occur when new construction standards are applied to an already standing building; the Uniform Construction Code made only slight distinctions between new construction and rehabilitation of existing buildings. Buildings that were to be renovated at a cost exceeding fifty percent of the replacement cost of the building were required to comply with all provisions of the Uniform Construction Code for new buildings. This often made it infeasible or inordinately expensive to renovate a building. The two options left to developers were either to tear a structurally sound building down and build a new building, or to leave it abandoned and unused. This proved to be wasteful and discouraged urban revitalization.

To facilitate efforts to revive the state's urban areas by promoting reuse of existing buildings, the Department of Community Affairs adopted the New Jersey Rehabilitation Subcode in 1998. It is the first statewide

building code written expressly to make existing buildings usable and productive again. While maintaining requirements to ensure safety, it moves away from the less appropriate dimensional requirements (e.g., a standard required width for hallways or doorways) of the building codes for new construction and, instead, focuses on the work that is required to make existing buildings functional, useable and safe.

As a result, rehabilitation work throughout the state has markedly increased, most noticeably in New Jersey's 16 major cities. The Rehabilitation Subcode increases the adaptive reuse of urban buildings. In 1998, the first year of the rehabilitation code, the dollar value of rehabilitation work in the 16 cities increased by 42 percent. In 1999 the dollar value of rehabilitation work increased by 62 percent. While many variables influenced these increases, the Rehabilitation Code was the critical factor.

The direct effect of the Rehabilitation Subcode is to make rehabilitation projects more affordable and predictable while ensuring safe buildings. The application of this subcode has trimmed more than 25 percent off the construction budget of some urban projects. These cost savings have made some projects feasible that were thought to be impossible before the Rehabilitation Subcode. Because it removes impediments to redevelopment, the subcode is indirectly helping to control suburban sprawl and preserve open space.

Lastly, by reducing construction costs, the Rehabilitation Subcode has definitely served to stretch the limited public funding available to revitalize New Jersey's cities. Government affordable housing programs and nonprofit housing programs are able to generate more dwelling units for the same amount of money. For example, one project in Jersey City realized cost savings of nearly \$4,000 per unit. Savings like this can be redirected to rehabilitate more affordable housing units.

Transportation Improvements

A high-quality, well-maintained transportation system enhances the economy and the quality of life for New Jerseyans, helping New Jersey to become a Sustainable State. The State has embarked on several major initiatives that will improve its roads, bridges, mass transit, and other aspects of the transportation infrastructure. Two major efforts are the Transportation Trust Fund renewal and the Bridge Bond Referendum.

Transportation Trust Fund – On June 20, 2000, legislation renewed the Transportation Trust Fund, providing \$3.75 billion for road and mass transit projects during the next four years. The Act is designed to make roads safer, commuting easier and the state more livable – all without raising state taxes. Monies will become available to fix parts of our infrastructure that need repair, strengthen our bridges, decrease highway accidents and greatly increase bike paths throughout the state.

The legislation creates a four-year program, with annual spending authorizations of \$900 million for Fiscal Year 2001 and \$950 million for Fiscal Years 2002 through 2004. It calls for the constitutional dedication of two existing sources of tax revenue to support the Trust Fund: the petroleum products receipts tax and the sales tax revenue on new motor vehicles. The measure does not impose any new tax or increase any existing tax. New Jersey voters approved this dedication in the November 2000 election.

Transportation Trust Fund spending will promote smart growth initiatives such as reducing congestion without paving open land, working with businesses to reduce single-occupancy car trips, and working with community leaders to design highways that rejuvenate town centers instead of isolating them. The law also creates a "Congestion Buster Task Force" that will study highway traffic congestion in the state and develop a commuter options plan to address methods of capping vehicle trips during peak travel times at 1999 levels. The task force will identify the top 10 projects that can be implemented quickly to relieve congestion and improve safety. The law also directs the New Jersey Commerce and Economic Growth Commission to prepare a report that identifies sectors of the economy that are appropriate for telecommuting.

The legislation includes a goal of constructing an additional 1,000 miles of bike lanes in five years. It also directs New Jersey Transit to present a strategy and preliminary timetable for the replacement of the current diesel bus fleet with buses that produce fewer emissions. It provides incentives to encourage reduction in single occupancy trips and plans for traffic in residential areas, town centers and future town centers. It mitigates adverse impacts of large trucks on state and local roads and establishes or expands at least two park-and-ride facilities each year.

Transportation Bridge Bond Issue – New Jersey’s transportation system is one of the oldest and most heavily-used in the nation. Vehicles travel approximately 60 billion miles on New Jersey roads each year. Under these conditions the state’s county bridges -- with an average age of 78 years – are deteriorating at an alarming rate. Of the roughly 2,400 local and municipal bridges, 22 percent are deficient. To meet this need, New Jersey’s voters approved the Bridge Bond and Referendum in the November 2, 1999 general election. The referendum authorized \$500 million in general obligation investments for the rehabilitation of structurally deficient county bridges and public transit and highway improvements.

The bridge portion of the bond (\$250 million) will help reverse the trend of deterioration while boosting local economies around the state. The monies from this bond will preserve previous investments in our transportation infrastructure that have enhanced safety, mobility and economic development.

Efficient, Affordable and Environmentally-Sound Energy

Energy – how it is produced and distributed, who has access to it and how much it costs – is of vital concern in New Jersey and throughout the nation. In fact, sustainability cannot be achieved unless significant improvements are made in how energy is produced, conserved, transmitted and used. Energy impacts the state’s environmental, social and economic systems to such an extent that State government has developed a number of initiatives addressing these aspects of energy. The initiatives described below – Sustainability Greenhouse Gas Action Plan and Energy Deregulation – have been designed to reduce the environmental impacts of energy production, to reduce its cost, to promote economic vitality, and to ensure equitable access to affordable energy.

New Jersey Sustainability Greenhouse Gas Action Plan

According to the International Panel on Climate Change’s *Second Assessment Report: Climate Change* (1995), the scientific consensus is that the primary cause of global warming during the last century is the man-made production and release of greenhouse gases into the atmosphere, primarily from the combustion of fossil fuels. Recently, the impact of human activity on global climate change was confirmed by the National Academy of Sciences (see *Climate Change Science: An Analysis of Some Key Questions*, a June 2001 report by a committee of the National Research Council). Greenhouse gases accumulate in the atmosphere and trap the sun’s energy in somewhat the same way the glass of a greenhouse traps heat. The greenhouse gas of greatest concern is carbon dioxide, but other gases such as methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride also have this effect.

One of the most significant environmental impacts attributable to global warming is sea level rise. New Jersey has 127 miles of shoreline. New Jersey derives significant economic, environmental, and recreational benefit from its coastal resources. A rising sea level places billions of dollars of New Jersey’s coastal resources, infrastructure and personal property at risk. This natural resource must be protected.

New Jersey is one of a limited number of states to recognize that climate change is a global issue with local consequences and local solutions. Furthermore, the State also recognizes that local solutions can result in local environmental and economic benefits. Many other states have developed greenhouse gas inventories and action plans. New Jersey is the first to establish a statewide greenhouse gas reduction goal. The

Department of Environmental Protection has incorporated the goal of reducing greenhouse gases into its overall environmental planning process and the programs that support this plan through the adoption of the *New Jersey Sustainability Greenhouse Gas Action Plan* (Action Plan) in April 2000. (<http://www.state.nj.us/dep/dsr/gcc.gcc.htm>).

New Jersey has only approximately 0.1 percent of the world's population but generates an estimated 0.5 percent of the world's greenhouse gas emissions. However, while this state has approximately 3 percent of the United States' population, we generate only an estimated 2 percent of the United States' greenhouse gas emissions, indicating that our businesses and residents have been making strides to reduce greenhouse gas releases. Still, as outlined in the *Action Plan*, more can and needs to be done to reduce New Jersey's greenhouse gas emissions even further.

The Department of Environmental Protection, the Board of Public Utilities and numerous stakeholders developed the *Action Plan* to devise economically viable strategies for reducing greenhouse gas emissions. The plan details specific, wide-ranging strategies involving energy efficiency, pollution prevention, innovative technologies, waste management, recycling and open space preservation across the residential, commercial, industrial, agricultural, government and transportation sectors. The Department has pledged to reduce greenhouse levels across all sectors in New Jersey to 3.5 percent below the 1990 levels by 2005.

Upon releasing the *Action Plan*, 11 New Jersey businesses signed a Sustainability Covenant with the Department of Environmental Protection, pledging to help meet the State's greenhouse gas emissions reduction goal through voluntary actions. A listing of these companies and a copy of the Covenant are available on the Department's web site. Since that time, all 56 New Jersey college and university presidents and the Partnership for Environmental Quality, an interfaith religious organization representing hundreds of congregations in the state, have signed onto the Covenant, pledging to consider the use of energy efficiency, renewable energy technologies and procurement of green energy as possible ways to assist New Jersey in meeting its greenhouse gas reduction goals.

New Jersey has undertaken a number of strategies to address the potential environmental and economic impacts of global warming, not only at the state level, but with partners beyond its borders as well. New Jersey and the Netherlands Ministry of Housing, Spatial Planning and the Environment signed a letter of intent committing to cooperative efforts to reduce greenhouse gas emissions and to demonstrate a carbon dioxide emissions trading program between New Jersey and the Netherlands. As part of this agreement, Public Service Electric and Gas is developing a strategy to construct and operate four additional landfill gas-to-electric energy projects in New Jersey. This international agreement highlights the need for states and nations to "think globally and act locally."

Strategies to address greenhouse gases include:

- **Emission trading** – The Department of Environmental Protection is promoting economically viable energy efficiency reductions through the Open Market Emission Trading Program.
- **Voluntary reductions** – The Department is establishing incentives to encourage voluntary reductions, such as a banking and trading system for carbon dioxide emissions.
- **Efficiency information disclosure** – In the deregulated electricity market, power suppliers are being required to disclose energy efficiency information.
- **Mobile sources** – The Department, in cooperation with the Division of Motor Vehicles, will address mobile source contribution from cars and trucks to reduce carbon dioxide emissions.
- **Renewable energy technologies** – The Department will work with other State agencies to establish incentives for the use of renewable energy technologies in the transportation, heating/cooling and energy production sectors. These technologies include energy from geothermal, fuel cells, wave, solar, landfill-produced methane, biofuel, and biomass sources. The Department is working with

several states through the Environmental Council of States (ECOS) to develop a general technology protocol for the evaluation, verification and certification of new energy efficiency and renewable energy technologies.

- **State procurement of “Green Power”** – New Jersey now has a 15 percent set-aside for “Green Power” as part of the State’s overall electricity needs. The 15 percent “Green Power” set-aside will result in the procurement of 152,000,000 kilowatt-hours of electricity over 16 months and significantly reduce air pollutant emissions.

In addition to the direct benefits to the environment and public health that will be enjoyed through implementation of the Sustainability Greenhouse Gas Action Plan, a number of indirect benefits will occur as well. A number of economic benefits have already been observed in New Jersey. A whole new growth industry is beginning to emerge in renewable energy and other innovative technologies that reduce the amount of greenhouse gas emissions. Experience is showing that being environmentally-conscious and profitability can go hand-in-hand. Companies are finding that changing their processes to reduce emissions is resulting in cost savings. Another indirect effect is that the steps companies take to reduce emissions of greenhouse gases often result in simultaneous reductions in other air emissions such as oxides of nitrogen, sulfur dioxide and mercury. These companies often also reduce their water consumptive use, wastewater discharges and waste generation. In turn, each of these indirect benefits results in overall reductions of the company’s operating costs.

Energy Deregulation

In February 1999 the Electric Discount and Energy Competition Act (EDECA) was enacted, advancing the state’s objectives in all three spheres of sustainability: economic, environmental and social. EDECA enhances economic development, provides funding for energy efficiency and renewable resources, provides incentives to make New Jersey air cleaner and protects the state’s low-income and senior citizens.

New Jersey’s energy markets are a key component of the state’s economy, and more affordable energy rates encourage industry and promote economic vitality. EDECA provides for immediate rate discounts and increased reliance on competitive energy markets to lower the cost of energy. Beginning August 1, 1999, all New Jersey electric utility consumers received an automatic five percent reduction in their electric bill. Within three years, electric rates for all customers will be reduced by another five percent. These savings are guaranteed to remain in place until August 1, 2003. The Act also supports the development of new technologies for the benefit of New Jersey energy consumers and the economy as a whole. For the first time, New Jersey residential consumers will be able to choose their energy supplier based on cost, quality of service, and environmental performance, thus having a positive effect on both their economic and social well-being.

EDECA not only promotes economic development but it provides the State with the opportunity to advance its environmental goals. EDECA includes provisions that promote the establishment of a vibrant renewable energy market in New Jersey over the next eight years. The Act guarantees funding for renewable energy projects, including solar photovoltaic technologies, solar thermal technologies, wind energy, and fuel cells powered by renewably generated feedstock. In addition, the Act mandates that energy suppliers disclose a uniform, common set of information about the environmental characteristics of the electricity they supply, including fuel sources, air emissions and the supplier’s support for energy efficiency measures. With this information, consumers can exert a powerful beneficial force in the energy marketplace by choosing environmentally-friendly electricity.

To further promote environmentally-sound energy production, EDECA requires electricity suppliers to include specific percentages of renewable energy as part of their total retail sales. Electricity suppliers must also offer “net metering” at non-discriminatory rates to residential and small commercial customers that

generate electricity using wind or solar photovoltaic systems. The customer must be compensated for any excess electricity sold back to the electricity supplier.

The environmental provisions of EDECA mandate a six-pronged implementation strategy that relies on both traditional regulatory programs and innovative market initiatives. The strategy, which was the work product of a variety of stakeholders including the Board of Public Utilities, the Division of the Ratepayer Advocate, consumer organizations and environmental advocacy groups, includes:

- An ongoing consumer education campaign on energy competition that includes environmental issues;
- A mandated program for disclosure of the environmental characteristics of the electricity sold by each electricity supplier doing retail business in New Jersey;
- A gradually increasing renewable energy portfolio standard that each electricity supplier must meet so that, by 2006, 3.5 percent of energy sold in the State must be derived from renewable sources;
- An analysis of energy efficiency projects and generation of renewable energy from new sources;
- Net metering standards that allow individual consumers to benefit financially from installing wind and solar photovoltaic systems; and
- Emission portfolio standards that each supplier must meet, if they are deemed necessary to meet federal or State air quality standards.

The two general objectives of ensuring that power is reliably available at the lowest cost to consumers and protecting the environment need to be appropriately balanced in the administration of the Act's environmental provisions. Given that two-thirds of New Jersey's nitrogen oxides emissions from stationary sources, close to half of its carbon dioxide emissions, and a majority of its sulfur dioxide emissions come from electricity generation, the policy decisions made in implementing deregulation are vitally important in regard to New Jersey's environment. EDECA recognizes the critical need that the Department of Environmental Protection continue its collaborative efforts with the Board of Public Utilities in shaping the implementation of energy restructuring.

EDECA also recognizes that both energy supply and air pollution do not stop at the borders of the state. Out-of-state purchases of both renewable and non-renewable energy count toward the calculations of energy suppliers and sellers. Energy suppliers are required to disclose on their label their products' emissions and fuel supply. They are also required to utilize mandated percentages of renewable sources, regardless of whether those sources are in-state or out-of-state. Furthermore, all out-of-state suppliers wishing to do business in New Jersey must comply with these EDECA requirements.

To support efforts in the social sphere of sustainability, EDECA includes a number of provisions that protect the state's low income and senior citizens. To facilitate these efforts, the Board of Public Utilities has been engaging in a Universal Service Fund proceeding. This proceeding will determine the appropriate level of funding and administration for social programs that protect our most vulnerable citizens, including low-income citizens and seniors. As part of the proceeding, the Board has been working closely with the Departments of Community Affairs, Human Services, and Health and Senior Services, and the Division of Ratepayer Advocate. Together these agencies are developing programs that will be integrated with existing programs such as the Lifeline Credit Program, the Tenants Lifeline Assistance Program, and the Low Income Home Energy Assistance Program.

With the enactment of EDECA, New Jersey consumers have been given a substantial and unique opportunity to influence the future. The energy landscape is changing from a static regulated environment to a dynamic competitive arena. Throughout the state, energy suppliers, regulators, and customers must work together to ensure that this change produces economic, environmental, and social benefits. This is the most appropriate test for a sustainable energy strategy.

Strengthening Social and Cultural Institutions

A high quality of life for all New Jersey depends on vital social and cultural institutions that can deliver essential services to its residents. State government has undertaken a number of initiatives to maintain this vitality. The most significant recent efforts are in the area of educational improvements where massive school construction, curriculum reforms and teacher development have been priorities. In addition, through the Cultural Trust, the State has taken major steps to preserve and enhance its support of the arts, history and the humanities.

Education Enhancements and School Construction

High quality, accessible education is crucial if the State is going to meet its Sustainable State Goals. Education is the key to meet the need for a properly trained workforce and address the Sustainable State Economic Vitality Goal. It is vital to achievement of the Equity Goal by opening opportunities for all New Jerseyans to enjoy the benefits the State has to offer. It supports Good Government by promoting inclusion of the public in government decision-making.

School construction is a vital component of the State's effort to give children the education they deserve. Tough academic standards, the integration of technology into classrooms to prepare children for the high-tech workforce and maintaining the highest quality teachers have been other recent initiatives.

On July 18, 2000 the New Jersey Education Facilities Construction and Financing Act became law. This Act provides for the investment of \$8.6 billion in public school construction and renovation over the next decade, including full funding by the State of all school renovation and construction projects in 30 special needs school districts known as the Abbott Districts. Full funding for the 30 districts is provided to comply with a New Jersey Supreme Court mandate that educational financing and opportunity for students in those districts be placed on a par with school facilities and programs available to all other students in the state.

This law addresses the rebuilding needs in the Abbott school districts as directed by the New Jersey Supreme Court in its 1998 decision *Abbott v. Burke*. It also provides a mechanism for funding the construction of school facilities statewide. Any district that wants to undertake a school construction project is required to apply to the Commissioner of Education, who reviews the proposed project to determine aid eligibility.

The construction program is being operated by the New Jersey Economic Development Authority, which has a strong record in financing and building major capital projects. Abbott districts are required to use the Economic Development Authority for the construction of school facilities. All of their eligible costs will be paid by the State. Other districts can either construct the project on their own or use the services of the Economic Development Authority for construction.

While providing that the education infrastructure meets the requirements of a thorough and efficient education, the State must also protect the interests of taxpayers who will bear the burden of this obligation. A strong emphasis will be placed on ensuring that school facilities are designed with maximum operating efficiencies. New technologies will be employed to advance energy efficiency and other school building systems. Construction will be achieved in as efficient a manner as possible. A mechanism will be established and implemented to make certain that new facilities will receive proper maintenance to reduce the overall cost of the program and to preserve this infrastructure investment.

The Economic Development Authority, working through the Urban Coordinating Council and other State departments and agencies, will coordinate the development of schools with programs and activities in the surrounding neighborhood. This will increase the opportunity for integrating the schools with the total community.

The Department of Education, Department of Environmental Protection, Board of Public Utilities, Commerce and Economic Growth Commission, and Economic Development Authority along with New Jersey's major energy utilities, private business and environmental organization partners, have established the New Jersey High Performance School Facilities Work Group. High performance buildings are "green" buildings (e.g., energy efficient, minimal waste, renewable energy) that are at the same time healthy and productive for students and staff, easy to operate and maintain, and serve the community through being a community forum and resource. The goal of the Work Group is to link the new Electric Discount and Energy Competition Act funding for energy efficiency and renewable energy to the funding in the Educational Facilities Construction and Financing Act. The objective of the work group, through the initiation of a Sustainable Schools pilot program, is the installation of cleaner technologies with lower operating costs without increasing the initial capital cost to the school district. The linking of these two funding initiatives should enable a school district to voluntarily implement additional green building techniques that can improve the district's overall sustainability performance and help meet the State's greenhouse gas reduction goal.

Cultural Trust

On July 25, 2000, legislation creating the New Jersey Cultural Trust was enacted. This Act provided stable funding in New Jersey for the arts, history and the humanities. The Trust was created to protect New Jersey's cultural treasures from revenue losses and reductions in funding due to economic downturns and shifting budget priorities. It has taken on added importance as private donations to arts organizations have fallen sharply in the wake of the September 11th terrorist attacks.

The law provides \$100 million in State revenues over the next ten years to establish a permanent, interest-generating trust. This will be an additional source of revenue for non-profit arts, history and humanities organizations. The Cultural Trust supplements the State of New Jersey's support of the New Jersey State Council on the Arts, the New Jersey Historical Commission and the New Jersey Historic Trust. Organizations can use the money to build endowments, improve their institutional and financial stability, or make capital improvements at their facilities. The Trust will match private contributions dollar for dollar. Individuals can contribute directly to the Trust.

Creation of the Cultural Trust protects our state's treasures. A rich cultural life adds to the economy, helps teach our children and improves the quality of our lives. The trust will support and complement other ongoing initiatives including the Discover Jersey Arts media campaign; the Jersey Arts hotline, web site and resource guide; the Historic Trust that preserves the state's historical treasures, and operating grants for history.

Sustainable Economic Development Efforts

State government has taken a number of steps to strengthen the business climate in New Jersey. A few of the major initiatives – Brownfields Redevelopment and Renewable Energy Technologies, for example – that can have a substantial impact on promoting sustainable businesses in New Jersey have already been highlighted above relative to other issues. Two additional initiatives related to the Sustainable State initiative, the creation and activities of the Office of Sustainable Business in the Commerce and Economic Growth Commission and the Department of Environmental Protection's Office of Innovative Technology and Market Development, are of special note and are highlighted here.

Office of Sustainable Business

New Jersey's Office of Sustainable Business, the first and only office of its kind in the nation, was created in 1997. This Office has helped the sustainable business sector of the economy through the following means:

- a loan fund

- the publication of a directory of sustainable businesses in the State
- the support of increased sustainable construction practices
- trade missions to other countries
- a Sustainable Business Conference and seminar series
- the promotion of State government services and other opportunities.

By its nature, the Office promotes environmental protection efforts, finding innovative ways to simultaneously advance achievement of Economic Vitality along with a number of other Sustainable State Goals such as Minimal Pollution and Waste. The Office's programs are:

- ◆ **Sustainable Development Loan Fund** – This Fund provides low-interest loans to qualified businesses in order to assist the development of environmentally-preferable products and services and helps business operations become more environmentally sustainable. For example, a \$150,000 loan was provided to Anscott Chemical Corporation, an innovative dry cleaning company, to establish a demonstration facility that would use carbon dioxide instead of perchloroethylene, a suspected human carcinogen, in the cleaning process. Another example involves a \$100,000 loan to Historic Building Properties, a firm that recycles and restores historic buildings in the state. This loan would be used to purchase an historic building in downtown Trenton for the company's new headquarters. A third example is a \$180,000 loan to Calmac Manufacturing, a company that produces energy efficient equipment to air-condition buildings, for them to develop a second production line.
- ◆ **Individual client services** – The Office offers assistance with marketing, foreign trade, and state and federal procurement. It also helps businesses apply for grants and other loan programs.
- ◆ **Export assistance** – The Office assists New Jersey-based sustainable businesses with trade opportunities in overseas markets.
- ◆ **Environmentally-preferable product procurement** – This program is designed to assist in the purchase of environmentally-preferable products by both State agencies and the public.
- ◆ **Building a Greener New Jersey Partnership** – The Partnership provides direct assistance to New Jersey companies who wish to expand their markets for "green" building products and services. It also assists companies who want to green their corporate facilities. The benefits of joining the Partnership include access to free technical, marketing and promotional assistance, help in obtaining financing for projects, information on environmentally preferable products, and education on environmental issues. Members also participate in workshops and training on building issues and network with other private and public members involved in green building projects.
- ◆ **Sustainable schools initiative** – Through this initiative, the Office partners with educational groups, State agencies, and schools to promote sustainability in both curriculum and school construction. This initiative promotes New Jersey-based sustainable businesses in a number of ways.
- ◆ **Greening the economy** – The Office surveyed more than 2,000 New Jersey companies to gain a fuller understanding of any environmentally preferable practices of businesses that have also proven to be profitable. The results of this survey were published in a report to the Commerce Commission in April 2000 called *Greening the Garden State*. This report highlights over three hundred businesses whose products create jobs and increase company efficiency while improving the quality of life. It also finds that State government actions and policies can result in a tangible increase in jobs, reduced pollution, and a more sustainable economy. The report makes a series of recommendations on State initiatives that could help foster sustainable business practices.

The Office of Sustainable Business also works with other agencies to assist the State in reaching its sustainability goals. For example, it works with the Department of Environmental Protection to merge the Department's Silver and Gold Track Initiative (See "Flexible track environmental regulation" strategy on page 34) with the Sustainable Development Loan fund, thus increasing the incentive for companies to go beyond compliance and gain regulatory flexibility.

The Office also collaborates with the Office of State Planning on conferences to promote smart growth and to add green buildings ideas to the State Development and Redevelopment Plan. It works with the Economic Development Authority to discuss opportunities for sustainable businesses as part of the School Construction initiative and with the Science and Technology Commission to fund sustainable business projects.

In the process of providing support to the Sustainable State Goals of Economic Vitality and Minimal Pollution and Waste, the Office of Sustainable Business also supports the Quality Education, Equity, Strong Culture and Recreation, and Good Government Goals.

It should be noted that the Appropriations Act for State Fiscal Year 2002 that was signed into law on June 28, 2001 did not include line item funding for this office. Discussions are ongoing regarding the maintenance of this office and its important sustainability-related functions within the Commerce and Economic Growth Commission.

Office of Innovative Technology and Market Development

New Jersey is a leader in the field of environmental technology. This leadership has benefited the state by promoting the use of better, faster, and cheaper technologies to solve our environmental problems while also building a stronger economy. To support and maintain this role, the Department of Environmental Protection has created the Office of Innovative Technology and Market Development. This office's overall objective is to maximize the availability of information about innovative environmental technologies and to encourage their commercialization and use. Toward this end, the Office is overseeing and implementing a variety of internal, interstate and international efforts that include:

- **Technical Manual** – The Department has developed a technical manual that outlines the departmental procedures for review and evaluation of innovative environmental technologies. Creation of this manual is the first step in establishing a single point of entry into the Department with clear procedures for the review, demonstration and approval of innovative environmental technologies. Additionally, it establishes clear criteria for participation in a technology verification or certification program. The manual also describes how this process will be coordinated with independent, third party technology verification processes such as that offered by the NJ Corporation for Advanced Technology (NJCAT). NJCAT provides technology innovators with the technical, commercial, regulatory and financial assistance required to bring promising new ideas to market. In addition to responding to the needs of innovators, NJCAT also identifies demands for new technologies and seeks out innovators who can meet those demands.
- **Six State Memorandum of Understanding** – New Jersey, along with the States of California, Illinois, Massachusetts, New York and Pennsylvania have formed a partnership under a Memorandum of Understanding designed to define a process for sharing a common data, review protocol and information relevant to approving or permitting an environmental technology. This process is defined in a document entitled "Reciprocal State Acceptance of Environmental Technologies." The availability of this document was announced in April of 1999 at the International Environmental Technology Expo. The specific guidance for use by states, technology developers and users is being prepared three parts or tiers. Use of this tiered approach will help reduce duplicative demonstration and testing of technologies; expedite multi-state technology acceptance and reduce costs for both vendors and state regulators.
- **Interstate Technology and Regulatory Cooperation Workgroup** – The Department has a lead role in the Interstate Technology and Regulatory Cooperation Workgroup. This Workgroup is a state-led, national coalition with the mission of focusing on creating tools and strategies to reduce interstate barriers to the deployment of innovative hazardous waste management and remediation technologies. It is comprised of 25 states, three federal partners, public and industry stakeholders, and two state associations. Using a team approach, it develops guidance documents on specific remediation technologies. Such guidance is in the form of: technical/regulatory guidelines, technical overviews

and case studies. The use of these tools offers a consistent approach to the review and approval of specific technologies.

- **International Environmental Technology Expo** – To help further establish New Jersey as a leader in the area of environmental technology, the Department, along with several partners organized two International Environmental Technology Expos. These events were designed to bring together the experts in the fields of technology, business and finance and government to discuss environmental technology development and deployment.
- **International Agreements** – New Jersey has signed agreements with Israel, France, Thailand, the Netherlands and Canada. All of these agreements address the issue of environmental technology information sharing. Working in partnership with staff in New Jersey universities, the NJ Corporation for Advanced Technology and various individuals in these countries, the Department is working to implement these agreements.

Goal-by-Goal Strategies

State agencies are pursuing many programs and strategies that advance and support specific Sustainable State Goals. On the following pages, many of the activities and programs that State agencies believe to be supportive of sustainability are presented. This is an *initial* list designed to illustrate the wide variety of programs that support sustainability. It should not be considered an exhaustive listing of all activities that may support the concept.

State agencies submitted descriptions of their programs, and the Sustainable State Goals and sub-goals they support, to the Interagency Sustainable State Working Group. These programs were grouped based on an underlying theme or objective. For the purpose of this report, these groupings are referred to as *strategies*. For example, the many efforts by a number of agencies to make it less costly and cumbersome to meet State regulatory requirements have been grouped under “Streamline regulatory requirements.” The sub-goals described here are derived primarily from the Goal statements and provide a structure for evaluating State-level strategies. In most cases, a strategy or program is listed only once under the Goal that it primarily affects, but it should be noted that other Goals can be supported as well.

Economic Vitality

Goal: An economic environment that is competitive, diverse and attractive to business; that maintains and expands assets and capital; that provides a variety of entry-, middle- and high-level jobs; and that promotes New Jersey's communities and its workforce.

Sub-Goal: A Competitive, Attractive, Diverse and Job-Creating Economic Environment

Strategies:

- 1. Create and retain private-sector jobs** – A strong economy creates and depends on an ample number of high-quality private sector jobs at all levels. It is, therefore, in the State’s interest to implement programs that promote creation and retention of these jobs. In order to foster growth and economic vitality throughout the state, a wide array of resources are provided to businesses, not-for-profits and municipalities by the New Jersey Commerce and Economic Growth Commission and the New Jersey Economic Development Authority (EDA) to aid in the creation of employment. Several examples of these are listed below:
 - **Bond financing** – Tax-exempt and taxable bond financing is provided at below market rates for real estate acquisition, equipment, machinery, building construction and renovations in excess of \$1 million.
 - **Real estate development** – For projects that will have major economic impact representing important economic sectors and located in areas needing economic stimulation, EDA will undertake land assemblage and/or development projects on behalf of public, not-for-profit, joint venture or private entities.
 - **Statewide loan pool for business** – Through a partnership between EDA and New Jersey banks, loans and guarantees are provided at below market rates for fixed assets and working capital from \$50,000 to \$5 million.
 - **Business employment incentive grants** – Grants from the Business Employment Incentive Program are available in an amount equivalent to 10 percent to 80 percent of the personal state income taxes withheld for companies that hire 25 or more new employees in an Urban Aid community or 75 or more in a non-Urban Aid community. A 10 percent bonus is given, with a total maximum of 80 percent, for projects involving brownfields development.

- **Financing and assistance for small businesses, minority-owned and women-owned enterprises** – The New Jersey Development Authority for Small Businesses, Minorities’ and Women’s Enterprises, provides loans and loan guarantees from \$20,000 to \$100,000 to small businesses, minority-owned and women-owned businesses at below market rates for real estate, fixed assets and working capital. The Economic Development Authority manages these programs.
 - **International trade assistance** – The Division of International Trade offers services including financial assistance, strategic advocacy in foreign markets, opportunities to network and receive information and advice regarding international commerce, as well as assistance in taking advantage of federal international trade programs and Foreign Trade Zones. Advocacy activities are strengthened and supported by Trade Missions, which are often led by the Governor. Companies are matched with the most appropriate trade missions for their products.
 - **Science and technology development** – The New Jersey Commission on Science and Technology was established in 1985 to encourage the development of scientific and technological programs, stimulate academic-industrial collaboration, and coordinate activities of technological centers and business facilities. The Commission has established efforts in three key areas, with major programs in each:
 - **Development of the state’s research and development infrastructure in priority fields.** Major programs include the Research and Development Excellence Program, which in its first three years has funded 17 major initiatives; and Matching Programs, which provide support for major federal awards in discrete mathematics and in hazardous substance research;
 - **Enhancement of technology transfer from academic research to business application.** The major program under this heading is the New Jersey Manufacturing Extension Program, sponsored in cooperation with the National Institute of Standards and Technology;
 - **Encouragement of startup enterprises in science and technology fields.** Major programs include the Technology Transfer Program, which provides grants in support of specific transfer efforts from academia to New Jersey companies; Technology Business Incubators; Early Stage Enterprises Seed Investment Fund; SBIR Bridge Loan/Proposal Support; and Technology Help Desk.
 - **Technology business financing** – In cooperation with the Commission on Science and Technology, the Economic Development Authority provides two loan programs: the Seed Capital Program, which provides loans up to \$500,000 to technology businesses to bring products to market; and the Technology Fund which provides loans in conjunction with banks up to \$5 million to second-stage technology businesses.
 - **Client promotion** – A wide variety of services are offered to help businesses expand, relocate or retain jobs in the State. Services include grants and other financial support, several types of human resource assistance including help finding qualified employees, business advice, technical assistance and assistance with complying with State regulations. The Department of Client Promotion serves businesses with account executives having expertise in such industries as: Finance, Insurance and Real Estate, Business Services, Food Processing, Chemicals and Petroleum, Pharmaceuticals/Biotechnology and Telecommunications, to name several.
 - **Office of Travel and Tourism** – To increase visitor expenditures, tax revenues, and employment, this office, in partnership with the travel industry, develops and promotes New Jersey as a convenient travel destination with a variety of attractions in a compact area.
2. **Provide direct services to businesses** – To help businesses remain competitive and productive, government agencies offer services in a number of areas. Examples include:
- **Business advocacy** – The New Jersey Commerce and Economic Growth Commission’s Office of Business Advocate and Information assists businesses that are experiencing difficulty navigating through state regulations. The office intercedes and facilitates resolution of

regulatory difficulties. The office handles complaints from businesses and leads coordination efforts for projects involving multiple departments and agencies where regulations are an issue. Programs include:

- **Call management center** – Offers a “One-Stop” center where businesses can access services provided by the Commerce and Economic Growth Commission and other State agencies.
- **Licensing and permit hotline** – Entrepreneurs looking to start up a business in New Jersey can obtain information about incorporating and obtaining licenses and permits through this hotline.
- **Clean air ombudsman** – Operated in conjunction with the Department of Environmental Protection, this office provides small businesses access to the technical expertise and information necessary to satisfy federal Clean Air Act requirements.
- **Business resource center** [web site: <http://www.njbrc.org>] – This Center offers a one-stop economic development library designed to provide key economic information that may attract businesses or influence them to stay or expand.
- **Entrepreneurial training** – Through the New Jersey Development Authority’s program for Small Businesses, Minorities, and Women’s Enterprises, an eight-week training program is offered to help new and aspiring business owners create a business plan and learn about operating a small business. New Jersey Development Authority programs are managed by the Economic Development Authority.
- **Small business mentoring** – Through a partnership with economic development groups and funding from the Economic Development Authority and other partners, the New Jersey Development Authority provides a wide array of technical assistance designed to help new entrepreneurs throughout New Jersey overcome the obstacles facing young companies. New Jersey Development Authority programs are managed by the Economic Development Authority.
- **Business services** – The Department of Labor's Division of Business Services fields a team of Business Service Representatives who link businesses with government assistance programs.
- **Layoff response** – The Department of Labor's Response Team contacts employers contemplating layoffs, whenever possible intervening and providing on-site assistance to minimize cutbacks and to expedite unemployment insurance benefits and reemployment services for displaced workers.
- **Training grants** – The Department of Labor provides matching Customized Training Grants to employers for worker training that will improve worker productivity and create and retain high-skill, high-wage jobs.
- **Employer Human Resource Support** – The Department of Labor Employer Human Resource Support Unit provides free, confidential assistance to employers who need to improve management practices and workplace policies for sound, legal, and productive business operations and for retention and development of employees. Job analysis, reduction of turnover and absenteeism, employee handbooks, selection and hiring, and performance appraisal systems are areas for which services are frequently provided. Low-cost employer seminars on human resources management topics are conducted throughout the year, by request or as scheduled.
- **Small, women-owned, and minority-owned business assistance** – The Commerce and Economic Growth Commission offers services to small business, women-owned, and minority-owned businesses. Services include financial assistance, advice and instructional materials, training and education, and the certification necessary to receive certain contract opportunities. Through the certification/registration program, these firms are better able to enter the State government bidding process.
- **Transportation assistance** – The Smart Moves for Business program, established by the Department of Transportation, assists employers in seeking ways to ease the commute for their employees by investigating and implementing strategies that provide alternatives to driving

alone. Strategies currently available include: promoting the use of transit services, rideshare matching assistance, vanpooling, employer-sponsored shuttles (e.g., from nearby rail station to employer site), compressed work schedules, telecommuting, promoting bicycling and walking for those living near work, preferential parking for vanpools and carpools, guaranteed rides home for employees in case of emergencies, flextime, and employer financial incentives (e.g., employee transit fare and vanpool subsidies). By accessing the Department's Smart Moves for Business web site, employers can obtain information and complete online registration forms. The successful use of these strategies can result in a number of significant benefits. Employees may find that they are more rested and less stressed when arriving at work. They may also find that the availability of flextime, compressed work hours and telecommuting gives them the ability to manage family and job responsibilities better. Employers can benefit from improved employee morale and less absenteeism. Finally, the public in general benefits when fewer people are commuting alone in their cars. Traffic congestion may increase at a slower pace. With fewer vehicles on the road, especially in stop and go congestion during rush hours, the quality of the air can improve and the potential for accidents may decrease.

3. **Streamline regulatory requirements** – Businesses often cite regulatory cost and complexity as a key factor when deciding to locate, expand or stay in New Jersey. State agencies are reviewing their regulations to achieve statutory mandates without cumbersome implementation. Examples include:
 - **The “one-stop shopping” concept** – The purpose of this concept is to simplify transactions with State government. Examples include:
 - **Revenue collection** – The Division of Revenue in the Department of the Treasury consolidates revenue collection for New Jersey State government.
 - **Facility-wide permitting** – The Department of Environmental Protection's facility-wide permitting enables a facility to consolidate all of its permits – air, wastewater, hazardous waste, etc. – into one master permit.
 - **Single point of contact** – The Office of Business Gateway Services provides a single point of contact to the Department of Labor, the Division of Taxation and the Office of Business Services (formerly Commercial Recording).
 - **Flexible track environmental regulation** –The Department of Environmental Protection's flexible track program is a covenant-based program (known also as the Silver and Gold Track). It offers greater regulatory flexibility to the state's most environmentally-responsible businesses that pledge to meet specified Goals, including reductions in greenhouse gas emissions that go beyond regulatory compliance.
 - **Market-based approaches to regulation** – The Department of Environmental Protection is researching practical market-based approaches to pollution prevention, energy conservation, community action programs and place-based strategies.

Sub-Goal: Capital and Asset Expansion

Strategies:

4. **Develop and maintain a strong and modern infrastructure** – A strong infrastructure includes not just bridges, roads, sewers, and water systems, but also plentiful and affordable energy and a state-of-the-art telecommunications infrastructure. Plentiful, accessible and well-maintained open space such as parks and greenways must also be considered as part of this infrastructure system. Investment in infrastructure improves the income, productivity, and quality of life of New Jersey's citizens.
 - **Public works construction** – The Department of the Treasury administers a public works construction portfolio in excess of \$500 million per year. These projects affect many New Jersey-based construction and design firms, their employees and materials suppliers located throughout New Jersey. For new construction, Treasury design standards require highly efficient

equipment. For renovation projects, the emphasis is on installing efficient heating, ventilating and air conditioning units. Other energy initiatives have employed new technologies to recover methane gas for heating fuel and installed geothermal systems.

- **Energy marketplace restructuring** – New Jersey’s energy markets are a key component of this state’s economy. For the past several years, State agencies have developed programs that allow energy users the option of purchasing natural gas either from their traditional natural gas utilities or from competitive suppliers. These programs have helped to complete the process of restructuring the State’s natural gas markets, allowing the State’s energy consumers to shop for natural gas.
- **Telecommunications enhancements** – State government has established economic incentives for vigorous competition. Efforts in this area include:
 - **Urban Enterprise Zones data network enhancement** – As a result of positions taken by the Ratepayer Advocate, the Board of Public Utilities directed the deployment of the Bell Atlantic (now Verizon) high speed ATM (asynchronous transfer mode) data network into the state’s Urban Enterprise Zones.
 - **Cable technology enhancements** – The Board of Public Utilities has examined proposals by the cable industry to offer telecommunications services over their existing cable plant. In addition, since 1993 the Board has approved seven petitions from cable companies seeking to lease excess fiber optic facilities to telecommunications services, thus encouraging the growth of competition in the telecommunications industry. In each case, the Board balanced the need to expand competitive alternatives with the need to safeguard the rights of local video customers. Also, in conjunction with the New Jersey League of Municipalities, the Division of the Ratepayer Advocate is sponsoring programs that help local officials recognize their choices in developing modern telecommunications infrastructure for their communities.
- **Water facility construction** – New Jersey water utilities have invested millions of dollars to construct or upgrade water treatment facilities that will serve residential and business growth in New Jersey and meet stringent water and wastewater regulations. The Department of Environmental Protection and the Board of Public Utilities review construction and financial applications by water and wastewater utilities for compliance with state regulations. To provide ratepayers with safe, adequate and proper service at reasonable rates, in all rate case proceedings the Ratepayer Advocate hires financial, accounting and engineering experts to review evidence submitted by the utilities in support of any rate increase. The Ratepayer Advocate also provides expert testimony about the prudence of new construction and the proper accounting treatment for costs associated with this construction. The Board of Public Utilities reviews the evidence presented by the parties to the rate proceeding and often considers innovative strategies to minimize the rate impacts. These strategies include phase-ins of rate increases over a set time period, exploration of low cost financing options, and other rate design and cost reduction options.
- **Utilities development** – The Board of Public Utilities provides consumer information on the New Jersey BPU’s web site at: www.state.nj.us/bpu. The Board and the Utility Education Committee, a collaboration of New Jersey utility companies that educates New Jersey consumers about energy choice, also sponsor the New Jersey Energy Choice Toll-Free Hotline (877-NJ5-5678). The Board’s Office of Cable Television also administers a Municipal Assistance Program that helps municipal officials keep pace with the evolving technological and regulatory environment of cable telecommunications. The Ratepayer Advocate has prepared a Consumer Assistance Handbook to help customers make informed choices about energy and telecommunications providers. Consumers can find detailed information in English and Spanish regarding energy restructuring and water and telecommunications matters on the Ratepayer Advocate’s web site at www.rpa.state.nj.us.

- **Statewide transportation investments** – The New Jersey Department of Transportation and NJ Transit prepare an annual capital program that directs the use of federal and State transportation funds for the state’s transportation system. The program, which now exceeds \$2 billion per year, must be adopted both by the Legislature and by the state’s three metropolitan planning organizations. The program is guided by a Capital Investment Strategy, a system of performance-based programming that seeks to link plans and policies to project investments. The Capital Investment Strategy is currently based on eight broad goal statements drawn from the 1998 transportation policy document, *New Jersey First: A Transportation Vision for the 21st Century*. The goals are:
 - ◆ Achieve a state of good repair for the state’s transportation system and maintain that system to ensure maximum useful life.
 - ◆ Promote the safety of the state’s transportation system by implementing specific actions, consistent with community objectives, to improve highway, rail, and pedestrian safety.
 - ◆ Relieve congestion and expand mobility through carefully selected treatments that protect the environment, respect community values, and promote the State Development and Redevelopment Plan.
 - ◆ Develop a “travel friendly” transportation system.
 - ◆ Support economic growth consistent with the State Development and Redevelopment Plan.
 - ◆ Implement transportation improvements that improve our quality of life and promote community values.
 - ◆ Develop State government’s partnership with counties and municipalities for the improvement of transportation systems under local jurisdiction.
 - ◆ Improve the effectiveness of operations and project delivery.
 - **Innovative transportation infrastructure financing, building and operating techniques** – New Jersey Department of Transportation and NJ Transit use innovative funding strategies to maximize the effectiveness of available funding. These include design/build contracts and public-private partnerships. To fund the state’s transportation improvements for the last 20 years, New Jersey has relied on federal highway and transit funds and the New Jersey Transportation Trust Fund. The Trust Fund is composed of a combination of revenues from the State motor fuels tax, vehicle registration fees, heavy truck highway user fees, a portion of the toll revenues from the state’s toll road authorities and the sale of bonds. Since all of these revenue sources have certain constraints on the amount of revenue they can generate annually for the Fund, additional needed transportation projects are often financed through innovative alternative financing methods. The methods currently being used or considered for the future include:
 - **“Design, Build, Operate and Manage”** – For any given major transportation improvement, a public transportation agency secures the needed capital and operating funds, and produces concept plans, environmental impact analyses, preliminary engineering studies and capital and operating cost estimates. This process also calls for establishing and managing the process for selecting a qualified private or public entity that will complete the project’s final engineering and design, constructs the facility and will be responsible for the day-to-day operation and maintenance of the facility.
 - **Public-private partnerships** – The Public-Private Partnership Act authorizes the Department to explore opportunities for leveraging private capital to help finance public, joint public and private or privately operated transportation facilities.
5. **Redevelop urban areas** – The population shift to suburbs since World War II has drained urban areas of industries, businesses and residents. Central to the State Development and Redevelopment Plan are the benefits of existing infrastructure and available labor that cities offer to businesses. However, there are both real and perceived impediments, including costs and crime, that discourage companies from considering urban locations. Efforts to promote urban redevelopment include:

- **Real estate development** – For large job creating projects in urban areas, the Economic Development Authority can serve as a real estate developer to assemble land, prepare property and renovate or build new structures for manufacturing, distribution, office, retail, hotel and research facilities. These projects can be completed in partnership with private developers or on behalf of public or not-for-profit organizations.
- **Brownfields redevelopment** – The Department of Environmental Protection, with its partner the Economic Development Authority and other key agencies, will continue to expand brownfields redevelopment efforts that return contaminated sites, many of which have been abandoned for decades, to productive economic use.
- **Urban enterprise zones** – There are Urban Enterprise Zones in 29 municipalities. Urban Enterprise Zones provide significant incentives such as sales-tax exemptions on business purchases, the right to charge reduced sales tax to customers (3 percent instead of 6 percent), corporation tax credits for the hiring of certain employees and subsidized unemployment insurance costs. The Urban Enterprise Zones program also offers technical assistance to urban redevelopment projects.
- **Urban coordination** – The Urban Coordinating Council is chaired by the Commissioner of the Department of Community Affairs and includes representatives from all State departments and agencies involved in urban redevelopment. The Council coordinates various urban programs and initiatives and works in partnership with neighborhood community organizations, municipal officials and local business interests to promote development and implementation of neighborhood-based strategic plans.
- **Local development financing** – The Economic Development Authority provides loans from its Local Development Financing Fund at below market rates ranging from \$50,000 to \$2 million for fixed assets for municipally-sponsored, commercial and industrial projects in Urban Aid communities.
- **Community economic development** – The Economic Development Authority's Fund for Community Economic Development provides loans up to \$500,000 to urban-based community organizations. These loans are available at below market rates and can be used to fill financing gaps in the development of community facilities and real estate projects, and to fund feasibility studies and other pre-development costs.
- **Neighborhood economic development** – The New Jersey Redevelopment Authority provides financing for economic development projects in New Jersey's 68 urban municipalities. The Authority gives priority to neighborhood projects that can demonstrate that they will have a positive impact on urban neighborhoods and are consistent with a locally developed strategic plan.
- **Strategic revitalization plans** – The State Development and Redevelopment Plan advocates the creation and coordination of endorsed strategic revitalization plans for municipalities experiencing distress. Strategic revitalization plans include health, social services, education, and public safety planning at regional, municipal, and neighborhood scales.
- **Other urban redevelopment initiatives** – Several State government initiatives will streamline the regulatory process to promote environmentally-responsible development of land in cities and towns, while at the same time preserving the State's dwindling inventory of open space. The Department of Environmental Protection will facilitate development and redevelopment in areas deemed appropriate by local governments and State agencies for those purposes. The Department has already hired additional staff to expedite permits for redevelopment projects. Initiatives include:
 - **Brownfields site identification** – All brownfields sites in New Jersey will be identified and information about them will be made available through the Internet.

- **Land inventories** – Land inventories from all local governments that receive smart-growth planning grants from the Department of Community Affairs will be publicized on the Internet.
 - **Business incentive packages** – Determinations will be made as to whether greater incentives can be provided to stimulate job creation in State Development and Redevelopment Plan growth areas.
- 6. Promote growth in, and ensure financial solvency of, banking and insurance services** – Attaining economic vitality in New Jersey is contingent upon vital and healthy banking and insurance industries. The Department of Banking and Insurance is responsible for maintaining a legal and regulatory framework that fosters growth and enables banking and insurance companies to provide a full competitive array of services. The Department also has a number of programs that promote the financial solvency of New Jersey’s banks and insurance institutions so that necessary credit and financial services can be obtained to promote and sustain a healthy economy. The Department uses scheduled examinations, frequent monitoring of financial information, and consumer complaint reviews to ensure compliance. Entities in violation of regulations enforced by the Department are subject to enforcement actions that are effectively delivered on a timely basis to minimize the consumer’s risk. Efforts include:
- **Community development credit unions** – Community development credit unions are cooperative, non-profit organizations run for the benefit of their members and are exempt from taxation. This allows them to provide services at lower rates than “for-profit” financial institutions. They are designed to foster economic growth in urban areas. Over half of the members of a community development credit union must be from lower-income households or reside in public housing projects.
 - **Expedited application processes** – Currently, expedited applications for depository institutions are available through the Department of Banking and Insurance web site. The Insurance Division also has applications available on the web site. The future development of interactive applications on the Internet will facilitate the process.
 - **Streamlined licensing and renewal process** – Under the Money Transmitter Act, money transmitters must be licensed by the Department, thus protecting consumers from possible financial harm from unregulated individuals.
 - **Financial modernization** – With the passage by Congress of the federal Gramm-Leach-Bliley Act allowing development of diversified financial services institutions, new State statutes will be needed. The Department is presently completing a draft of a bill that will allow for growth in the small business sector by providing additional sources of credit.
 - **Franchise value enhancement symposiums** – The Department holds an annual Commissioner’s Symposium to discuss current issues and the changing environment of the Financial Services Industry. The Symposium also serves as a vital part of the business community outreach program. Invitations are extended to the banking community, the Commerce and Economic Growth Commission, the Federal Deposit Insurance Corporation, the New Jersey League of Community and Savings Bankers, State and federal representatives and consumer groups.
 - **Developing technologies** – The Department reviews banking and insurance regulations to ensure that institutions are utilizing developing technologies in their business transactions.

Sub-Goal: A Qualified and Balanced Workforce

Strategies:

- 7. Provide integrated workforce services** – Economic vitality creates jobs and is sustained by an adequately trained workforce. Effective workforce development services train qualified workers to sustain desirable economic growth. Programs that provide income maintenance, retraining and

placement assistance to unemployed workers contribute to community well-being by keeping people out of poverty and secure in their homes during hard times.

- **Workforce services** – The Workforce New Jersey One-Stop Career System has fundamentally changed the way that workforce services are delivered. Through the use of technology and extensive collaboration among the Department of Labor, local Workforce Investment Board (WIB) colleagues and a number of partner agencies, integrated employment and training services are provided to match job seekers and employers. This includes posting labor market information, job openings, resumes, training programs and related information on the Workforce New Jersey Public Information Network (WNJPIN) Internet site. As the cornerstone of the federal Workforce Investment Act, Workforce New Jersey One-Stop Career Center System services are available throughout New Jersey at One-Stop offices and at affiliate sites which have a network of public access computers at a variety of convenient locations. This cooperative effort integrates the workforce services of major State agencies, including the Departments of Community Affairs, Education, Human Services, Labor and Military and Veterans' Affairs and the Commissions on Commerce and Economic Growth and Higher Education to more fully and effectively meet locally identified service needs. Workforce New Jersey One-Stop Career Center System operations are jointly administered with the chief elected official and the local Workforce Investment Board under locally generated Memorandum of Understanding in each Workforce New Jersey area of the state. A majority of Workforce Investment Board members come from the private sector business community.
 - **Workforce development** – The Workforce Development Partnership Program, administered by the Department of Labor, offers job skills training, education and support services both to employers (for their workers) and to unemployed individuals. Employers can receive matching funds to pay for customized training that improves worker productivity, promotes occupational safety and health, and enhances company performance. Qualified individuals can receive individual training and education grants, additional unemployment benefits while in training, and tuition waivers at public institutions of higher education.
 - **Career preparation assistance** – The Departments of Education and Labor collaborate on the School-to-Careers initiative and the Youth Transition to Work Program. These programs prepare young people for well-paid careers and provide employers with skilled workers.
8. **Make full use of all potential workers** – In a tight labor market, programs that help individuals overcome employment obstacles prevent labor shortages from choking off economic growth.
- **Vocational rehabilitation** – Vocational Rehabilitation Services, provided by the Department of Labor, enable individuals with disabilities to obtain employment consistent with their strengths, priorities, needs, and capabilities. Rehabilitation counselors assist individuals with physical, mental and emotional difficulties to obtain or maintain employment. Businesses that employ persons with disabilities receive free consultation services. The Division of Vocational Rehabilitation Services also administers a comprehensive independent living program for individuals with significant disabilities.
 - **Employment opportunity enhancement** – The Department of Labor has a number of programs to enhance employment opportunities for targeted populations. These include:
 - **School construction opportunities for women and minorities** – The Department, in conjunction with the New Jersey Economic Development Authority and the Departments of Treasury and Education, will increase opportunities for women and minorities to acquire skills in the construction trade so they can benefit economically from school construction projects in their communities. In addition, assistance will be given to contractors and trade unions in recruiting and training women and minorities to fill their workforce needs under the New Jersey school construction initiative. Activities will include outreach to attract participants, community based pre-training preparation and enrollment in either registered

apprenticeship or school-based training programs with a special focus on the 30 Abbott school district locations.

- **Workforce 55+** – The Department of Labor Workforce 55+ program assists economically disadvantaged persons 55 years or older with their employment and training needs. The program is also known as the Senior Community Service employment Program.
- **Enhanced community involvement** – The Department of Labor's Interfaith and Community Partnerships initiative develops cooperative relationships with local community and faith based organizations to reach individuals who may not readily seek out available, mainstream employment and training services.
- **Welfare reform** – The Departments of Human Services and Labor work with contracted vendors and support agencies to provide services to welfare recipients under the Work First New Jersey program, the State's welfare reform program. Participants receive mainstream labor exchange services with a focus on job search assistance. There are two separate programs administered through county and municipal welfare offices. Temporary Assistance to Needy Families is designed to meet the needs of families, while the General Assistance serves single adults and couples without dependent children. Eligible participants also receive essential support services, including temporary cash assistance, emergency services, child care subsidies, transportation subsidies, health insurance, and substance abuse treatment (through the substance abuse initiative). In addition to an emphasis on work and work-readiness activities, these programs place a five-year lifetime limit on cash assistance. Since 1997 more than 45,000 families have found jobs through Work First New Jersey. Work First programs include:
 - **Entrepreneur development services** – The Work First New Jersey Entrepreneur Development Services Pilot Program prepares individuals leaving welfare to start their own businesses and creates economic development opportunities in their neighborhoods. The program is being piloted in Camden with Temporary Assistance to Needy Families State Maintenance of Effort funds and State matching funds.
 - **Family loans** – The Family Loan Program assists low-income working families with limited assets that may be considered poor risks for traditional bank loans. The program provides low-interest loans for emergency situations that might prevent continued employment (e.g., housing, child care, or transportation problems).
 - **Transportation services** – The lack of access to transportation services is one of the main challenges confronting people who are making the transition from welfare to work. Many available entry-level and service sector jobs are not located in areas where most welfare recipients and low-income individuals live. Since 1997 New Jersey's welfare reform program, Work First New Jersey, has served as a catalyst for increased statewide coordination of efforts to meet these challenges. At the State level, the New Jersey Departments of Human Services, Labor, and Transportation, NJ Transit, and the State Employment and Training Commission established the Project Oversight Group to facilitate inter-departmental planning and assist counties in the development of innovative solutions to local mobility issues. Project Oversight Group members facilitate communication between public assistance offices, county transportation departments, Workforce Investment Boards, employers, local residents, and others who express concern about the availability and appropriateness of local transit services. These concerns will be incorporated into future updates of county *Community Transportation Plans*, and will serve as the basis for coordination of the continual planning efforts undertaken by Group member agencies. The Project Oversight Group supports a variety of statewide transportation initiatives designed to serve low-income and transit-dependent individuals including:
 - ◆ **Community transportation coordination planning** – The New Jersey Community Transportation Coordination Planning program provides financial and technical support to New Jersey counties to develop and execute local planning efforts. These efforts

center on forming local interagency steering committees that define local transportation gaps, develop strategies for addressing those gaps, and identify opportunities for increased coordination of existing transit services. Each county has developed a *Community Transportation Plan* that reflects these issues; each plan provides a framework for the planning and development of new local programs to improve mobility for low-income individuals and other transit-dependent populations. These plans will soon be updated to reflect a revised set of transportation strategies and recommendations and to provide an opportunity to involve Workforce Investment Boards more closely in the transportation planning process. A portion of the Transportation Innovation Fund may be used to fund updates and revisions to county *Community Transportation Plans*.

- ◆ **Job access assistance** – Section 3037 of Public Law 105-178, the Federal Transportation Equity Act for the 21st Century (TEA-21) created the Job Access and Reverse Commute competitive grant program. The Job Access component (90 percent of this section’s program funds) provides competitive grants to assist states and localities in developing flexible transportation services that connect welfare recipients and other low income persons to jobs and other employment-related services. The Reverse Commute component (10 percent) is designed to provide transportation services for all populations to suburban employment centers from urban, rural, and other suburban locations. Applicants must identify matching funds at a 1-to-1 match. A source of matching funds is the New Jersey Transportation Innovation Fund, which has been supported by State transportation funds, funds from the Governor's discretionary portion of New Jersey's U.S. Department of Labor Welfare to Work Grant and the New Jersey Department of Human Services’ Temporary Assistance to Needy Families (TANF) funds. Federal guidelines stipulate that coordinated regional planning must form the basis for funding requests. In New Jersey, much of this had already been accomplished through the *Community Transportation Plans* described above. This planning was critical to securing \$1,661,698 in Federal Fiscal Year 1999 funds for 12 county-based projects included in NJ Transit’s consolidated grant application. New Jersey received a \$2 million earmark in Fiscal Year 2000 funds. The Project Oversight Group serves as the essential state link to county-level applicants in the development of viable applications for Fiscal Year 2000. The group also provides technical assistance to county level applicants to strengthen and improve applications. The Project Oversight Group also evaluates each proposal according to the following criteria prior to inclusion in the consolidated statewide application:
 - Coordinated human services/transportation planning process involving State or local agencies that administer the Temporary Assistance to Needy Families and Welfare-to-Work programs, the community to be served, and other area stakeholders.
 - Unmet need for additional services and extent to which the service will meet that need.
 - Project financing, including sustainability of funding and financial commitments from human service providers and existing transportation providers.
 - Innovative approaches, employer-based strategies, and linkages to other employment-related support services and other strategies effective in meeting program goals.
- ◆ **Discount commuter tickets** – WorkPass is an innovative program developed by NJ Transit in cooperation with the Department of Human Services. The program provides WorkFirst New Jersey participants with access to public transit by providing unlimited monthly pass commuter tickets for use in job-related activities. Discounted tickets are also available for children ages five to 11 years, while children under four years old ride free when accompanied by a fare-paying adult. As part of the WorkPass program, NJ

Transit offers WFNJ caseworkers a transit-training program that enables them to determine the best NJ Transit routes that address participants' needs.

- ◆ **Transition transportation assistance** – When WorkFirst New Jersey participants are successful in finding employment, their participation in the WorkPass program ends. However, during the transitional period immediately following employment, NJ Transit offers additional transportation benefits through the “Get a Job. Get a Ride!” Program. This program provides a free monthly bus or rail pass to people registered with participating WorkPass agencies who leave public assistance and take employment, supporting WorkFirst New Jersey participants in their transition to full employment.
 - ◆ **Extended transportation assistance** – After they have used the “Get a Job. Get a Ride!” program, individuals who have left Temporary Assistance to Needy Families (TANF) for employment and use mass transportation are eligible to receive six additional months of post-TANF transportation services. Eligible clients receive a check that is payable to NJ Transit for monthly bus or rail passes. Under this initiative, the first three monthly passes are free, the second three months require a 50 percent co-payment.
 - ◆ **County transportation grant assistance** – The Department of Human Services developed the WorkFirst New Jersey Transportation Block Grant program to assist WorkFirst New Jersey county agencies in providing transportation alternatives to participants that cannot be met through a monthly bus or rail pass. The program provides funds to these county agencies for use on alternative projects that are included in a county's *Community Transportation Plan*. Funds are provided from the savings realized by the Department as a result of county participation in the WorkPass program. The Project Oversight Group monitors the disbursement of Department of Human Services funds to counties. It screens applications to ensure consistency with *Community Transportation Plans*, the Job Access and Reverse Commute Program proposals, and other local transportation initiatives.
 - ◆ **Trip-planning software** – A portion of Transportation Innovation Fund resources has been made available to redesign NJ Transit's trip-planning software, which will soon be made available to the public through NJ Transit's Internet site. A link, or “transit icon,” will be created between this web site and workforce-related Internet sites. When available, this software will allow individuals to plan their own trips, and will encourage the use of public transportation by WorkFirst New Jersey recipients in job search and related activities. The increasing availability and use of computers at public assistance offices and One-Stop Centers indicates that it is practical to provide computer-based transportation resources for individuals who are attempting to find employment.
 - ◆ **Regulatory package** – The Project Oversight Group is developing an inventory of regulatory barriers that might impede the implementation of effective local transportation programs. Many of these barriers center around the issue of child transportation on vehicles used primarily for workforce-related transportation. Most specifically, group members recognize that Job Access and Reverse Commute Program vehicles must be allowed to transport children when parents or guardians need to reach employment or training sites *and* bring a child to a daycare or childcare center. Coordination of these trips on a single vehicle is essential to the provision of effective transit services.
9. **Provide income support for individuals who are unable to work** – Income support for the unemployed and underemployed can prevent joblessness from impoverishing families. Programs for this purpose administered by the Department of Labor include:

- **Unemployment insurance** – Unemployment Insurance provides financial support when people are involuntarily jobless. The Department's priority is to assist the client's job search while providing temporary income support to reduce economic hardship.
- **Temporary disability insurance** – Temporary Disability Insurance pays cash benefits to eligible workers who are temporarily unable to work due to sickness or injury unrelated to their jobs. New Jersey is one of only five states that provide such benefits.
- **Workers' compensation** – Workers' Compensation provides benefits to workers who are injured on the job or suffer from occupational diseases. The Division of Workers' Compensation maintains a court system to resolve disputes about benefits. Effective administration, including efforts to promote safer and healthier workplaces, have led to decreases in employers' premiums for Workers' Compensation coverage over the last six years while workers' benefits have increased.
- **Disability determination** – The Department of Labor documents, evaluates and adjudicates Social Security disability claims filed by New Jersey residents who are unable to work due to medical or psychological conditions.
- **Transportation services for disabled citizens** – Using established eligibility criteria, NJ Transit provides transportation for disabled citizens through the use of special vehicles equipped with accessibility features, including wheelchair lifts and wheelchair tie-downs. These services allow disabled citizens to access educational opportunities, essential shopping needs, medical appointments and other important purposes. The ability to use these vehicles makes a significant contribution to the quality of disabled citizens' lives. Over the past several years, NJ Transit has made an extensive effort to increase physical accessibility to its existing general services. This effort includes projects to make rail stations accessible to wheelchair users and others with physical limitations, the use of 'kneeling' buses, and the use of low-floor light-rail cars on the newly-developed Hudson-Bergen Light Rail system.

Equity

Goal: A more equitable distribution of the positive and negative products of civilization among New Jerseyans from north to south, urban and rural, men and women and among all classes and races. This includes fair access to healthy environments, good health care, government decision-making, economic opportunity and natural/cultural amenities.

Sub-Goal: Equity in Health and Environment

Strategies:

1. **Ensure that the health of various populations is not impaired by poor access to health care** – Access to health care can have a significant impact on an individual’s quality of life and economic achievement. State government, through programs such as those listed below, is committed to ensuring those benefits to all New Jerseyans.
 - **Health insurance for uninsured families** –The FamilyCare program provides free or low-cost health insurance to uninsured families and adults without dependents who are working. Participating families and individuals in designated health maintenance organizations receive preventive care and outpatient and hospital treatment. The program incorporates the KidCARE program and subsidizes comprehensive health, dental and vision coverage on an ability to pay basis.
 - **Black infant mortality reduction** – The Department of Health and Senior Services has launched “Black Infants, Better Survival” public awareness and professional education campaigns about the disparity in infant mortality rates. The Department is also funding initiatives to reduce infant mortality in seven New Jersey communities. Strategies include funding the Campaign for Black Infant Mortality Reduction.
 - **Supplemental nutrition** – The Supplemental Nutrition Program for Women, Infants, and Children serves pregnant, postpartum, and breastfeeding women, infants, and children up to the age of five who are at nutritional risk and meet income guidelines. It provides nutrition assessment and counseling; nutritious and healthy foods to supplement the diet; breastfeeding promotion and support; immunization screening; and, referrals for health care.
 - **Cancer education and early detection** – Through the New Jersey Cancer Education and Early Detection Program, the Department of Health and Senior Services provides education, outreach, and screening services for breast and cervical cancer to underserved, uninsured, and high-risk women.
2. **Ensure that the health of various populations is not impaired by excess exposure to adverse environmental factors** – State government has taken an active role in ensuring that no persons are unduly exposed to environmental contaminants that may affect their health or that no groups are at disparate risk as compared to other groups.
 - **Environmental equity policies and procedures** – For over three years, the Department of Environmental Protection has had an aggressive program in place to advance the issue of environmental equity or environmental justice. A stakeholder process was first convened in May, 1998 through the establishment of an Environmental Equity Task Force. The Task Force was upgraded in status to a formal NJDEP Advisory Council on October 22, 1998 through issuance of Administrative Order 1998-15. Through this action, the Advisory Council was given permanent status as a source of advice and counsel to the Department in recognition of state and national concerns that minority and low-income populations may be experiencing a greater impact from pollution than other communities. The Council completed a policy statement on environmental equity that was memorialized through Administrative Order 2000-01 on January 25, 2000. This Order serves as internal guidance to Department management and staff concerning environmental equity objectives and the implementation of strategies that the Department will undertake to incorporate equity considerations into its environmental decision-

making. The Council has since reached consensus with the Department on development of a process to formally incorporate these considerations within the Department's permit review procedures. This process also achieves expanded community outreach opportunities for local citizens and groups concerned with project development or expansion within their neighborhoods. The Department's plan is to codify this process through the adoption of formal environmental equity rules. Once these rules, and an accompanying Guidance Document, are in place, Department employees and managers will formally consider environmental equity issues within the agency's standard environmental decision-making process for permitting.

Sub-Goal: Equity in Access to Government Services

Strategies:

3. **Factor equity issues into governmental decision-making processes to ensure fair allocation of both the benefits and burdens of those decisions** – Government decisions can have profound impacts on the quality of people's lives. To make certain that the decision-making process is as fair as possible, State government is taking extensive measures to integrate equity issues into its decision-making process. Examples include:
 - **Equal treatment under tax laws** – The Division of Taxation has a responsibility to administer tax law so that similarly situated taxpayers are treated equally under New Jersey's tax statutes.
 - **Human resources management integrity and fairness** – The Department of Personnel's Division of Merit System Practices and Labor Relations maintains the integrity and fairness of human resources management in State government agencies and in local jurisdictions that have adopted the State Merit System. This is done by responding to appeals brought by employees and job applicants against employment-related actions taken by State government executive agencies, local Merit System jurisdictions and the Department of Personnel.
 - **Migrant and seasonal farm worker advocacy** – The Monitor Advocate in the Department of Labor oversees the provision of employment and training services to migrant and seasonal farm workers to ensure equity in service delivery. In addition, issues affecting living and working conditions of migrant and seasonal farm workers are identified and reported according to appropriate enforcement agencies.
 - **Equal opportunity** – The Equal Opportunity Officer in the Department of Labor enforces federal civil rights laws that impact access to and delivery of workforce Investment Act supported benefits and services to the public. This office reviews and responds to complaints of discrimination from staff and the public throughout the state.
 - **Worker exploitation protection** – The Department of Labor enforces wage and hour laws, including minimum wage, child labor, wage payment, apparel industry, crew leader registration laws, and the Prevailing Wage Act to protect workers from exploitation and employers from unfair competition. Through regulation, work site inspections, conferences, educational programs and appropriate legal action, the Department protects the rights and earning power of New Jersey workers and employers.
4. **Provide fair and equitable access to public transportation services, where they exist, for all citizens** – NJ Transit supports two types of transportation services to assist citizens who may not be able to afford to buy, rent or operate a private automobile or have physical impairments that prevent them from driving or riding in a conventional automobile or transit vehicle.
 - **Specialized county-provided transportation services** – NJ Transit provides specialized transportation services operated by almost all of the state's 21 counties. County coordinators of these services work together in the Council on Special Transportation to meet the essential transportation needs of these clients and to secure the public and private funding required to keep them operating. NJ Transit provides a significant amount of the funding to support continued operation.

- **Specialized State-provided transportation services** – The second type of transportation is provided directly by NJ Transit. Transportation services are provided for customers with special needs in the same geographic service area. The routes parallel as closely as possible both the routes and schedules provided to the general public in conventional transit vehicles. Smaller vehicles are modified to accommodate passengers with various physical disabilities, including wheelchair users. Arrangements for pick-up are made over the telephone. Recently, federal statutes and Presidential Executive Orders have required federally-funded transportation agencies to place renewed emphasis on documenting minority, low-income and disadvantaged populations so that they can assess and balance both the benefits and impacts of transportation services and investments that target these populations.

Sub-Goal: Equity in Economic Opportunity

Strategies:

Promote fair access to economic opportunities for all New Jerseyans – State government plays an important role in ensuring that all people have equal opportunities to access the benefits offered by New Jersey's economy. Initiatives that have been put forward for this purpose include:

- **Evaluation of State employment and contracting discrimination** – The Study Commission on Discrimination in State Employment and Contracting was created to identify groups that, by virtue of gender, ethnicity, race or locale have not benefited from the state's record levels of job creation and economic prosperity. It directs State agencies and authorities to develop new economic opportunity programs that benefit all New Jerseyans. The State's agencies and authorities were also directed to review existing programs and recommend contracting opportunities within State government that allow every New Jerseyan to participate in the State's economy. This builds on and extends the New Jersey Set-Aside Act for Small Businesses, Female Businesses, and Minority Businesses Act, enacted in 1985. That Act requires State contracting agencies to set a goal of awarding at least 15 percent of contracts for goods, equipment, construction and services to small businesses, at least seven percent to minority-owned businesses, and at least three percent to women-owned businesses. Where the Study Commission finds evidence of discrimination in State employment and contracting, it will identify and evaluate remedies, consistent with guidelines established by law.
- **Equal employment opportunity and diversity** – The Department of Personnel's Division of Equal Employment Opportunity and Affirmative Action monitors the ethnic and gender composition of State government executive agencies. It encourages the inclusion of minorities and women in applicant pools for hiring and promotion, conducts training that supports a positive atmosphere for diversity in State government workplaces, and oversees the State government's responses to complaints of discrimination brought by employees and job applicants.
- **Women and minorities in the construction trades** – The Department of the Treasury has formed a partnership with the Department of Transportation, the New Jersey Turnpike Authority, the New Jersey Transit Corporation, the Sports and Exposition Authority, and the Port Authority of New York and New Jersey to implement a pilot training program to train women and minorities in the construction trades. To effectuate the program, Treasury has forged relationships with contractors, unions, private vocational schools, county vocational schools, and other entities seeking to participate in this pilot program. The Department currently monitors the efforts of contractors to hire women and minorities for work on public works projects. This pilot training program will not only require schools to recruit and train minorities and women but will also track job placement and work experience of participants in this pilot program
- **Tax credits for low-income workers** – Three aspects of the Earned Income Tax Credit affect New Jersey's low-income workers. The federal Earned Income Tax Credit provides up to \$3,800

per year for a family with two or more children making minimum wage. The newly created State Earned Income Tax Credit begins as 10 percent of the federal credit and grows to 20 percent of the federal credit by 2004. The Earned Income Tax Credit informational campaign includes more than 800 public and private partners and distributes information about the Earned Income Tax Credit with welfare checks, utility bills, church bulletins, school flyers, news releases and public service announcements. An educational campaign is directed at social workers, housing authority staff and others who can help disseminate information. Nationwide surveys show that up to 20 percent of eligible workers do not claim the Earned Income Tax Credit. The State's public-private campaign encourages greater participation. Combined, these programs and efforts encourage New Jersey citizens who are either leaving the welfare rolls or living close to the poverty line to claim a well-earned tax break.

6. **Provide affordable banking services and insurance** – The Department of Banking and Insurance implements a number of programs that ensure access to affordable banking services and insurance for all New Jersey citizens. They include:
- **Auto insurance urban enterprise zones** – Personal private passenger automobile insurance urban enterprise zones were created to promote market access in under-served urban areas. The program also provides motorists in these areas easier access to purchasing automobile insurance policies and promotes an increase in the number of insured vehicles in each urban enterprise zone.
 - **Consumer checking accounts** – Regulations that require banking entities to provide consumers with a basic, low cost alternative to existing checking accounts have been adopted. This allows consumers to fulfill their financial responsibilities in an economical and a less time-consuming fashion.
 - **Cost containment** – Through efforts to contain Personal Injury Protection (PIP) costs, quality medical care is provided to those who need it, while reducing the costs attributed to unnecessary medical care as a result of abuse and fraud.
 - **Territorial rating system revisions** – The Territorial Rating Commission was established as a result of the Automobile Insurance Cost Reduction Act to revise the territorial rating system. This allows auto insurance rates to be based on driving environments, which may include traffic density, population density, and comparative severity of loss in like driving environments. The commission promotes fair and equitable insurance rates for New Jersey motorists.

Sub-Goal: Equity in Housing and Natural/Cultural Benefits

7. **Promote fair and affordable access to the amenities of modern society, including natural/cultural amenities** – Economic disadvantage often deprives low-income households of essential services. A number of State government initiatives have been implemented to reduce the frequency of this occurrence. They include:
- **Telecommunications access** – Through the efforts of the Ratepayer Advocate and as approved by the Board of Public Utilities, programs provide low-income customers with affordable telephone service and the benefits of technological advances stemming from the rapidly advancing telecommunications market. In 1997 the Board implemented a Lifeline Program in the Bell Atlantic (now Verizon) franchise area. The benefits extended through Lifeline were materially improved as a result of Ratepayer Advocate and Board efforts in 1999. Lifeline now allows seniors and low-income customers who qualify for New Jersey assistance programs and cannot afford basic local service to pay between \$.90 and \$4.69 for monthly local service. The Board is extending its outreach program to increase low-income customer participation in the program by providing Lifeline Program informational materials to State, city, county and social service agencies, and expanding service options for consumers to include moderate use and/or flat rate services. In order to introduce high technology to a low-income population, the Board

has ordered Verizon, through its Opportunity New Jersey Program, to provide advanced communications services to schools and libraries, particularly those in low-income Abbott school districts.

- **Community-based telecommunications** – The Ratepayer Advocate’s *Network Options for Local Governments in the Information Age* outlines networking opportunities for local governments. This document was produced to stimulate creative thinking and help communities make the best possible choice in determining telecommunications needs.
- **Natural gas and electric service** – The Board of Public Utilities conducted a formal Comprehensive Resource Analysis of Energy Programs proceeding to implement the renewable resources and energy efficiency requirements of the Electric Discount and Energy Competition Act (EDECA). In this review, a number of parties, including the Ratepayer Advocate, proposed programs to bring energy efficiency savings to “under-served markets,” primarily low- and moderate-income residents and small businesses in less economically advantaged areas. The proposed guidelines include free or substantially discounted residential energy audit services and a comprehensive energy efficiency program for low-income families. The Ratepayer Advocate has also proposed that the Energy Efficiency and Renewable Energy programs mandated by EDECA should be fully funded, with uniform statewide funding levels for all seven electric and gas utilities.
- **Energy affordability** – Effective Universal Service programs are essential for the state’s economically disadvantaged consumers to benefit from energy restructuring. In its Universal Service Fund proceeding, the Board of Public Utilities is reviewing electricity and natural gas affordability and is considering enhancing the ability of disadvantaged citizens to afford basic energy services. The Ratepayer Advocate has proposed that the Universal Service Program should include a rate assistance program for households with incomes at or below 150 percent of the federal poverty level. In addition, the Ratepayer Advocate has proposed that an additional amount should be set aside for households with incomes between 150 and 200 percent of the poverty level that have special needs. The rate affordability assistance program would consist of the following components: basic rate affordability assistance, arrearage forgiveness, crisis intervention assistance, and customer outreach and intake initiatives. The Ratepayer Advocate has also proposed that the Universal Service Fund should be a statewide fund administered by the State Treasurer. The Division of the Ratepayer Advocate has also advocated the establishment of a Universal Service fund for low-income telecommunication customers in proceedings before the Board of Public Utilities.
- **Affordable housing programs** – The Council on Affordable Housing (COAH) was created by the Fair Housing Act of 1985 in response to the New Jersey Supreme Court’s *Mount Laurel* decisions. The Supreme Court established a constitutional obligation for each of the 566 New Jersey municipalities to meet low- and moderate- income housing obligations. COAH is empowered to: (1) define housing regions; (2) estimate low- and moderate- income housing needs; (3) set criteria and guidelines for municipalities to determine and address their own fair share numbers; and (4) review housing elements/fair share plans and regional contribution agreements for municipalities. COAH can also impose resource restraints and consider motions about housing plans. COAH is an administrative and regulatory organization. It does not produce or fund affordable housing or compel municipalities to expend local funds to build affordable housing. Funding is usually provided by the Department of Community Affairs through its housing programs, the Housing and Mortgage Finance Agency using its bonding capabilities, or its federal low-income housing tax credit allocations. Some municipalities also expend their own funds or sell bonds to fund affordable housing.
- **Reverse mortgage programs** – The Equity for Services Program/Shared Equity Program is a partnership between the Department of Community Affairs, the Housing and Mortgage Finance Agency, and the Department of Human Services’ Division of Developmental Disabilities that

offers two reverse mortgage programs. These programs allow homeowners who are legal guardians to tap into the equity in their homes to finance support services for their children with developmental disabilities. Loans are at a fixed below-market interest rate of up to 4 percent. The loan amount is based on the equity and appraised value of the home. The Equity for Services Program has a maximum loan amount of \$300,000. The Shared Equity Program has a maximum loan amount of \$100,000. It addresses adults with developmental disabilities currently on the Division's waiting list and participants of the Governor's Inclusion Initiative who have been recommended by the Division's Regional Offices. Maximum income and purchase price limits apply.

- **Low-income housing tax credit assistance** – A limited number of federal Low-Income Housing Tax Credits are allocated by the Housing and Mortgage Finance Agency each year. The credits are allocated against those units within a development that are maintained as low-income rental housing. Developers who receive these credits can claim tax deductions on personal or business federal tax filings or raise equity for their projects by taking on syndicators as limited partners.
 - **Mortgage processing assistance** – Through the Mortgage Escrow Transaction Program, the Department of Community Affairs ensures delivery of tax bills to the proper parties by maintaining bank codes for all mortgage lenders, servicers and property tax processors. It also administers statutory provisions relating to mortgage escrow accounting transactions.
 - **Multi-family rental housing construction and rehabilitation** – Through the Multi-Family Rental Housing Program, the Department of Community Affairs offers two-year construction loans and permanent 30-year mortgage loans to not-for-profit and commercial developers who construct or rehabilitate multi-unit rental housing for low- and moderate-income families and individuals. The low-interest financing is provided through the sale of taxable and tax-exempt mortgage revenue bonds.
8. **Ensure that all citizens have opportunities to live and socialize in their local communities** – Research has shown that many individuals with disabilities or other physical or mental health problems do better in communities with which they are familiar than in institutional settings. State programs that promote this outcome include:
- **Public education regarding community living programs** – The Good Neighbors-Community Living for Persons with Disabilities, developed by the Department of Human Services, educates municipal officials and community groups about community living programs for people with disabilities. Informing the community facilitates better understanding of persons with disabilities and ensures their successful integration into the local community.
 - **Community residence** – The Department of Human Services' Community Residence Programs coordinate housing, support and treatment services for 6,000 adults and children who are mentally ill, developmentally disabled, victims of domestic violence, and children and youth in need of supervision.
9. **Promote equity in land use planning** – The State Planning Commission believes that a basic policy of the State Development and Redevelopment Plan is to achieve the public interest goals of the State Planning Act while protecting and maintaining the equity of all citizens. The benefits and burdens of implementing the State Development and Redevelopment Plan should be equitably distributed among all citizens of the State. Where implementation of the goals, policies and objectives of the State Development and Redevelopment Plan affects the reasonable development expectations of property owners or disproportionately affects the equity of other citizens, agencies at all appropriate levels of government should employ programs, including compensation, that mitigate such impacts.

Strong Community, Culture and Recreation

Goal: Create or enhance within New Jersey communities a positive sense of local identity and individual belonging, which promotes respect among neighbors, increases everyone's feelings of safety and security and provides abundant cultural and recreational opportunities.

Sub-Goal: Local Identity and Feeling of Belonging

Strategies:

1. **Enhance community identity and feelings of involvement and belonging** – State government can play a role, albeit a limited one, in promoting community identity. Examples of initiatives where State agencies have played a role include:
 - **Faith-based community partnerships** – The Faith-Based Community Development Initiative, administered through the Department of Community Affairs, partners State government with community faith-based groups to provide programs and outreach to citizens, including those leaving welfare for work.
 - **Transit villages** – The transit village initiative began in 1998 as part of the State's Transportation Vision for the 21st Century. The program is administered by the New Jersey Department of Transportation in conjunction with NJ Transit and is implemented through a partnership with eight other State agencies involved in community development. A transit village is a compact, mixed-use community or neighborhood with a significant residential component centered around a transit station. Since an important aim of a transit village is to minimize automobile use by residents, the village must be compact so that the transit station is readily accessible by most residents by foot or bike. Ideally, the transit village radiates within a quarter- to half-mile from the transit station, which acts as the village's central focal point. Mixed-use promotes resource efficiency. It provides a mix of businesses, personal services and shopping opportunities that can be reached by residents without having to use a car, generating additional customers for village businesses and potentially reducing the number of trips to more distant retail sites. A well-designed transit village includes a substantial and varied residential component that offers a housing choice: single or multi-family, duplexes or condominiums, less expensive housing above retail and commercial establishments in the village center or single family homes in local outskirts. The establishment of a transit village is driven primarily by a local community's public and private leaders and relies heavily on public-private partnerships for success. The Department of Transportation, NJ Transit and the eight other State agencies that support the initiative can provide technical assistance, including helping to identify sources of public and private funds that can be used to realize various components of the transit village. At present, six communities are actively advancing transit villages. Communities that develop transit villages are given priority consideration for funds available through the Local Aid for Centers and Transportation Enhancement programs.
 - **Transportation enhancements** – The Transportation Enhancement Program is a federally-funded, non-traditional transportation program designed to foster more livable (sustainable) communities by enhancing the travel experience, preserving and protecting our environmental and cultural resources and promoting alternative modes of transportation. The Transportation Equity Act for the 21st Century (TEA-21) authorizes the sources of federal funding for transportation and directs how those funds can be used by states. TEA-21 identifies 12 activities eligible for Transportation Enhancements funding:
 1. Provision of facilities for pedestrians and bicycles
 2. Provision of safety and educational activities for pedestrians and bicyclists
 3. Acquisition of scenic easements and scenic or historic sites
 4. Scenic or historic highway programs (including the provision of tourist and welcome center facilities)

5. Landscaping and other scenic beautification
 6. Historic preservation
 7. Rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals)
 8. Preservation of abandoned railway corridors (including the conversion and use of the corridors for pedestrian and bicycle trails)
 9. Control and removal of outdoor advertising
 10. Archeological planning and research
 11. Environmental mitigation that addresses water pollution due to highway runoff or reduces vehicle-related wildlife mortality while maintaining habitat connectivity
 12. Establishment of Transportation Museums
- **Transportation facilities incorporation of community values** – The Department of Transportation and NJ Transit are advancing Context Sensitive Design to enable the planning and development of transportation projects, regardless of type and scale, that incorporate community values and objectives. Eventually, the goal is to see Context Sensitive Design principles evident in transportation investments of all transportation agencies and all levels of government. Its deployment presents an opportunity for the Department or NJ Transit and host communities to forge partnerships that can include all the state, regional and especially local stakeholders (public and private, official and unofficial). Through this collaboration, both community and travel needs are identified and met within the parameters of the transportation project. This constitutes a shift in business practice that sets up a framework that considers transportation investments equal to community investments. Context Sensitive Design is being implemented through two actions at this time:
 - A five-day training course for approximately 300 persons including the Department, NJ Transit, and other transportation agency staff, along with local professionals and officials and stakeholders.
 - A thorough evaluation of the Department’s planning and design practices and project development processes from start to finish, including the approach and extent of public participation, to encourage the incorporation of host community objectives; the result of these efforts will be institutionalized in the Department’s official technical and procedural guidance documents.

Sub-Goal: Safety and Security

Strategies:

2. **Keep improving public safety and protecting communities** – Safety is key to a high quality of life for New Jersey residents. Although crime rates vary significantly between communities, overall reported crime in New Jersey is at its lowest level since the mid-1970s. New Jersey’s law enforcement and prosecuting agencies have pioneered strategies to sustain and accelerate the reduction in reported crimes. Efforts include:
 - **Community policing** – This initiative, led by the Department of Law and Public Safety, builds upon and institutionalizes community-based, anti-crime programs that enlist the support and active participation of law-abiding citizens. It seeks to make full use of “problem-solving” policing strategies. Community policing recognizes that successful law enforcement agencies are integral to the communities and constituents that their officers are sworn to protect and to serve.
 - **Drug enforcement, education and awareness** – The State’s Drug Enforcement, Education and Awareness Program established a pilot drug court initiative that encourages drug- and alcohol-dependent offenders to participate in clinically-appropriate and carefully evaluated treatment. The goal is to place a wedge in the revolving door of the criminal justice system and reduce recidivism.

- **Juvenile recidivism reduction** – Future crime rates largely depend on reducing recidivism by juvenile offenders who enter the justice system. An important strategy of the Juvenile Justice Commission is to enhance aftercare and parole services. The Commission is developing a community-based program that will recruit and train local mentors who will serve as role models and work with juvenile offenders during their incarceration, parole and beyond. The new networking system reflects a partnership with local faith-based organizations, government agencies, service providers and concerned citizens. It encourages communities to accept responsibility for their youth.
- **Substance abuse treatment and rehabilitative services** – The Department of Corrections encourages the expansion and improvement of substance abuse treatment services through institutional and community programs. This effort uses a comprehensive “continuum of care” model that incorporates both a zero-tolerance drug policy and graduated sanctions for offenders who relapse. Plans include the establishment of two Treatment/Assessment Centers for offenders with substance addictions. Offenders will remain at an assessment facility for a minimum of 60 to 90 days and, based on assessment results, will be transferred to appropriate community programs offering pragmatic treatment and reintegration mechanisms.
- **Community reintegration** – The Department of Corrections is developing an array of community-based facilities and programs that will safely maintain offenders in less costly reduced-security facilities and facilitate their reintegration into society. Plans include:
 - **Community beds** – The Department is using more community beds.
 - **Substance abuser reintegration** – Additional beds are being allocated to the Mutual Agreement Program to provide substance abuse treatment that encourages successful reintegration for the offender.
 - **Zero-tolerance drug policy** – The Department is emphasizing the Commissioner’s Zero-Tolerance Drug Policy.
 - **Elimination of drugs in Department facilities** – The federal/state-funded Roving Drug Interdiction Unit is being expanded to eliminate contraband drugs in Department facilities.
 - **Parole supervision** – The Department is emphasizing intensive parole supervision programs, including a day reporting center, electronic monitoring, a high intensity diversion program, an intensive supervision and surveillance program, an intensive parole drug program and the intensive supervision program within the Administrative Office of the Courts.
 - **Inmate academic and educational improvement** – The Department is expanding and improving academic and vocational programs for inmates to afford them educational opportunities consistent with their academic abilities. The programs hold the inmates accountable for successful completion of basic academic/vocational programs. All offenders under the age of 21 are tested to determine academic level upon admission into the State prison system. The test results are forwarded to the offender’s assigned institution so that appropriate educational opportunities can be offered.
- **Innovative street and sidewalk and on-street parking design** – A concern of pedestrians, bicyclists and homeowners is the growing tendency of many drivers to speed on local residential streets. The New Jersey Department of Transportation is developing a Context Sensitive Design program to employ innovative roadway designs that enhance safety and improve the livability of communities and their neighborhoods. To counter the hazard of excessive vehicle speeds on local streets, communities can install certain “traffic calming” devices whose purpose is to force drivers to reduce their speed. In promoting the use of local roadway treatments, the Department provides technical assistance and funding to local officials. Examples include:
 - Sidewalk and parking configurations that narrow the pavement available to vehicles, forcing drivers to slow down as they go through the narrowed roadway.

- Miniature traffic circles or “roundabouts” in the center of intersections between local streets. These circles in residential and local commercial neighborhoods force vehicles to slow down whether the vehicle is going straight or turning.

Sub-Goal: Cultural and Recreational Opportunities

Strategies:

3. **Provide a variety of recreational and cultural opportunities** – Numerous affordable and accessible opportunities to enjoy culture and recreation are fundamental components of a high quality of life. State agencies are pursuing several programs to promote these opportunities. They include:
 - **Open space acquisition** – Increasing the amount of open space for enjoyment by New Jerseyans has been designated as a cornerstone strategy over the next decade. This initiative will not only preserve and protect the environment but will enhance the quality of life for the state’s residents as additional recreational opportunities are created.
 - **State park maintenance** – The Department of Environmental Protection uses capital improvements funding to make sure that open spaces dedicated to public recreation within state parks are maintained and equipped with adequate facilities.
 - **Bicycle path construction** – The State’s Transportation Vision for the 21st Century includes a commitment to build 2000 miles of bike paths and bicycle-compatible roadways by the year 2010. The construction of these new bicycle facilities will enhance quality of life by providing, over time, an extensive system of safe bicycle routes that will afford both opportunities for exercise and a means of alternative transportation. To advance the Governor’s goal for building bikeways, the Transportation Trust Fund has provided \$9 million from the Department of Transportation’s Local Aid Program.
 - **Pedestrian amenities** – Walking is another option that allows a traveler to leave the car at home. By providing more sidewalks, benches and lighting for pedestrians and by designing or redesigning intersections so that they are easy and safe for pedestrians to use, the State will encourage more New Jerseyans to walk.
4. **Promote New Jersey’s strong cultural, metropolitan and recreational heritage** – New Jersey is home to a variety of cultures and a proud history. State government can play a role in promoting the strength of New Jersey’s diversity. The following brochures and commercials are produced for this purpose:
 - **“The Latino Visitors Guide”** – This publication provides an excellent resource for discovering the music, arts, food, festivals, and sporting events of Hispanic life in New Jersey.
 - **“Visitor’s Guide to African American Heritage and Attractions”** – This publication highlights a wide array of historic communities, sites and exhibits as well as a full calendar of events that brings our African American heritage to life year-round.
 - **“The New Jersey Beach Guide”** – This publication promotes New Jersey’s 127 miles of beaches and beach communities to invite and entice tourists to the Jersey Shore.
 - **“Investing in Metropolitan New Jersey”** – This publication targets New Jersey’s various metropolitan areas for development and redevelopment by highlighting the many incentives and programs available to businesses which are interested in expansion or relocation.
 - **“Activities Offered by Parks, Forests and Recreation Areas”** – This publication and web site describes the variety and schedule of activities available on State-run properties.
 - **Additional guides** – Brochures have also been prepared regarding fishing, golfing, shopping and touring lighthouses in New Jersey.

Quality Education

Goal: A quality, lifelong education equally accessible to all New Jerseyans, whereby individuals learn to be critical thinkers and engaged citizens with an understanding of and respect for the systems that support civilization (social, economic and environmental); and which provides students the knowledge and skills necessary for employment and personal fulfillment.

Sub-Goal: Accessible Education for All New Jerseyans

Strategies:

1. **Provide educational financing and opportunity for New Jersey’s public schools** – To implement the New Jersey Education Facilities Construction and Financing Act, the Economic Development Authority, in cooperation with the New Jersey Department of Education, will provide \$8.6 billion in financing over the next ten years for public school construction and reconstruction. This process is to be managed in a way that assures fiscal integrity, moral integrity, and communication, and promotes sustainability Goals. Efforts toward sustainability will involve such measures as:
 - **Green building design** – Education about green design and construction to architectural and construction industries will be provided.
 - **Green building design standards** – Green design and materials standards for school renovation and construction will be created.
 - **Sustainable alternatives awareness** – School leaders and residential communities will be made aware of the sustainable alternatives and educational opportunities available through the application of green design and construction methods and efficient use of those facilities through off-hour, community-oriented programming.
2. **Develop the systems and infrastructure that ensure equal and ample access to lifelong educational opportunities** – The State is playing a significant role in developing an infrastructure that will ensure access to quality education for all New Jerseyans. This infrastructure includes:
 - **Whole-school reform** – In its May 1997 decision, the Supreme Court accepted the State's Core Curriculum Content Standards covering seven academic subjects and five cross-content workplace readiness standards as the definition of what students need to learn as the result of the "thorough and efficient education" that our State Constitution promises them. A year later, the justices strongly endorsed "whole-school reform" as an approach that can enable students in the 28 “Abbott” school districts to reach those goals. The New Jersey Legislature added two districts, bringing the number of Abbott Districts to 30. The primary objective of whole-school reform is to focus all resources of the schools on helping all students achieve New Jersey's rigorous Core Curriculum Content Standards. Whole-school reform combines into a single program all of the individual educational practices and strategies that have been shown to be most effective in enabling disadvantaged students to achieve. The different whole-school reform packages developed by various experts have common basic elements. In general terms, whole-school reform will have the following characteristics:
 - In order for the reforms to succeed, attention must focus primarily on the school level. The task must be seen as rebuilding each individual school, from the ground up, with the participation of the principal, teachers, parents and students.
 - In order to achieve full academic benefit, whole-school reform must be implemented as a comprehensive program whose elements cannot be treated as a menu from which the school may choose some and not others. In order to maximize gains in student performance, the school has to implement *all* of the elements.
 - Whole-school reform must actually be reform. The essential components are not "extras" to be added onto whatever the school is already doing. Ultimately, they must replace those existing practices that may not be effective.

- The main financial task in implementing whole-school reform is to combine all district resources and use them to create a budget for each individual school. That budget must be sufficient to support the elements of the school's whole-school reform program, and the school must be able to use it for that purpose.
 - **Early childhood education opportunities** – Recent research in the development of young children has emphasized the importance of a quality education during the early years of a child's life. Assisted by State funding, New Jersey has made a commitment to expand and enhance the quality of early childhood education. Quality early childhood education programs address the needs of the whole child. These programs are organized to support the social, emotional and intellectual development of young children and are provided in a nurturing and secure environment. Successful early childhood education programs build strong home-school and community relationships that support children's development. This enhances the development and implementation of quality early childhood education programs in New Jersey that prepare children to enter school with a strong skills and knowledge foundation.
 - **Interactive distance learning classrooms** – The 1997 negotiated settlement of Bell Atlantic-New Jersey's alternative regulation plan provides a free interactive distance learning classroom to every special need (Abbott) district throughout the state.
3. **Intensify and coordinate adult literacy training** – Education influences individual employability, wages, productivity, and the ability to function effectively in the family and community. The state's economic well-being can be affected if large segments of the adult population are badly educated. In 1998, the Task Force on Adult Literacy, established by the New Jersey Commission on Higher Education and the State Employment and Training Commission, found that roughly three million adults in New Jersey function at the two lowest levels of literacy. Their report documented an ever-expanding demand for literacy services from a workforce adapting to a changing economy. The report also found that the literacy delivery system is disjointed and lacks central coordination.
- **Adult literacy improvement** – As a result of the Adult Literacy Task Force Report, legislation created a State Council for Adult Literacy in 1999. The Department of Labor, a member of the Council, has fostered adult literacy training as a component of Workforce Development Partnership Program occupational training. In cooperation with the Department of Education, the Department of Labor also offers basic skills education in the workplace.
 - **Worker English literacy improvement** – This new initiative in the Department of Labor focuses on newly-employed workers with low English literacy but good potential for long-term employment. Employers are encouraged to retain these workers while training funds are provided to upgrade their literacy skills.
 - **Workforce literacy** – Through collaboration among the Departments of Labor, Human Services, Corrections and the New Jersey Network, a pilot program using a new computerized literacy training program to help individuals acquire the basic skills needed to land a competitive job was started at five locations in 2000. After the success of these initial projects, legislation was signed in July 2001 establishing a funding source for basic skills training as part of the Second Chance System Workforce Literacy program. The Workplace Literacy Initiative is a public-private partnership providing hands-on basic training in five key areas: English language proficiency, basic reading skills, mathematics, basic computer skills and job readiness skills. The Second Chance System not only helps individuals learn basic skills; it increases economic prosperity by ensuring that New Jersey has a skilled, competitive workforce.
4. **Support informed consumer training decisions** – The Workforce Investment Act of 1998 requires each state to list approved training providers and publish a Consumer Report Card for them. The Department of Labor has a key role in development of this list of training sources.
5. **Enhance access to higher education opportunities** – The Department of Education oversees a number of programs that enable students who otherwise would not have the opportunity to attend college and higher education institutions. These programs include:

- **Tuition assistance** – The Tuition Aid Grant program significantly reduces tuition costs for nearly one-third of all undergraduates attending public and independent colleges and universities in New Jersey. In the 1999 fiscal year, nearly half of the 57,400 Tuition Aid Grant recipients were from families with incomes under \$18,000 a year. Without this support or Education Opportunity Fund grants, most low-income residents would probably be shut out of higher education and the career opportunities it affords. In recent years, the grants have also been provided to economically disadvantaged part-time students.
 - **Enhancement of higher education access and opportunity** – The Education Opportunity Fund program exemplifies the State’s commitment to higher education access and success. Since 1968, the program has helped students overcome economic and educational disadvantages to achieve their academic potential. Recognized as one of the nation’s premier state programs to enhance higher education access and opportunity, the Education Opportunity Fund provides supplemental financial aid to help defray college expenses as well as campus-based academic support services. This Fund also offers counseling, tutoring, academic, career exploration, pre-freshman, and other support programs. It is the link between financial aid and intensive support services that distinguishes this program from other student assistance programs. The Education Opportunity Fund community is committed to narrowing the gap between transfer and graduation rates for low-income and minority students and the rates for those who do not face educational or economic disadvantages.
 - **Pre-college enrichment** – New Jersey’s College Bound Grant Program was established in 1986 to address the educational needs and aspirations of disadvantaged, at-risk youths in grades six through twelve. In the past 10 years, this program has supported pre-college enrichment activities to help students in special needs (Abbott) school districts complete secondary school and pursue post-secondary education in the sciences, mathematics, or technology. The College Bound program currently serves approximately 2,100 students in 15 programs run by New Jersey colleges and universities. The per-student cost of College Bound is significantly less than comparable programs at the federal level; nevertheless, over 80 percent of seniors participating in the program in 1999 attended college after graduating from high school. College Bound also provides after-school, weekend, and summer programs that allow students to understand and benefit from the Internet.
6. **Provide banking, insurance and real estate information** – The Department of Banking and Insurance provides citizens with informational material concerning banking, insurance and real estate. This information educates consumers so that they can make informed decisions when choosing services. A Financial Education Officer coordinates this service and assists with providing information being put on the Department web site. Through the Senior Consumer Awareness Program, the Department will conduct meetings with senior citizens throughout the State to educate them about various frauds and scams that target them. The Department disseminates this information to the public through a number of publications. They include:
- **Consumer financial institution selection assistance** – The Consumer Guide to Bank Fees publication provides consumers with an annually updated guide assisting them in selecting a financial institution that truly meet their needs.
 - **Home owner policy assistance** – The 2000 Premium Comparison Survey (Home Owners) publication provides homeowners with an annually updated guide to comparison shop for the homeowner’s policy that allows for the best coverage at the best price.
 - **Auto insurance guidance** – The New Jersey Auto Insurance Buyers Guide provides motorists with an annually updated informational guide that permits them to select policies that offer the most protection at the most cost-effective price.

Sub-Goal: Students Prepared for Employment and Life in Modern Society

Strategies:

7. **Develop and maintain an educational system that provides students with the knowledge and skills necessary for employment, higher education and personal fulfillment** – A primary purpose of education is to prepare students to prosper and contribute to the community. As manufacturing job growth lags behind service and high technologies, the education system must adjust to properly serve the individual student and society. Initiatives include:
 - **Standards-based education reform** – The Department of Education has begun to implement the Core Curriculum Content, Cross-Content Workplace Readiness Standards and to develop a new statewide assessment system for the fourth and eighth grade tests in Language Arts Literacy and Science. This effort includes an aligned curriculum and instruction system, a statewide assessment system and professional development for teachers.
 - **Professional teaching standards** – The recently established Professional Teaching Standards Board is New Jersey’s newest guarantor of quality education. Beginning September 2000, every licensed teacher must obtain 100 hours of professional development every five years to maintain certification. The Department of Education has also established a statewide Teacher Recruitment Program and expanded the Mentoring Program for Novice Teachers.
 - **Agricultural education** – Agricultural education programs sponsored by the Department of Agriculture offer students intellectual growth, hands-on learning and preparation for lifelong learning with a three-pronged curriculum. Students first receive classroom and laboratory instruction at the secondary school level in plant science, animal science, agribusiness, and natural resources. In the second phase, they apply classroom knowledge and skills to a supervised agricultural work-study program. The third component, Future Farmers of America, provides students with opportunities for leadership, personal and career development and awards and scholarships.
 - **Auto insurance and banking practices information** – The Department of Banking and Insurance provides students with fundamental information about auto insurance and banking practices. With assistance from the Office of Highway Safety the Department distributes information to students at Driver’s Education Classes. It also leads the New Jersey Coalition for Financial Education and encourages the placement of bank branches in public schools.

Sub-Goal: Widespread Understanding of Sustainability and the Systems that Support Civilization

Strategies:

8. **Provide students and school leaders with information about sustainable development and environmental issues** – Since Core Curriculum Content Standards are now statewide instead of being determined by each district, environmental education and sustainability education are less difficult to coordinate and implement. Students are now being tested in Science – in addition to Reading, Writing and Math – and there is now environmental content in Science and Social Studies that students must learn in grades K-12. The environmental education component is supported by the following programs:
 - **Environmental education enhancement** – The Alliance for New Jersey Environmental Education is a volunteer organization that provides environmental education enrichment and networking opportunities for educators, student teachers, and college students. High quality training programs help environmental educators meet Department of Education professional development guidelines. The Alliance and the Department of Environmental Protection also work together to assist environmental educators to design programs and materials that support

the Core Curriculum Content Standards. Finally, the Alliance and the Department of Environmental Protection work to inform environmental educators about classroom trends, needs, methodologies, learning styles and other concepts.

- **Environmental education master plan** – The New Jersey Commission on Environmental Education and an Interagency Work Group were established by law in 1996 to implement the State’s master plan for environmental education: *Environmental Education in New Jersey: A Plan of Action*. The *Plan of Action* is recognized worldwide as a progressive model for environmental education. The Plan’s Guiding Principles have strong links with sustainability principles. The Commission and the Department of Environmental Protection also offer grants for weekend environmental family and youth programs, and environmental education professional development for teachers. The Commission also sponsors an annual Legislative Forum, maintains a statewide environmental education web site and produces a statewide environmental education annual report.
- **Incorporation of sustainability into curriculum** – The Sustainable Schools initiative brings together educational groups, State agencies, and schools to promote sustainability in curriculum and school construction. It also promotes New Jersey-based sustainable businesses.
- **New Jersey State of the Environment Report** – The Department of Environmental Protection prepares a comprehensive report every two years on the State’s air and water quality, land and natural resources, and related pollution and waste reduction efforts. The first report was released in 1998. This report has been well received by secondary school educators and is also suitable for the general public. In addition to providing basic information on environmental quality and trends over time, many helpful hints are provided as to how all New Jersey residents can contribute to a high quality, sustainable environment. The 2000 State of the Environment Report, entitled New Jersey’s Environment, was released in the fall of 2001 and is available at www.state.nj.us/dep.
- **Other environmental education activities** – The Department of Environmental Protection is involved in the development of a variety of school and community-based initiatives that focus on:
 - Greenhouse Gases/Climate Change – Technologies, building issues and energy conservation
 - School recycling and waste reduction
 - Water quality in schools – drinking water, nonpoint source pollution on school property and water conservation
 - Schoolyard habitat improvement and use of school property
 - Pesticides application, best management practices and awareness in schools
 - Air quality – indoor air, transportation and ozone
 - Smart Growth and Community Design

Good Government

Goal: A statewide system of governing that is efficient, effective, trustworthy and responsive to citizens and their needs; and which actively promotes good citizenship and effective participation in decision-making.

Sub-Goal: Efficient and Effective Administration of Government

Strategies:

1. **Implement programs that promote efficiency in government operations while maintaining high levels of effectiveness** – Citizens demand and deserve government programs that meet their mandates without being wasteful. A number of programs are being implemented by a variety of State agencies to increase this efficiency:
 - **State government merit principles** – The Department of Personnel conducts competitive examinations to select individuals for employment and promotion in State government and local jurisdictions that have adopted the State Merit System. In developing examinations, the Division of Selection Services makes every effort to make certain that the examinations are job-related and free of gender or cultural bias. In addition, the Department of Personnel maintains a Performance Assessment Review System for State government executive agencies that assists supervisors and managers in evaluating employees' performance fairly and in establishing development plans that enable employees to acquire mission-oriented skills.
 - **Agency-based planning** – The Department of the Treasury's Office of Management and Budget (OMB) coordinates the annual agency-based planning process, identifies and projects trends in the demand for services, compiles information and offers planning support for funding and staffing. OMB also evaluates strategic and long-term issues related to State services. OMB's goal is the optimal use of fiscal resources within the policy framework set by the Governor each budget year. OMB's duties include performing statewide studies related to the coordination of programs and resources, analyzing cross-departmental programs and activities, providing capital and development planning and research, and overseeing the management of the State's funds.
 - **Training and development opportunities for government employees** – The Department of Personnel's Division of Human Resource Management helps State and local government agencies identify employee training and development needs. The Department's Human Resource Development Institute helps to meet these needs by selecting appropriate training methods and media, identifying vendors to deliver the training, and securing the most favorable terms for training delivery by taking advantage of economies of scale. Through its involvement in the training and development of employees, the Department helps State and local agencies achieve their policy goals and improve the quality of their services.
 - **Financial management** – The Office of Management and Budget pursues financial strategies that protect the State's credit and lower its cost of borrowing. Financial Management provides the reports and information, accounting systems, and budgetary controls on which financial decisions are based.
 - **Results-based management** – As the name implies, results-based management is a performance-oriented approach to management that relies on the development of goals, establishment of targets, and use of indicators to measure progress toward the goals, rather than on traditional measurements (e.g., number of permits or enforcement actions issued). The Department of Environmental Protection initiated its results-based management when it became one of the first state agencies in the nation to participate in the National Environmental Performance Partnership System (NEPPS) in 1995. In June 1999 the Department implemented a department-wide Results-Based Management System that builds on its NEPPS experience, which includes aligning and integrating the Department's vision, mission, goals, performance measures, strategies, and budget/resource allocations. This system relies on collecting, aggregating and assessing performance data for indicator development, with the ultimate aim of

continual improvement. These indicators are used as measures of progress toward the Department's goals. The Department will continue to utilize the Results-Based Management System to encourage total alignment of efforts throughout the organization with strategic priorities, and to measure and monitor organizational performance relative to environmental and operational goals. Within the scope of its Results-Based Management System efforts, the Department developed a reporting system that is designed to engage all Department managers and staff in this process as well as gauge progress toward meeting its strategic goals. The Department recently completed its second cycle of annual goal briefings and quarterly reports and is now evaluating the system for improvement opportunities.

- **Continual evaluation and improvement** – Over the past two years, the Department of Environmental Protection has used the Malcolm Baldrige Management System to perform self-evaluations and to submit applications for the Governor's Award for Performance Excellence. In November 2000 the Department became the first department in State government to win an award presented annually by a partnership between Quality New Jersey, a non-profit organization, and the New Jersey Commerce and Economic Growth Commission. The Baldrige Management System is objective, non-prescriptive and accepted nationwide by all sectors as a reasonable standard for measuring and enhancing organizational effectiveness. The system comprises seven categories of criteria: Leadership, Strategic Planning, Constituent Focus, Information and Analysis, Human Resource Focus, Process Management, and Organizational Results. Organizations are called upon to make continual improvements in operational effectiveness, efficiency, customer/constituent focus and strategic partnerships.
 - **Non-contractual overtime reduction** – The Department of Corrections is eliminating some Correction Officer posts in certain institutions and security perimeters by installing electronic security systems and roving patrols. The Department will review existing staffing patterns, operational procedures and Departmental policies so that basic services are provided in the most efficient, productive and cost-effective manner.
 - **Automation and replacement of manual processes** – The Department of Corrections is using new technologies and information systems to increase efficiency and productivity, to reduce operating costs and to meet its other business needs. Plans include:
 - **Enabling technologies** – The Department is expanding its delivery of services through the use of enabling technologies, such as document imaging, biometrics and digital images, Video Teleconferencing and Smart Cards.
 - **Manual paper filing reduction** – The Department is reducing its reliance on manual paper filing systems through implementation of a client/server-based document imaging system.
 - **Digital photographs** – Technology is being used to store digital photographs of inmates, as well as to record biometrics data and identify characteristics such as scars, tattoos and birthmarks.
 - **Digital fingerprint scanning** – All manual fingerprinting processes are being replaced with digital fingerprint scanning.
2. **Closely integrate sustainability into the planning and budget process** – The budget process is the primary vehicle through which State government policy is translated into action, enabling New Jersey to meet its economic, social and environmental goals. The Office of Management and Budget plays a key role in overseeing the process and balancing the needs of agencies with the resources available. Efforts to integrate sustainability into the budget process include:
- **Sustainability in the executive planning process** – The Office of Management and Budget (OMB) has implemented procedures that help carry out the State Development and Redevelopment Plan and *Living with the Future in Mind*. OMB included the following sentence in its instructions for the Fiscal Year 2002 Executive Planning Process (also known as the Planning Document Process): “Where appropriate, increase items should tie directly to each agency’s goals as detailed in the *State Development and Redevelopment Plan* and *New Jersey*

Sustainable State (Future Report) Project.” A listing of codes for goals in each document is included on the “Increase Form” as a way to begin considering these goals in agency plans. In addition, guidelines for framing agency budget initiatives suggest that agency goals reflected in either of these State documents should be considered priorities. OMB is developing performance indicators that will monitor and report on this implementation effort.

- **Linking sustainability to performance measurement** – The Office of Management and Budget (OMB) has also begun a performance measurement effort – the Performance Data Pilot – that includes performance indicators for 12 new initiatives. These indices will monitor progress toward program objectives and program and department goals. As part of this effort, OMB will determine the extent to which program objectives and performance indicators support goals and indicators in the State Development and Redevelopment Plan and *Living with the Future in Mind*.
3. **Provide reliable services that are responsive to citizens and the business community** – It is a primary goal of all government agencies to provide the best service possible to all of their clients and to the public. Government agencies are continually pursuing strategies to meet this objective. Some examples include:
- **Call management center** – This Center within the Commerce and Economic Growth Commission operates a “One-Stop” facility for businesses.
 - **Licensing and permit hotline** – Entrepreneurs considering New Jersey as a business location can obtain information about incorporation, licenses and permits through this hotline operated by the Commerce and Economic Growth Commission.
 - **Business resource center** – This Center (<http://www.njbrc.org>), operated by the Commerce and Economic Growth Commission, offers a one-stop library of key economic information that influences business attraction, expansion and retention.
 - **Child care services** – The Kinship Navigator Child Care Program, administered by the Department of Human Services, helps kinship (relative) caregivers navigate existing governmental systems to locate support and resources. A centralized, statewide office provides information, referral and follow-up services to grandparents and other kinship caregivers.
 - **Insurance claims assistance** – A main component of the Automobile Insurance Cost Reduction Act was to create the Office of Insurance Claims Ombudsman in the Department of Banking and Insurance. The goal of this office is to educate and help the consumer in the areas of insurance policies and claim payments.
 - **Senior health and nutrition assistance** – New Jersey Easy Access, Single Entry (NJ EASE), operated by the Department of Health and Senior Services in partnership with county governments, offers seniors and their family members information about community programs regarding outreach, care management, transportation, senior centers, health promotion, nutrition programs, education, health insurance counseling, adult protective services and senior employment. Seniors and their family members can contact this service through a toll-free number (877-222-3737) and a number of NJ EASE access points.
4. **Improve information technology capabilities (Online State)** – New Jersey State government is working to reduce the cost of government and improve service to citizens and businesses through effective use of information technologies. Over the past few years, State government has greatly augmented its use of current and emerging technologies, such as distributed systems, graphical user interfaces, object-oriented programming environments, Web-enabling tools and geographic information systems.
- **Development of “The Online State”** – New Jersey has made significant strides toward transforming itself into “The Online State.” The State’s World Wide Web site enables Web users to find, receive and submit information quickly, easily and securely. This is being accomplished through enhanced cross-agency data sharing and coordinated service delivery. The Office of Information Technology has also sought to stimulate the use of other “e-Government”

technologies, such as voice-response telephone systems and electronic kiosks. Steps that are being taken under the leadership of the Office of Information Technology include:

- Providing an appropriate technical infrastructure for governmental information processing and electronic communications, including networks, shared computing platforms and foundation software.
- Supplying skilled technical assistance to State agencies in planning, designing, and developing information systems and access tools to meet their business needs.
- Establishing plans, policies and standards that promote State government-wide efficiency and synergy in the use of information technologies.
- Ensuring that the State's information technology investments take full advantage of advances in technology and methodology.
- **Internet access** – A State government Internet portal will offer citizens a single point of contact for all State government information and services. Special services offered by pages that are linked directly to the portal will include:
 - **Business assistance** – The “New Jersey Open for Business” webpage will help anyone who wants to do business in New Jersey, either by opening a new enterprise or by expanding an existing one.
 - **Licenses and permits** – This page will help citizens obtain the licenses and permits they need to meet the legal requirements for their activities. Review, approval and payment will all take place online.
 - **Employment opportunities** – An Employment Channel webpage will help employers and job-seekers find each other, and help people explore careers.
- **Government data management** – This initiative will support the Online State by sharing data across agency lines so that users of the State government Internet Portal will not have to enter their basic information more than once. For example, if a user informs one agency of an address change, that change will be communicated throughout the State government data structure.
- **Environmental data management** – The Department of Environmental Protection is building the nation's first comprehensive and fully integrated environmental management system, the New Jersey Environmental Management System (NJEMS). NJEMS will substantially advance the quality and effectiveness of environmental decision-making at all levels of use, both internal and external. It will provide a complete and seamless support framework for the Department's strategic plan goal areas and its results-based management system. NJEMS will also provide first-line support for the Department's redefined permitting and enforcement processes, with particular emphasis on multi-media, facility-wide environmental regulation compliance, as well as multi-media pollution prevention assistance.

Sub-Goal: Active Citizen Involvement

Strategies:

5. **Encourage and solicit citizen involvement in formulating policy decisions** – Public input is a crucial component in making long-term policy decisions. Several examples of State agency practices include:
 - **Long-range statewide transportation planning** – By State law, a statewide long-range transportation plan must be prepared and submitted every five years to the State Legislature. The plan is prepared by the Department of Transportation in cooperation with NJ Transit, the state's three metropolitan planning organizations, transportation stakeholders and the public. The plan is used to guide the Department, NJ Transit and the metropolitan planning organizations in determining the relative priority and level of funding for different types of transportation programs, projects and services. Opportunities for public involvement are provided by attending meetings of various bodies established to advise the Department and at a series of public meetings. In the

development of the next plan, “Transportation Choices 2025,” the Department has made a major effort to encourage and solicit the direct and sustained involvement of concerned citizens through such means as a specific Internet web site. Other outreach efforts include convening focus groups composed of stakeholders with direct interest in how well the State’s transportation system performs, and placement of audio-visual and static displays in key locations and statewide media advertisements.

- **Stakeholder process** – The Department of Environmental Protection has instituted procedures that establish opportunities for stakeholder involvement in Department processes such as administrative rule writing, public meetings and stakeholder events. The Department has trained a diverse group of employees to serve as objective facilitators for external stakeholder events.
- **Partnership development** – The Department of Environmental Protection emphasizes forging strategic partnerships that support achievement of the Department’s environmental goals. Its chief partners are local governments through the County Environmental Health Act Program and the U.S. Environmental Protection Agency, which provides funding in exchange for performance of delegated duties as detailed in a formal Performance Partnership Agreement. Most recently, the Department developed similar performance partnership agreements for the first time with city and county governments in New Jersey (City of Bayonne and Hudson County) in support of specific environmental strategies. The Department has also partnered with county and local government entities on open space acquisitions in order to meet the goal of one million acres saved by 2010. Also, the Department, working cooperatively with Rutgers University, the University of Medicine and Dentistry of New Jersey, the Environmental and Occupational Health Sciences Institute, the New Jersey Agricultural Experiment Station and the U.S. Geological Survey, established the New Jersey Center for Environmental Indicators.
- **Banking and insurance consumer protection** – The Department of Banking and Insurance has held several public hearings on predatory financial practices. At these hearings, testimony was gathered from consumers who may have been victimized and from industry officials. The hearings also helped educate consumers on ways to protect themselves and to take advantage of the Department’s consumer resources. The Department has several other mechanisms to encourage public input that include:
 - Personal Injury Protection Technical Advisory Committee
 - Banking Advisory Board
 - Community Financial Services Advisory Board
 - Credit Union Advisory Council
 - Licensed Lenders Advisory Board

Decent Housing

Goal: A variety of desirable housing options for all New Jerseyans, at every income level.

Sub-Goal: Safe Housing

Strategies:

1. **Reduce risks to occupants of housing** – State government can play a significant role in enhancing the safety of New Jerseyans by reducing a number of risks that may be present in housing. The Department of Community Affairs operates a number of such programs including:
 - **Asbestos hazard abatement** – The asbestos hazard abatement program trains and authorizes asbestos safety control monitoring firms and asbestos safety technicians, conducts monitoring inspections and assesses fees and penalties to enforce the Asbestos Hazard Abatement Subcode in all educational facilities and public buildings undergoing asbestos abatement projects.
 - **Homeowner protection** – Homeowner Protection Programs are concerned with the purchase of new homes and units in retirement communities, condominiums and cooperatives.
 - **Elevator safety** – The Elevator Safety Program administers the Elevator Safety Subcode and acts as Subcode Authority for municipalities, conducting elevator inspections and maintaining a State registry of elevators.
 - **Lead hazard abatement** – This program licenses lead evaluation and abatement contractors, conducts monitoring inspections and supports local building departments in the enforcement of lead hazard abatement rules.
 - **New home warranty** – The New Home Warranty Program requires builders of new homes in the State to register with the Department and enroll in one of several Warranty Insurance Plans. Registration is renewable every two years; a warranty is required for every new residential unit sold within the state.

Sub-Goal: Available and Affordable Housing

Strategies:

2. **Ensure that all New Jerseyans at every income level have desirable and affordable housing options** – To promote a high quality of life for New Jerseyans, desirable and affordable housing, whether owned or rented, must be readily available. Various State government programs are available to promote this objective, including:
 - **Property tax rebates for tenants** – The Tenant Property Tax Rebate Program, administered by the Department of Community Affairs, requires landlords of qualified residential rental property to issue rebates or credit tenants with property tax reductions.
 - **Transitional housing assistance** – Financing assistance is provided to local governments and non-profit organizations that are producing special needs housing for homeless Temporary Assistance to Needy Families (TANF) families and homeless persons with special needs, including people with HIV/AIDS and chronic and persistent mental illness. The Housing and Mortgage Finance Agency (HMFA) provides construction loans and/or permanent mortgage loans for the renovation or construction of special needs housing. These loans may be secondary mortgages if eligible under the Fair Housing Act. This program works together with the Department of Community Affairs, which provides financial assistance for transitional housing projects through its Shelter Support Program, and the Department of Human Services, which provides TANF and General Assistance Emergency Assistance Funds.
 - **Property tax relief** – The Homestead Rebate, NJ SAVER and Senior Citizen Property Tax Freeze programs are forms of direct property tax relief administered by the Department of the Treasury.

- **Affordable housing sustainability enhancements** – The Sustainable Development/Affordable Housing Pilot Program is an initiative of the Department of Community Affairs in cooperation with New Jersey's largest utility, Public Service Electric and Gas Company (PSE&G). The purpose of the program is to determine how to incorporate sustainable design principles and energy efficiency into affordable housing. Other participants are the New Jersey Housing and Mortgage Finance Agency, the New Jersey Department of Environmental Protection, the U.S. Environmental Protection Agency, the State Board of Public Utilities, and the Office of Sustainable Business. Sustainable development criteria incorporate principles of sound land use planning, minimal impact on the environment, conservation of natural resources, encouragement of superior building design to enhance the health, safety and well-being of the residents, provision of durable, low-maintenance dwellings and optimal use of existing infrastructure.
 - **Emergency services for the homeless** – The Social Services for the Homeless Program is a State-funded, county-administered program under the Department of Human Services that addresses the needs of individuals and families who are homeless, or at risk of homelessness, and are not receiving Emergency Assistance under Work First New Jersey. The program provides emergency shelter, food and support services to homeless individuals and families.
 - **Housing subsidies** – The Housing Assistance Subsidy, administered by the Department of Human Services, is provided directly to families who are leaving welfare and helps them to secure affordable housing. This pilot is currently available only on a limited basis.
 - **Financing initiatives** – The Department of Banking and Insurance has formed several working groups of bankers who are interested in developing Individual Development Accounts programs to help renters in urban areas purchase the homes in which they live. This would increase the incidence of home ownership and help stabilize their neighborhoods.
 - **Community reinvestment** – The Department of Banking and Insurance encourages local bankers to comply with the Community Reinvestment Act. Institutions receive Community Reinvestment Act credits for activities that are directed toward low- and moderate-income census tracts or individuals. These credits may be awarded whether or not the activities occur within the institutions' assessment areas.
3. **Promote advanced energy efficiency programs in new construction** – Construction of new residential, commercial and industrial buildings offers a wide range of possibilities for energy saving measures. These measures will not only benefit the environment but will result in significant savings to the occupants of those buildings, making housing more affordable.
- **Advance energy efficiency in new construction** – In a Comprehensive Resource Analysis of Energy Programs before the Board of Public Utilities, the Ratepayer Advocate proposed that market transformation programs be utilized to promote advanced efficiency programs in new construction. The Ratepayer Advocate also proposed programs to promote high efficiency electric cooling equipment, and the proper sizing and installation of high efficiency gas heaters. The proposal also includes a component for improving energy efficiency in older homes.

Healthy People

Goal: The highest opportunity for all New Jerseyans to be healthy, with equal access to high-quality health care and minimized exposure to health risks.

Sub-Goal: Reduced Preventable Death and Disease

Strategies:

1. **Ensure that food and water in New Jersey are safe for consumption** – Access to uncontaminated supplies of food and water is a basic necessity for the health of New Jersey citizens. New Jersey State agencies operate a number of programs designed to protect these supplies. They include:
 - **Shellfish and fish consumption** – The Department of Environmental Protection implements the Shellfish Action Plan to improve the quality of shellfish beds. As a result, over the past decade, New Jersey has been able to steadily increase the percentage of waters available for safe shellfish harvest. To minimize the need for fish consumption advisories, related efforts are underway in New Jersey and nationally to reduce air emissions and other releases of mercury and other toxic pollutants that may otherwise find their way into fish tissue. The Department is already implementing plans to expand monitoring and assessment of toxic chemicals in fish and shellfish.
 - **Food irradiation** – The Centers for Disease Control and Prevention has stated that food irradiation is a promising new application of an established technology. It holds great potential for preventing many important food-borne diseases that are transmitted through meat, poultry, fresh produce and other foods. The Department of Health and Senior Services will initiate an education campaign on the public health benefits of food irradiation.
 - **Retail food protection** – The Department of Health and Senior Services will propose substantial amendments to the rules governing Sanitation in Retail Food Establishments, Chapter XII of the State Sanitary Code. The proposed amendments will model the most recent revisions of the U.S. Food and Drug Administration Food Code and address changes in cooking and cooling temperatures, as well as improved food handling techniques and consumer advisories. This is being done to reduce the incidence of food-borne illness outbreaks.
 - **Drinking water protection** – The Department of Environmental Protection is responsible for ensuring that water delivered by public water systems complies with the Safe Drinking Water Act’s microbiological, chemical and radiological standards. New Jersey standards for drinking water are at least as stringent as those set by the federal government, with 13 standards currently more protective. Furthermore, New Jersey has set standards for five contaminants that are not regulated at the federal level. The Department regularly checks results of testing performed by commercial laboratories and notes violations. Certain serious violations that might result in sickness must be phoned in to the Department for immediate action. The drinking water program makes certain that wells, water treatment facilities and water distribution pipes are constructed properly. Water treatment plant operators, licensed by the State of New Jersey, are required to operate many of the water systems and are required to maintain continuing credits. The State also licenses well drillers. The Department of Health and Senior Services manages a bottled water testing and certification program to ensure that bottled water products are meeting the Safe Drinking Water Act Standards. This oversight, which dates back to the late 1980s, includes increased testing of bottled water, the results of which are reported annually to the Legislature and made available to the public.
2. **Test for indoor radon and mitigate its effects** – Radon is a naturally occurring radioactive gas. Long term or chronic exposure to radon has been linked to lung cancer. The greater the concentration and the longer a person is exposed, the greater the risk, so people are encouraged to reduce their exposure. The Department of Environmental Protection conducts a wide variety of outreach activities to educate the public on the risks of radon and on how to remediate an indoor radon

problem. These activities include slide presentations on radon awareness, participation in exhibits, science fairs and company-sponsored safety awareness events, a toll-free hot line and the certification of radon measurement and mitigation businesses and their technical staffs.

3. Pursue a comprehensive program to identify cases of asthma and ameliorate conditions that may lead to asthma onset – The Department of Health and Senior Services provides a number of programs in this area, including:

- **Identifying trends in prevalence and severity of asthma** – The Center for Health Statistics provides vital statistical data used for asthma surveillance and oversees the annual Behavioral Risk Factor Surveillance Survey in New Jersey. The Maternal Child Health program is preparing an asthma tracking system using vital statistics and hospitalization data.
- **Identifying children with asthma and providing follow-up** – Children with medically-diagnosed asthma may be registered with the Special Child Health Services (SCHS) Registry as children with special health care needs. Letters and informational brochures are sent to the parents or guardians of all newly-registered children. Registered children are also referred to the Special Child Health Services Case Management agency in the counties where they live. These agencies provide case management, referral and follow-up services. Children registered with SCHS are eligible for pharmaceutical assistance if their families have no other resources for the purchase of drugs.
- **Pediatric asthma awareness** – The American Lung Association of New Jersey, in collaboration with its medical section, the New Jersey Thoracic Society, and the Department formed the Pediatric Asthma Coalition of New Jersey. More than 40 organizations have agreed to participate. Its primary goal is to promote the use of the National Heart and Lung Biology Institute Asthma Management Guidelines by schools, primary care providers, parents and children.
- **Educating the public about home-based asthma triggers** – The public education activities of the Child and Adolescent Health Program, in the Division of Family Health Services, have a “Healthy Homes” theme. These activities are broadly focused towards reduction of environmentally-related illness in children, including asthma and lead poisoning.
- **Targeting intensive education to disproportionately affected communities** – The Office of Minority Health, with federal grant support, established a Minority Health Asthma Network between September 1998 and June 1999. The project targeted the cities of Newark, New Brunswick, and Trenton. Under the guidance of a Network Advisory Committee, the project produced a fact sheet on asthma in New Jersey and a resource directory for the three project cities. The project also trained 18 residents from the three cities to be community health promoters, providing their neighbors with information about asthma and referrals to appropriate screening and treatment resources. Additional training programs are planned for other communities.
- **Research on environmental linkage to asthma** – The Department of Environmental Protection is collaborating with the Environmental and Occupational Health Science Institute and the University of Medicine and Dentistry of New Jersey-Robert Wood Johnson Medical School to develop a direct indicator of environmental health based on the relationship between ozone levels in ambient air and asthma incidence. This indicator is based on the statistical relationship between the measured concentration of ozone in ambient air in New Jersey and the number of hospital and emergency room admissions for asthma over a closely related time period. The first year of this study examined data for 1995. It was found that between 4 and 7 percent of hospital and emergency room admissions for asthma were associated with ozone concentrations. While this is a relatively small proportion of the total admissions for asthma, it should be noted that these represent the most severe cases of asthma. Milder symptoms of asthma symptoms treated at home, or in a doctor's office, are also likely to result from elevated ozone levels in a similar fashion. As ozone levels decline with new regulatory controls, the proportion of asthma

attributable to ozone should, likewise, decline, and this decline can be tracked as a direct indicator of environmental health. This work is currently continuing with the analysis of ozone and asthma incidence data for 1996-98.

4. **Pursue strategies to reduce active tuberculosis morbidity** – The Department of Health and Senior Services, which has direct responsibility for overseeing efforts in this area, has partnered with county and municipal agencies to reduce active tuberculosis. Specific activities include:
 - **Tuberculosis disease guidelines** – The Department promotes guidelines from the Centers for Disease Control and Prevention, the American Thoracic Society and the Department pertaining to the treatment of tuberculosis disease (including directly observed therapy) and infection, and adherence to prescribed medication regimens.
 - **Public outreach on tuberculosis** – The Department provides health service grant funds to intensify outreach activities (directly observed therapy, contact identification and follow-up) in the high incidence areas. The Department also provides State staff members to key clinics, State-purchased medication to State-approved chest clinics, and up-to-date TB mycobacteriology services, consultation, training and education (through the New Jersey Medical School National TB Center at the University of Medicine and Dentistry of New Jersey).
 - **Outpatient treatment** – The Department enforces “Confinement of Persons with Tuberculosis” regulations, which mandate that a minimum of 10 doses of each drug regimen are directly observed as an outpatient. This enables the health care provider to assess the patient and determine future needs. However, some agencies do not have the resources to maintain continued Directly Observed Therapy beyond the first 10 doses. In addition, the needs of patients under private physician care must be addressed to achieve this objective.
 - **Core tuberculosis control and prevention activities** – The Department works toward continued State and federal funding at the appropriate level to fulfill core tuberculosis control and prevention activities.
 - **Statewide strategic plan** – The Department is developing and implementing a statewide strategic plan to control and reduce the incidence and mortality of tuberculosis.
5. **Pursue strategies to reduce sexually transmitted diseases** – The Department of Health and Senior Services has established goals to significantly reduce the incidences of primary and secondary syphilis, congenital syphilis, gonorrhea and chlamydia by the year 2010. A variety of programs will be used toward meeting these goals. They include timely and appropriate therapy, in-depth interviewing and contact tracing, and appropriate screening programs. The Department also offers assistance to local health departments, outreach workers and support staff through provision of Grants-In-Aid, consultation, training, statistical, educational, epidemiological, technical and laboratory services. This also includes medication for treatment of priority and non-priority sexually transmitted diseases.
6. **Address and eliminate breeding areas for mosquitoes or other disease-carrying agents** – Recent occurrences of West Nile virus in New Jersey have necessitated augmented efforts by State and local officials to treat areas that serve as breeding grounds for disease-carrying insects or animals. Efforts toward this end include:
 - **Mosquitoes monitoring and testing** – Adult mosquitoes are collected and are transported into the laboratory where they are killed and processed into collection "pools." A "pool" is simply a collection of adult mosquitoes that happen to all be the same species collected from the same location. A pool may contain hundreds of adult mosquitoes or only a few. The pool is then tested for the presence of the virus. Within the pool, even if only a single mosquito is infected, a positive result is reported for the whole pool.
 - **Controlled spraying** – There are several different kinds of spraying conducted during the year. All counties usually conduct larviciding on water surfaces from the ground as a preventative step before adult mosquitoes are hatched. Sometimes it is necessary to conduct larviciding by air if extensive water surfaces are involved. Controlling the adult mosquito is usually done by

spraying an ultra low volume of insecticide. This is done only as a last resort and used for adult mosquito control in residential areas. Pesticide application technicians are certified by the State. New Jersey uses integrated pest management strategies, including larvae and habitat surveillance and water management, before resorting to aerial spraying. All aerial applications are directed toward confirmed mosquito populations that have the potential to create a major public nuisance or pose a threat to human health. Mosquito control agencies in New Jersey use insecticide/pesticide formulations that have been registered with the U.S. Environmental Protection Agency and the Department, and recommended by Rutgers University. The selection of a specific pesticide depends on the habitat of the breeding site, the stage of development of the mosquito during its life-cycle and the environmental conditions encountered by the certified applicator at the time.

- **Tire pile recycling** – Because of their tendency to collect standing water, abandoned tires can serve as the perfect medium in which mosquitoes breed and multiply. In some parts of the State there are piles of thousands of tires. To help eliminate these potential breeding grounds, the Department of Environmental Protection has provided millions of dollars in State grants to counties for scrap tire collection and recycling.

Sub-Goal: Improved Delivery of Health Services

Strategies:

7. **Prevent illness and death by improving healthcare for children and youth** – A high quality of life corresponds directly to the availability of high quality health care. This is especially true when children are involved. The Department of Human Services implements a number of programs to make these services available and to provide opportunities for children to take full advantage of them. They include:
 - **Delivering services to children with behavioral and emotional problems** – The Children’s System of Care initiative reorganizes and expands the system of delivering services to children with behavioral and emotional disturbances and their families to keep these children at home, in school, and out of trouble. The initiative provides for a vastly expanded array of community-based services for children and youth, improved coordination and greater family participation. All child-serving agencies will use the same screening and assessment process and a single management entity will oversee and coordinate care across systems.
 - **Comprehensive health and social services for adolescents** – The School-Based Youth Services Programs offers adolescents comprehensive health and social services in locations most convenient for them: their local schools. Services address key concerns such as substance abuse, smoking, sexually-transmitted diseases, and pregnancy, and promotes the good health of current and future generations.
 - **Safe havens for newborns** – The Safe Haven Program encourages distressed parents or others acting on their behalf to save childrens’ lives by leaving infants less than 30 days old in safe havens such as emergency rooms or police stations. There is a 24-hour hotline (877-839-2339) to report children who have been left in safe havens or for inquiries from people who are considering giving up or abandoning a child. Parents who leave infants in safe havens will not be prosecuted for abandonment.
8. **Ensure access to affordable health coverage for all New Jersey citizens** – The Department of Banking and Insurance oversees a number of programs to provide New Jerseyans with access to affordable health insurance. These include:
 - **Individual health coverage** – The Individual Health Coverage Program was created for people without access to employer or government sponsored health care programs so that they could purchase coverage for themselves and their families from private carriers. Before that time, few

insurance companies offered policies to individuals, and coverage was often inadequate, especially for people with chronic illnesses or injuries.

- **Access to health benefit coverage for small employers** – The Small Employer Health Benefits Program was created to guarantee access to health coverage for small employers, regardless of employee health status, age, claims history or any other risk factor.
- **Insurance for specified diseases and critical illnesses** – Public hearings were held to seek input to draft regulations regarding the sale of specified disease insurance policies. These are policies that pay supplemental benefits for the diagnosis and treatment of a specifically named disease, which generally is life threatening and would cause a person to pay substantial amounts of money out-of-pocket.
- **Address problems caused by insolvent health maintenance organizations** – Enactment of the New Jersey Insolvent Health Maintenance Organization Assistance Fund Act established a fund to pay provider claims related to health maintenance organizations that have become insolvent. Payments from the fund can be made on an interim basis for immediate relief to the provider in anticipation of the fund collecting amounts from the insolvent entities.
- **Ensure prompt payment of claims** – Enactment of the Health Care Information Networks and Technologies Act provides an enforcement mechanism to ensure the prompt payment of claims by health insurance payers, health maintenance organizations, and health, hospital, medical and dental service organizations. It also promotes the development and use in New Jersey of health care information electronic data interchange technology. The act reduces the amount of time in which a claim must be paid or contested by the above-mentioned entities.

Sub-Goal: Reduced Occupational Fatalities and Illnesses

Strategies:

9. **Promote reduction in occupational fatalities and illnesses** – The Department of Health and Senior Services has the regulatory responsibility to enforce the health provisions of the New Jersey Public Employees Occupational Safety and Health Act and the provisions of the New Jersey Community Right to Know Act in the public sector. The Department also conducts surveillance of occupational diseases and fatal injuries. In addition, it coordinates its occupational health activities with the federal Occupational Safety and Health Administration and the New Jersey Department of Labor.
 - **Study occupational health issues and solutions** – The Department of Health and Senior Services regularly applies for federal research grants that expand its capabilities to prevent occupational diseases and injuries. Recent applications were for grants to improve occupational health surveillance, enhance fatal occupational injury surveillance, and increase funding for Public Employee Occupational Safety and Health.
 - **Nurture cooperative efforts** – The Department of Health and Senior Services is looking to enhance cooperative efforts with other private and public agencies to reduce fatal occupational injuries and exposure to hazardous substances in New Jersey workplaces. The Department will expand its partnerships with the New Jersey Department of Labor and the federal Occupational Safety and Health Administration to increase the exchange of information, share resources, and identify high-risk workplaces and implement appropriate intervention strategies.
 - **Identify occupational asthma** – Workplace exposures are responsible for asthma in some adults. Work-related asthma is a reportable disease in New Jersey. Since 1998 the Department of Health and Senior Services has maintained a surveillance program for occupational asthma. The Division of Epidemiology, Environmental and Occupational Health Service, along with the National Institute for Occupational Safety and Health, and other states, has embarked on a partnership with the National Center for Environmental Health to ensure that states funded to develop surveillance programs for asthma incorporate occupational asthma into their programs.

- **Address latex allergy issues** – The Department convened a Latex Allergy Task Force comprised of members from the medical, academic, and manufacturing communities to address latex allergy issues faced by New Jersey health care facilities. The Task Force has published educational literature for health care workers, as well as guidelines for managing latex allergy for facility managers. A survey has been conducted to ascertain the status of latex allergy management policies at health care facilities. The Department provides consultations to facilities to assist them develop effective management strategies.
- 10. Promote safe and healthy worksites and public safety** – State government agencies play a key role in keeping the workplace safe by requiring employers to identify potential hazards and to eliminate or mitigate those hazards.
- **Site safety consultation services** – The Department of Labor’s Division of Public Safety and Occupational Health provides private sector employers with free consultation services and training designed to make their work sites safe and healthy and to meet Occupational Safety and Health Administration standards. This division also administers the Public Employees Occupational Safety and Health Act, which protects public sector employees from hazardous working conditions. In addition, the public is protected through inspection, enforcement and licensing activities related to mine safety, explosives, gasoline dispensing and proximity to high voltage electricity.
 - **Workplace accidents and illnesses data** – The Department of Labor conducts an annual survey that provides data on the incidence and characteristics of workplace accidents and illnesses. These data are useful in planning preventive activities.
 - **Public sector employees health and safety** – The Public Employees Occupational Safety and Health (PEOSH) Programs in the Departments of Health and Senior Services and Labor will utilize new funding from the federal Occupational Safety and Health Act (OSHA) to enhance its consultative and educational services in the public sector. A consultative project in the Department of Health and Senior Service's PEOSH program will be established to help public employers and employees identify high risk exposures to hazardous substances and implement control strategies to reduce or eliminate these exposures. Also, the programs in both departments will be able to increase their educational efforts through additional seminars and training sessions and the development of appropriate educational materials.
 - **Hazardous substance information development** – The Right to Know Program has developed 1276 fact sheets that provide workers with information about the potential health effects from exposure to hazardous substances and methods to reduce or eliminate exposures in the workplace. These fact sheets have been widely distributed to public employers and are available on the Department of Environmental Protection’s web page. Currently, 250 fact sheets are available in Spanish.
- 11. Reduce accident-related death or serious injury to vehicle occupants and pedestrians** – While it is impossible to eliminate all vehicular, bicycle and pedestrian accidents, the New Jersey Department of Transportation and NJ Transit, in cooperation with county and local officials, are constantly seeking ways to reduce the number of these accidents. Two main areas of focus are:
- **Transportation facilities safety** – Ensuring that transportation facilities are designed, constructed, operated and maintained to be as safe as possible is a top priority. An example of efforts to ensure that transportation facilities remain safe is the work of the Safety Programs unit. This unit identifies locations on the state’s highways that exhibit either excessive occurrences of certain types of accidents or an excessive number of all types of accidents.
 - **Public education regarding pedestrian safety** – The Department of Transportation and NJ Transit work with local agencies to institute and maintain programs for educating the general public, drivers, bicyclists and pedestrians about hazardous situations and safety practices. An example is the Local Aid unit’s development and distribution of a publication entitled, “Pedestrian Compatible Planning and Design Guidelines.” These guidelines provide practical

information that local officials can use to select the most appropriate pedestrian facilities for commercial and residential neighborhoods, and to plan for, design and maintain the facilities. These guidelines are readily available from Local Aid and can be downloaded from the Department of Health and Senior Services' web page.

Sub-Goal: Reduced use of Alcohol, Tobacco, and Other Drugs, especially among New Jersey Youth

Strategies:

12. **Continue and augment efforts to detect and treat substance abuse problems** – Substance abuse destroys not only the health of individuals, but also the health of whole communities. Programs that stem substance abuse problems throughout New Jersey include:
 - **Support for municipal efforts to reduce drug abuse** – Through the Municipal Alliance Program, administered through the Governor's Council on Alcoholism and Drug Abuse, municipalities can recognize local substance abuse problems and concerns and are empowered to respond to them. The program allows for volunteer participation through local organizations and has established a statewide network for grass-roots substance abuse prevention, education and public awareness.
 - **Statewide prevention efforts** – Prevention Unification, a joint effort between the Governor's Council on Alcoholism and Drug Abuse and the Department of Health and Senior Services, integrates local, non-governmental, municipal alliance and statewide prevention efforts for more effective results. By agreeing on a set of principles for the delivery of substance abuse prevention and education programming, the agencies create a more cohesive, sustained and unified program delivery system. The agreement holds publicly funded organizations to a standard that includes needs assessment, priority setting, objective measurements and outcome evaluations. These standards conform to national guidelines formulated by the Center for Substance Abuse Prevention in the federal Department of Health and Human Services.
 - **Instruction on alcohol, tobacco and other drugs** – The Comprehensive Health and Physical Core Curriculum Content Standards include standards for educating all New Jersey students (grades K-12) about alcohol, tobacco and other drugs and about health-enhancing personal, interpersonal and life skills, and health-related fitness concepts.
 - **Strategic planning to reduce youth tobacco use** – New Jersey's Comprehensive Control Tobacco Program's five-point plan focuses on efforts to significantly reduce youth tobacco use. This plan includes a youth anti-tobacco awareness campaign, community based programs, youth programs to promote leadership, accessible tobacco dependence treatment programs for youth and adults and evaluation to determine if the overall plan is working.

Efficient Transportation and Land Use

Goal: A choice of efficient, convenient, safe and affordable transportation and land use options, providing access to jobs, shopping, recreational centers, schools, airports and rail centers.

Sub-Goal: Efficient and Safe Statewide Multi-Modal Transportation System

Strategies

1. **Maximize the ability of the State’s transportation system to meet the changing mobility needs of New Jersey residents and travelers** – New Jersey, as the nation’s most densely populated State, is faced with a variety of transportation challenges. The Department of Transportation leads State efforts to provide efficient, convenient, safe and affordable transportation options and promote transportation alternatives that can meet these challenges. Efforts in this regard include:
 - **Early problem detection** – The Department and NJ Transit are constantly working to improve the early detection of roadway and transit structural problems.
 - **Transportation research** – The Department closely monitors national and international developments in transportation research and transportation technology.
 - **Single occupant vehicles alternatives** – The Department is pursuing a variety of ways to increase opportunities for New Jerseyans to use alternatives to single occupant vehicles for their trips. These include:
 - Expanding and improving Transportation Demand Management efforts that encourage more New Jersey commuters to shift from using single occupant vehicles to other transportation alternatives (rail and bus transit, carpools and vanpools, commuter ferry, bicycling and walking)
 - Increasing the total number of park and ride lots and their capacity
 - Developing business incentives to reduce the number of single occupant trips to and from the state’s workplaces
 - Using innovative techniques to increase the capability of existing transportation facilities
 - Improving connections within and among transportation modes
 - Using information technology to better manage traffic incidents by providing “real time” motorist advisories
 - Increasing the geographic coverage of transit and paratransit services so more New Jerseyans have access to transit services
2. **Develop more State-local partnerships** – By influencing land use decisions, partnerships between state and regional, county and municipal entities can improve the ability of public and private transportation services to meet changing mobility needs. These partnerships can help to improve cooperation among all levels of government to identify and solve transportation problems.
3. **Develop and implement plans for efficient movement of goods** – A prosperous and vital state economy depends on a system that can efficiently and affordably transport goods into, out of and within New Jersey. This calls for effective statewide planning. The Department of Transportation is trying to initiate a comprehensive evaluation and analysis of the current performance, efficiency and effectiveness of the state’s freight transportation modes (truck, rail freight, airfreight and waterborne freight). This evaluation will assess the long-range freight movement needs of the state’s economy.

Sub-Goal: Smart Growth

Strategies:

4. **Promote consistency with the State Development and Redevelopment Plan** – The State Development and Redevelopment Plan offers guidelines on how to achieve smart growth. Several State

agencies are playing vital roles in implementing strategies to promote the State Development and Redevelopment Plan. These include:

- **Municipal planning assistance** – The Office of State Planning in the Department of Community Affairs annually awards Smart Growth Planning Grants to assist municipalities and counties to devise strategies that curb sprawl. Over the past two years, Smart Growth Planning Grants worth over \$5 million were awarded to 92 municipalities and seven counties.
 - **Regulatory consistency with State Development and Redevelopment Plan** – The Department of Environmental Protection is looking to revise a number of its regulations so that they better support the State Development and Redevelopment Plan. Efforts to date include reworking Coastal Area Facility Review Act (CAFRA) regulations and portions of the Water Quality Management Planning Rules and the Watershed Planning Program so that they integrate and coordinate with the goals and objectives of the State Development and Redevelopment Plan.
 - **Community design strategies** – The Department of Community Affairs, through publications such as *Designing New Jersey*, promotes community design strategies that incorporate compact, mixed-use development.
 - **State agency implementation of the State Development and Redevelopment Plan** – The Treasury State Plan Implementation Task Force identifies ways in which the Department of Treasury can help implement the State Development and Redevelopment Plan. The task force considers a broader vision of “sustainability,” which includes both the State Development and Redevelopment Plan and the New Jersey Sustainable State economic, social and environmental Goals and Indicators. A process and model framework are used to learn how the Department can make progress toward these goals. Training sessions acquaint Department managers with the State Development and Redevelopment Plan goals.
5. **Implement development credit programs** – Transfer of development rights and other development credit programs are important tools to provide incentives that steers development into areas designated for growth and away from environmentally-sensitive areas.
- **Pinelands development management** – To provide a mechanism to facilitate both the preservation of the resources of this area and the accommodation of regional growth influences in an orderly fashion, the Pinelands Comprehensive Management Plan established the Pinelands Development Credit Program. This program encourages a shift of development away from Pinelands forests and farms to more appropriate areas. It also encourages residential growth near existing development and employment centers, while discouraging growth in fragile ecological areas and important agricultural acreage.

Natural and Ecological Integrity

Goal: Preserve and restore New Jersey's ecosystems and full complement of species that share the State with us.

Sub-Goal: Preserved and Restored Ecosystems and Habitats

Strategies:

1. **Ensure a net increase in wetland acreage and quality** – Among the more important habitats for threatened and endangered species are areas of freshwater wetlands. Aside from the stormwater retention and filtration value that wetlands serve, their contribution to fostering biodiversity is important to the maintenance of healthy ecosystems. To progress toward a net increase in wetland acreage and quality, the Department of Environmental Protection will pursue the following efforts:
 - **Land use regulations compliance and enforcement** – Enhanced land use compliance and enforcement actions are being implemented using a place-based, priority-driven system that will target increased monitoring of regulated activities within critical wetlands areas based on their habitat and functional value.
 - **Best management practices** – To minimize the impact of increased impervious cover on the quantity and quality of wetlands, the Department will look to implement watershed-based best management practices for controlling stormwater from new development. The Department will act through partnerships with local and regional agencies and through regulatory mechanisms and incentives.
 - **Mitigation** – The Department will continue to require mitigation as a permit condition (for all individual permits and expanded requirements in certain general permits) to compensate for freshwater wetlands or state open waters loss or disturbance caused by regulated activities. Mitigation may include restoration, creation, enhancement, or donation of money or land or both to the Mitigation Bank, or to other public or private non-profit conservation organizations.
 - **Wetlands creation and enhancement** – The Department will coordinate with other State and federal agencies to acquire funding to create and enhance wetlands in areas affected by agricultural, transportation and other development activities.
2. **Identify and map the state's critical habitats for plants and animals** – The Department of Environmental Protection will use this information to assist state and local decision-makers to make well-informed decisions about land use and natural resources. The tools include:
 - **Enhanced data management** – The Department will accelerate its efforts to collect and manage habitat data using integrated, geographically-based information through the Geographic Information System.
 - **Habitat protection** – The Non-Game and Endangered Species Program will expand its Landscape Project to identify those habitats in particular physiographic regions that are most critical to preserve biological diversity.
 - **Estuary-wide planning** – The Department is expanding its use of estuary-wide planning by developing and continually updating and enhancing Comprehensive Conservation and Management Plans for the State's estuaries, including the Barnegat Bay Estuary. Through the Coastal Zone Management Program, the Delaware Estuary Program, in cooperation with the States of Delaware and Pennsylvania, is identifying and protecting critical habitats for coastal species, including heron.

Sub-Goal: Species Preservation

Strategies

3. **Protect the state's rare, threatened and endangered species populations** – New Jersey is home to a number of threatened and endangered species. Efforts by the Department of Environmental Protection to promote their protection include:
 - **Land acquisition** – Through the acquisition of large blocks of open spaces, individual species and ecosystems will be protected from direct threats and the impacts of development and human activities.
 - **Enforcement settlements** – Through the use of supplemental environmental projects included in the settlement of enforcement actions, the Department will seek opportunities to preserve and acquire critical lands.

Protected Natural Resources

Goal: Maintain New Jersey's natural resource base.

Sub-Goal: Farmland Preservation

Strategies

1. **Provide incentives to farmers to continue farming and retain farmland in the state** – The Garden State has seen a steady erosion of farmland over the past decades as this land has been developed for residential and commercial uses. The Department of Agriculture is overseeing a number of programs to help stem this tide. They include:
 - **Farming conservation plans** – The Conservation Cost Share Program provides financial incentives for farmers to implement conservation plans and best management practices. Practices eligible for cost share assistance include soil erosion and sediment control plans, nutrient management plans, agrochemical handling facilities, integrated crop management, and irrigation water management.
 - **Farmland purchasing assistance** – In June 1997 the State Agricultural Development Commission established the Farm Link program to match potential buyers and potential sellers of farmland. Farmers who want to expand their farms and individuals who want to start farming are able to take advantage of Farm Link. The program is also useful to retiring farmers or landowners who would like to make sure that their land stays in agricultural production but have no family members who want to continue to farm.
 - **Farmland preservation** – Landowners who permanently deed-restrict their farms against future non-agricultural development are compensated for the development value of the farmland. Future owners of permanently preserved farms must comply with all deed restrictions. In certain cases, the Department purchases farms directly – "in fee simple" – for resale at public auction with permanent deed restrictions.

Sub-Goal: Energy Conservation

Strategies:

2. **Reduce non-renewable energy consumption in the state** – As indicated in a number of places in this document, wise production, distribution and use of energy resources in New Jersey is a key to meeting the Sustainable State Goals. Strategies to conserve energy must be implemented at all levels, by both public and private organizations. State agencies are pursuing a number of programs that include:
 - **Distributed energy technologies** – The Ratepayer Advocate strongly supports the development of distributed energy technologies to increase customer choices, to reduce the cost of electricity, and to improve the environment. Some examples of distributed energy technologies are micro-turbines, fuel cells, photovoltaics and wind turbines. Distributed energy is environmentally friendly and reduces reliance on environmentally destructive transmission and distribution lines. It is easier to move and allows a greater degree of energy self-reliance.
 - **Energy efficiency and renewable energy analysis** – Under the Electric Discount and Energy Competition Act, the Board of Public Utilities must conduct a Comprehensive Resource Analysis of Energy Programs for the state's energy providers. This proceeding sets the future course for energy efficiency and renewable energy programs in the state. The Ratepayer Advocate, along with a number of public interest groups, environmental advocacy groups and energy services providers, has proposed a comprehensive plan regarding administration, funding levels and programs. The energy efficiency and renewable energy programs established in this

way will not only reduce the amount of nonrenewable energy consumed, but will also help promote cleaner energy supply sources for New Jersey.

- **Promotion of advanced technology vehicles** – The internal combustion engine remains among the largest sources of air pollution. Advanced technology vehicles are motor vehicles that operate primarily on alternative fuels and meet or exceed California Air Resources Board ("CARB") ultra-low emission vehicles ("ULEV") standards for the applicable model year, and hybrid-electric or fuel cell vehicles powered by conventional or alternative fuels that meet or exceed CARB ULEV standards for the applicable model year. These vehicles will help the state meet its transportation needs with reduced harm to the environment and with improved fuel efficiency. Meaningful incentives are an investment in both environmental improvement and economic development. The commitment by the State to purchase advanced technology vehicles and alternative fueled vehicles is embodied in Executive Order No. 94. Through this Executive Order, the Department of Transportation, the Department of the Treasury, the Board of Public Utilities, and the Department of Environmental Protection are working with other State agencies so that the State can exceed the number of vehicles mandated by federal law.

Sub-Goal: Ample Open Spaces and Recreational Opportunities

Strategies:

3. **Acquire and protect one million additional acres of open space** – In November 1998 New Jersey voters approved a referendum to dedicate \$98 million per year to open space and farmland preservation, urban and rural park development and redevelopment, and historic resource preservation. This stable source of funding will allow greater long-term planning and provide predictable funding for acquisition of lands and recreation-related capital development. Specific actions include:
 - **Accelerated land preservation efforts** – The Department of Environmental Protection is working with the Legislature, the Department of Agriculture, local governments, and nonprofit land conservation groups to identify projects and appropriate funds under the Garden State Preservation Trust Act to accelerate land preservation efforts. The Department will also work with local government and nonprofit groups to maintain and develop recreational facilities, particularly in urban areas.
 - **Natural and historic resource stewardship** – The Department will place increased emphasis on programs that provide technical expertise and assistance to local communities, public agencies, private organizations and nonprofit groups for natural and historic resource stewardship on properties that are not owned by the State.
 - **Targeted acquisitions** – The Department will target acquisitions and improve both land management practices and species management programs through both the use of Geographic Information System and an enhanced understanding of animal and plant species distributions, characteristics and adaptations to changes in their surroundings.
4. **Eliminate the backlog of capital projects for the state's recreation lands and facilities** – The Department of Environmental Protection is working to provide improved facilities, better routine maintenance, capital reinvestment and enhanced constituent service within its state parks, forests and recreation lands. Stable funding for capital reinvestment will result in much needed improvements to stewardship and visitor services.
5. **Increase the number and quality of recreation facilities and interpretive programs offered by the State** – The Department of Environmental Protection will increase the number and quality of natural and historic resource interpretive facilities and public education programs offered statewide, and the number served. Efforts to support this strategy include:

- **Enhanced state parks education programs** – A recently completed statewide interpretive plan will provide a statewide system of interactive, experiential and curriculum-based programs at state parks, forests and natural areas and in school classrooms.
- **Wildlife viewing** – A statewide Wildlife Viewing Guide was published in May 1998 to promote the appreciation of wildlife and the understanding of ecosystems.
- **New interpretive centers** – The Department will create a new interpretive center on the Maurice River to showcase the unique natural resources and wildlife of southern New Jersey.

Sub-Goal: Protected Water Resources

Strategies:

6. **Protect the water resources of the state and ensure that those resources are safe for human use and consumption and for aquatic life** – Over the past two decades, surface water quality has remained excellent in some areas and improved significantly in other areas. However, many watersheds have one or more water quality problems. In addition, although there are sufficient quantities of water to meet statewide needs, some areas of the state can expect water shortages. These deficits may worsen as population and demand increase. The Department of Environmental Protection is implementing the following programs to help protect this resource:
 - **Watershed management** – Watershed management fosters continuous improvements to surface and ground water quality based on sound science and the integrated, holistic management of water resources and environmental programs within watershed management areas. Its key features include comprehensive resource-based planning, broad-based stakeholder partnerships, an action-oriented approach to address non-point sources of pollution, integration of related strategies, such as open space preservation, and management of forests, wetlands, fisheries and wildlife resources. The use of indicators is the key to evaluating performance over time and to foster continuous improvement.
 - **Source water assessment and protection** – A relatively new federal Safe Drinking Water Act program, entitled Source Water Assessment and Protection, will evaluate the susceptibility of ground and surface water supply sources to contamination. The Department will integrate this information into watershed management planning, enabling it to set priorities for monitoring and management with its local partners.
 - **Water and wastewater system capability** – The Board of Public Utilities works closely with the Department of Environmental Protection and the Division of Ratepayer Advocate to make certain that the water and wastewater industries have the technical, managerial and financial capability to operate their systems in an environmentally friendly manner. The ultimate objective is safe, adequate and proper water service at reasonable rates.
 - **Regional water supply planning** – The Department and regional interests will cooperatively address all regional water supply deficits projected through the year 2030 so that these deficits are not realized. A revised water supply plan, entitled “Water for the 21st Century: A Vital Resource,” was published in 1996. The Department has initiated a comprehensive update to this plan that is scheduled for completion at the end of 2003. Key strategies in the current plan include:
 - **Management efforts** – The watershed management process will lead to improved management efforts, including interconnections among users, the use of two or more sources, desalination, and coordinated wastewater and water supply development.
 - **Water infrastructure facilities enhancement** – By leveraging existing state loan funds through the State Drinking Water Revolving Fund, drinking water infrastructure facilities will be improved.

Minimal Pollution and Waste

Goal: Minimize the generation and accumulation of pollution and waste; maximize the use of efficient, clean and sustainable energy sources; and increase consumer choices of ecologically friendly products.

Sub-Goal: Minimized Releases of Pollutants to Air, Water And Land

Strategies:

1. **Promote investment in recycling** – Investment in recycling programs by all levels of government has reduced the amount of solid waste that needs to be disposed in the state’s solid waste facilities by as much 62 percent. This percentage, however, has dropped somewhat over the past few years as the State has allowed funding to decrease due to expired legislation that needs to be reauthorized.
2. **Reduce the use and release of toxic substances** – Materials accounting is a method for comparing the inputs and outputs of toxic substances in a production process. This method helps determine how much of the toxic material either ends up in the product, is chemically consumed, or becomes nonproduct output (also known as production-related waste). Any material that is not contained in the final product or has not been chemically consumed in a reaction to make the product is nonproduct output. Pollution Prevention Planning requires production facilities to examine their materials accounting data and develop a plan to reduce the amount of hazardous substances used or generated as nonproduct output when it is economically feasible. The Department of Environmental Protection’s goal is that, by using these techniques, industrial facilities will reduce the quantity of toxic substances that they generate as production-related waste by 50 percent from 1993 levels.
3. **Reduce mercury contamination** – Mercury is a highly toxic heavy metal. Exposure to this element, primarily through consumption of contaminated fish, can result in damage to the nervous system and kidneys as well as other health-related problems. Mercury can also have negative impacts to the ecosystem. Developing fetuses and young children are at especially high risk. Opportunities for exposure to mercury must be reduced to the greatest extent possible. The Department of Environmental Protection formed an Advisory Mercury Task Force, which includes representation from business, academia, environmental groups, and a number of State agencies. The task force is evaluating the sources of mercury, the amounts that are emitted, and possible additional ways to reduce releases from these sources. The Task Force is finalizing its recommendations on the overall long-term policy goal for mercury reductions, targets, and a comprehensive list of strategies to promote reduction of mercury and this metal’s impacts on human health and the environment.
4. **Reduce emissions of ozone, particulates, toxics and other air pollutants** – As required by the federal Clean Air Act, New Jersey has prepared a series of State Implementation Plans that describe the enforceable actions needed to meet national standards. To prepare such plans, the Department of Environmental Protection assesses air quality monitoring data, develops emissions inventories, determines the sources of New Jersey’s air pollution problems, and analyzes and selects control measures to reduce emissions. Such control measures may include installation of pollution control equipment and reformulation of products (including fuels). In some cases (e.g., electric utilities) the Department sets an emissions cap on an industrial sector but lets the firms in the sector decide how to meet the cap. The Department has also committed to a number of other strategies that will result in lower concentrations of air pollutants in our state, including:
 - **Ozone precursor emission reductions** – These emissions from stationary sources such as electric generating units will be reduced through the sector-based emission cap approach described above and through New Jersey’s Open Market Emissions Trading program. Precursor emissions from mobile sources such as automobiles will be reduced through the use of cleaner gasoline and the promotion of preventive maintenance through such means as the state vehicle inspection program.

- **Regional emissions reduction recommendations** – The Department supports strategies that will achieve multi-state emission reductions. These strategies include the aggressive use of emission banking and trading and other incentives for cost-effective actions.
 - **Particulates reduction** – Small particulates have been found to cause adverse effects to public health. The Department, working with regional planning organizations, will develop the means to measure and evaluate the source of these particulates and their impacts on public health. New emphasis will also be placed on improving visibility in New Jersey.
 - **Risk assessment and evaluation projects** – The Department will develop and apply risk assessment tools to identify facilities where total air emissions result in hot spots of exposure to toxic air pollutants. It will then develop an integrated air toxics program that includes pollution prevention and add-on control measures to reduce those emissions.
5. **Reduce sources of water pollution** – The Department of Environmental Protection is developing new strategies to address pollution caused by both discrete point sources, such as wastewater treatment plants, and diffuse or non-point sources, such as stormwater and runoff. The Department is employing a watershed management approach with locally-based partners to improve water quality. This approach includes:
- **Identifying and addressing all parties that affect water quality** – The Department will adopt Total Maximum Daily Loads to calculate the relative levels at which diverse pollution sources affect water quality for many water bodies. Taking into consideration point and nonpoint sources of pollution, natural background, and surface water withdrawals, a Total Maximum Daily Load is developed as a mechanism for identifying all the contributors impacting surface water quality and setting goals for reducing specific pollutants to meet surface water quality standards.
 - **Reduce combined sewer overflow discharges** – Combined sewer systems are sewer systems that were designed to transport both sewage and stormwater. They are prevalent in many of the State’s older urban areas. Because of this design, there is the potential for raw sewage to be discharged untreated into the state’s waterways, especially during heavy rains. Long-term local control plans are being developed to address combined sewer overflow discharges.
 - **Develop and implement stormwater management plans** – The Department is coordinating the development of stormwater management plans and permits for the state’s watersheds and municipalities. They will emphasize pollution prevention, stormwater system rehabilitation and maintenance, and education. The stormwater management program provides a watershed-based process to identify remedial measures through regional stormwater management plans. The program emphasizes the use of nonstructural measures to minimize the negative impacts of developments and projects on water, land and biota.
 - **Develop innovative non-point pollution sources strategies** – The Department is working to develop and implement innovative strategies that address pollution from non-point sources that are not regulated, including agriculture, residential and commercial land uses, golf courses and government activities.
6. **Eliminate or reduce the risk to human health and the environment from known contaminated sites** – The Department of Environmental Protection undertakes numerous activities to protect the citizens of New Jersey from exposure to hazardous chemicals and degradation of the quality of their environment. The Department maintains a dynamic inventory of known contaminated sites located throughout the state. Cleanup and compliance at these sites is achieved by the Department (using State and federal funds), responsible parties, and other stakeholders such as local government agencies and developers. The Department tries to protect citizens by addressing the worst sites first, while still compelling and encouraging cleanups of lower risk sites. Remediation can involve removal of the source of contamination and decontamination of soil and water to a degree that will allow future use of the site. The number of sites with contamination – and the number that are now considered remediated – are used as indicators of environmental progress.

Sub-Goal: Reduced Waste Resulting from Private Actions

Strategies:

7. **Reduce pollution and waste from agriculture** – Agricultural practices, if not conducted or managed properly, have the potential to significantly pollute the environment. The Department of Agriculture and the Department of Environmental Protection are overseeing several programs designed to reduce the generation of pollution and waste. They include:
 - **Nursery and greenhouse film recycling** – New Jersey’s greenhouse and nursery growers generate almost one million pounds of low-density polyethylene film each year. In 1997 New Jersey implemented a greenhouse and nursery film collection and baling program that recaptures a portion of the used film. Since the beginning of the program, over 1.1 million pounds of film has been recycled and kept out of New Jersey’s landfills.
 - **Leaf mulching on farm fields** – More than 5 million cubic yards of leaves are collected in New Jersey each year. In 1987 state law banned leaves from landfills and there was a need to find other ways to dispose of them. Leaf mulching on farm fields helped both farmers and municipalities. In 1995 almost 20 percent of the municipalities used leaf mulching on farm fields as their preferred disposal method.
 - **Biological pest control program** – This Department of Agriculture program surveys for insects and weeds that damage forests, vegetables, fruits, ornamental trees and shrubs, field and forage crops, and the state’s natural resources. Working closely with U.S. Department of Agriculture scientists, researchers at Rutgers and other universities, and their counterparts in other states, New Jersey Department of Agriculture scientists look for new ways to fight these pests. They raise natural enemies of the pests at the Philip Alampi Beneficial Insect Rearing Laboratory and release them in the areas affected by the pests. The U.S. Department of Agriculture approves natural enemies for safety before they are released in New Jersey.
 - **Land application of food processing by-products** – Before 1998 the Department of Environmental Protection classified by-products from food processing as “toxic material.” The Department of Agriculture worked with the Department of Environmental Protection to reclassify the material as non-contaminated, non-hazardous by-products, allowing the materials to be applied on farm fields as a soil amendment. This practice benefits both food processors and farmers.
 - **Agricultural point and nonpoint source pollution prevention and abatement** – The Department of Agriculture, the State Soil Conservation Committee, and the Department of Environmental Protection are working cooperatively to provide technical, educational, and financial assistance to farmers for the development and implementation of environmentally beneficial natural resource conservation plans. The Department of Environmental Protection and the Department of Agriculture are jointly developing a Conservation Reserve Enhancement Program (CREP) proposal for the establishment of riparian buffers on farmland to reduce nonpoint source impairment of water. Also, the Department of Environmental Protection and the Department of Agriculture are cooperatively developing an animal feeding operations management program, which includes outreach and compliance assistance efforts for all animal feeding operations.
8. **Promote pollution prevention efforts in the state** – Pollution prevention, as opposed to waste control, is a proactive approach that examines production processes and their inputs and outputs in order to minimize or eliminate the creation of waste. This approach not only brings obvious environmental benefits but in many cases is far more cost-effective than the measures that companies must take to control wastes once they are created. The Department of Environmental Protection will provide incentives to encourage voluntary measures that facilities can take to reduce waste from their industrial and commercial processes.

Sub-Goal: Reduced Waste Resulting from Government Actions

Strategies:

9. **Refine State procurement practices** – A continuing objective of State government is to review and revise bid specifications, contracts and procedures so that they promote sustainable, environmentally-sound purchasing. Strategies include:
 - **Promoting recycled content** – This program, administered by the Department of the Treasury, requires potential bidders to provide information that identifies commodities that constitute recycled products or contain recycled materials. Bidders also report on the types, volumes and dollar amounts of recycled products covered by State purchases. Although language in Executive Order No. 91 dictates that most products covered by the executive order are legally competitive if they are priced within ten percent of the lowest bid, the Director of Purchase and Property has the discretion to increase this to fifteen percent.
 - **Acquire alternative fuel vehicles** – For Model Year 2000, the Department of the Treasury offered 19 different alternative fuel vehicles on State contract. These vehicles included bi-fuel vehicles, which can operate on either gasoline or an alternative fuel, and dedicated alternative fuel vehicles, which have no gasoline tank and operate only on the alternative fuel. Over 800 separate entities, including municipalities, counties, school boards and governmental authorities, are eligible to purchase alternative fuel vehicles at State contract prices through the State's Cooperative Purchasing Program.

Proposed Changes to Sustainable State Goals and Indicators

Living with the Future in Mind:2000 is designed to be a dynamic document that will be updated periodically. This will ensure not only that the most current data are available to the State’s decision-makers but also that the latest thinking on the evolving concept of sustainability is reflected. As a result, new or substantially amended Goals and Indicators may from time to time be considered for incorporation into future updates of *Living with the Future in Mind*. As with the original report, no additions or substantial changes to Goals or Indicators will be made until they have gone through rigorous public scrutiny.

The Interagency Sustainable State Working Group recommends consideration of two new Sustainable State Goals: “Technological Advancement” and “Global Sustainability Support.” Brief descriptions of these new Goals are provided here. For each proposed Goal, a sampling of potential Indicators is provided.

The final part of this section contains proposed amendments to some of the existing 41 Indicators and potential new Indicators for the 11 existing Sustainable State Goals, both of which were suggested by the Interagency Sustainable State Working Group for inclusion in future versions of *Living with the Future in Mind*. The reasons for suggesting these changes or additions vary. They include:

- Problems in interpreting an existing Indicator
- A need for clarification or refinement of an existing Indicator
- Lack of readily available or useable data to support an existing Indicator
- Another Indicator would measure progress better or measure an unaddressed aspect of progress or lack of progress.

While the original *Living with the Future in Mind* made pioneering progress in linking the usually separate economic/environmental/social areas in the text on each Indicator page, by and large, nearly all of the Indicators provide information regarding only one of these areas. In the future, Indicators should be developed that actually integrate these three areas. Over time, we would then seek to deepen the level of integration. For example, “Greenhouse Gas Emissions” is primarily an environmental Indicator and “Gross State Product” is primarily an economic one. In comparison, “Greenhouse Gas Emissions per Dollar of Gross State Product” would integrate environmental and economic concerns into a single measure.

Proposed New Sustainable State Goals

Proposed Goal: Technological Advancement – In order to maintain competitiveness in the emerging global marketplace, New Jersey scientists, engineers, and inventors must continually develop new products and processes. They must also use technology to improve our ability to process and manage information. Programs designed to foster the development and use of technological advances can be found throughout this report. For the most part, technology is viewed here as a tool to advance the 11 existing Sustainable State Goals. However, there is some thought that technological advancements be accorded a higher priority in supporting sustainability. Therefore, there should be a new Sustainable State Goal of “Technological Advancement.” This new Goal reflects the need for New Jersey to remain at the technological cutting edge in order to preserve its economic vitality. Some potential Indicators of progress toward this Goal include:

- **Number of Patents Granted to New Jersey Applicants** – Information on this Indicator should be available through the U.S. Patent Office. A variant of this could be the number of patents that affect energy efficiency of the New Jersey economy.
- **Investment by New Jersey Businesses in Research and Development** – Information about this Indicator should be available through public documents issued by businesses, such as annual operational and financial reports, and through reporting services used by investors.

Proposed Goal: Global Sustainability Support – In the long run, developed areas of the world cannot exist as islands of prosperity and sustainability surrounded by a worldwide ocean of poverty, social instability, and environmental destruction. This has been brought to light by the events of September 11th and its aftermath. If the economic, social, and environmental systems of Planet Earth are not sustainable, New Jersey will not be sustainable for long either, no matter how much progress the state makes as measured by the 41 existing Sustainable State Indicators. Similarly, New Jersey’s Sustainable State project needs to keep abreast of how we are doing relative to the other 49 states. Comparisons should be made of the Goals and Indicators with those used by other states. In that spirit, a new Goal that projects New Jersey’s relationship with the rest of the United States and with the rest of the world could be especially important. Some potential Indicators of progress include:

- **Investments in third world countries by New Jersey corporations** – It is understood that this investment should be accompanied by whatever research and inspections may be necessary to ensure that these investments promote development without becoming instruments of social oppression or environmental destruction. Companies can work with the International Labor Organization, the New Jersey AFL-CIO, and other statewide and international organizations in order to protect workers and the environment wherever they have subsidiaries and subcontractors.
- **Contributions by New Jersey citizens and corporations to organizations promoting sustainable development in the third world** – Individuals involved in the sustainability area should be able to identify the appropriate organizations. Information about the sources of contributions may be available through the organizations themselves or through public documents that they or others have prepared.
- **Participation by the State government in nationwide and international efforts to measure and promote sustainability** – The Global Reporting Initiative is an example of these efforts. The United Nations Systems also collects and reports information relating to sustainability Indicators.
- **State/state and city/city relationships involving third-world countries** – Most “Sister City” and similar relationships are between areas in developed countries and emphasize the short-term economic benefits to New Jersey participants. Relationships with regions and cities in developing countries can also be rewarding, especially on \ spiritual, educational and cultural levels.

It should be noted that this report was substantially drafted prior to September 11th. Therefore, it does not reflect any altered or new policies and strategies that have emerged since that date (e.g., enhanced security concerns). Should it be decided that a new Sustainable State Goal regarding global sustainability is warranted, it may be prudent to consider how or if this proposed new Goal is influenced by September 11th.

Proposed Indicator Changes or Additions

Economic Vitality

Proposed Changes to Existing Indicators:

Indicator 1 – Income

- Recommended Change: In the long term, household rather than individual income should be used.

Indicator 2 – Unemployment

- No changes recommended

Indicator 3 – Productivity

- No changes recommended

Indicator 4 – Poverty

- No changes recommended

Indicator 5 – Gross State Product (GSP)

- No changes recommended

Indicator 6 – Energy Efficiency

- This Indicator, as currently written, only mentions a limited number of energy efficiency technologies. The discussion should be expanded to discuss many more energy efficient technologies and programs. Also, the language should clarify the distinction between energy efficiency (using less energy or utilizing technology that reduces energy consumption) and renewable resources (the means by which the energy is produced). Renewable resources may not be efficient, but may be environmentally beneficial.

Potential New Indicators on Economic Vitality:

- **Urban-specific Indicators** – These would be used to measure improvement over time in the socioeconomic condition of the state’s cities.
 - **Percentage of Households Living Below the Federal Poverty Line.** This information is available at the municipal level and can be used to compare urban and non-urban areas.
 - **Unemployment Rate**
 - **Number of New Jobs Created**
- **Vacation Time Available to New Jerseyans**
- **Green State Product**
- **Urban Redevelopment Statistics**

Equity

Proposed Changes to Existing Indicators:

Indicator 7 – Equal Pay

- No changes recommended

Indicator 8 – Legislators' Reflection of Population

- This Indicator could be expanded to assess how public officials other than legislators reflect the population they serve. For example, there are data available on State Police and judges. The Department of Personnel can provide quarterly ethnic/gender breakdowns of Superior Court judges at least as far back as 1995. Information on the ethnic/gender breakdown of State employees goes back to the late 1970s.

Indicator 9 – Disparities in Infant Mortality

- Report by all categories of race and ethnicity instead of aggregating minorities.

Potential New Indicators on Equity:

- No new Indicators recommended

Strong Community, Culture and Recreation

Proposed Changes to Existing Indicators:

Indicator 10 – Newspaper Circulation

- While increasing use of the Internet is noted in the “Things to Think About” section, data regarding this trend should be gathered and reflected in the discussion of this Indicator.

Indicator 11 – Crime Rate

- The language of this Indicator seems to link crime predominantly with urban areas. Crime does not necessarily exclusively have an urban focus.

Indicator 12: Open Space Available for Public Recreation

- No changes recommended

Potential New Indicators on Strong Community, Culture and Recreation:

- **Tax Compliance** – Nonpayment of taxes is a clear Indicator that some members of the society are disaffected. Information on this indicator should be available from the Department of the Treasury, the Department of Community Affairs, and the federal Internal Revenue Service.
- **Incarceration Rate** – The former Soviet Union is a good example of a non-sustainable society that had a low crime rate; non-sustainability was manifest only when the low crime rate and the high incarceration rate were juxtaposed. Information on this indicator should be available through the Department of Corrections, and should be juxtaposed with the crime rate.
- **Marriage (and Divorce) Rates Among Those of Marriageable Age** – As long as divorce is readily available, the actual divorce rate can be a significant indicator of social stability. These statistics are available from the Department of Health and Senior Services.
- **Children Living in Single Parent/Adult Households** – This is actually a good “leading indicator” of social stability, because researchers have linked it with the production of troubled adults who use drugs and commit crimes at higher-than-average rates.
- **Children Living in Poverty** – This is another “leading indicator” of social stability. A strong community does not raise a large proportion of its children in poverty. This Indicator also has strong implications for the Equity Goal. Information on this indicator should be available from the Department of Labor through its partnership with the U.S. Bureau of the Census.
- **Teenage Pregnancy** – While serving as a “leading indicator” of social stability, it also has an impact on the economy. These statistics are available from the Department of Health and Senior Services.
- **Juvenile Recidivism Rate**
- **Cultural Indicators**
- **Blood Donation Rate**

Quality Education

Proposed Changes to Existing Indicators:

Indicator 13 – Graduation Rates

- No changes recommended

Indicator 14 – Student/Teacher Ratio

- This Indicator has been criticized because it includes all teachers, including those specializing in special education who may teach on a one-to-one basis, thus skewing the ratio. Average classroom size may be a better indicator.

Indicator 15: Standardized Test Scores

- The Indicator should present not only standardized scores on State tests, but also scores on such tests as the SAT and the Advanced Placement test. These are widely accepted measures of performance and would help provide a broader context.

Indicator 16: Access to Higher Education

- It would be useful to consider a measure of the affordability of higher education, possibly one that relates the cost of higher education to household income.

Potential New Indicators on Quality Education:

- **Ratio of Students to Multimedia Computers** – The Department of Education’s “School Technology Survey 2000” sets a target for this ratio of five students or fewer for every one multimedia computer by the year 2002.
- **Test Scores in Urban School Districts** – This information is published in the Department of Education’s Annual Report.
- **Graduation Rates in Urban School Districts** – This information is published in the Department of Education’s Annual Report.
- **Earnings of High School Graduates Compared with Earnings of Non-High School Graduates**
- **Adult Literacy**
- **Schools with Internet Connections**

Good Government

Proposed Changes to Existing Indicators:

Indicator 17 – Knowledge of Government

- No changes recommended

Indicator 18 – Voter Turnout

- No changes recommended

Potential New Indicators on Good Government:

- **Government Bond Ratings** – This Indicator would measure investors’ confidence in debt instruments issued by government jurisdictions. Reduction in a jurisdiction’s bond rating is an early warning signal that the jurisdiction is living beyond its means, which has a very direct impact on financial sustainability. Information on this indicator is readily available through worldwide investors’ services (e.g., Moody’s, Standard & Poors).
- **Knowledge of Local Elections**
- **Number of New Jerseyans Registered to Vote**
- **Raw Numbers of New Jerseyans Who Vote**
- **Percentage of State Government Organizations Using the Baldrige Management System as a Self-Assessment Tool for Continuous Improvement**

Decent Housing

Proposed Changes to Existing Indicators:

Indicator 19 – Rent Affordability

- As noted in the “Knowledge Gaps” section of the discussion, data for this Indicator mask considerable regional variations in both incomes and rental prices. We have estimates of income and housing costs by county. From this we could develop an affordability measure that uses the median

price of a house compared to the median income in specific counties. In addition, perhaps a simpler Indicator of affordable housing should be considered.

Indicator 20 – Home Prices vs. Income

- No changes recommended.

Indicator 21: Housing Choice

- Municipal residential building permit data (classified as urban, suburban, and rural) would be more effective for this indicator. The Department of Community Affairs has construction data (authorized building permits) and new home prices, which can be updated quarterly.

Potential New Indicators on Decent Housing:

- **Percentage of Households Living in Overcrowded Units** – This is available from the U.S. Bureau of the Census.
- **Percentage of Building Permits in Urban Areas** – This Indicator would help to determine the effectiveness of the State Development and Redevelopment Plan. The Department of Community Affairs collects this information.

Healthy People

Proposed Changes to Existing Indicators:

Indicator 22 – Life Expectancy

- **Additional target** – The target contained in Department of Health and Senior Services’ “Healthy New Jersey 2010” related to life expectancy should be used in conjunction with this Indicator.

Indicator 23 – Infectious Diseases

- **Chlamydia** – The “Knowledge Gaps” section of the discussion should have information about chlamydia infection.
- **Additional targets** – A number of targets contained in “Healthy New Jersey 2010,” including reductions in the incidences of tuberculosis, primary and secondary syphilis, AIDS and chlamydia trachomatis could be used in conjunction with this Indicator.

Indicator 24 – Asthma

- **Additional targets** – Targets contained in “Healthy New Jersey 2010” – such as the age-adjusted asthma-related death rate, annual hospital admission rates and emergency room visits – could be used in conjunction with this Indicator.

Indicator 25 – Workplace Fatalities

- This Indicator should be renamed “Occupational Fatalities, Injuries and Illness” since the text covers more than Workplace Fatalities. Also, the “Healthy New Jersey 2010” objectives cover more than fatalities.
- **Additional target** – A target contained in “Healthy New Jersey 2010” for blood lead concentrations could be used in conjunction with this Indicator.

Potential New Indicators on Healthy People:

- **Number of Businesses Participating in the Drug Free Workplace Initiative** – The initiative, funded by the Drug Enforcement Demand Reduction Fund, provides businesses with techniques to establish pre-employment drug testing policies, strong no-use company policies, and methods for dealing constructively with problems associated with the substance-abusing worker.
- **Alcohol, Tobacco and Other Drug Use by New Jersey Children** – There is a direct relationship (conclusively established by research) between the first use of illegal or illicit substances and the onset of addictive behavior.
- **Number of Uninsured in New Jersey** – This should be grouped by age category: children, adults and elderly. These are “leading indicators” of healthy people, especially as regards children, because

children who grow up without health insurance may develop chronic problems that require costly treatment later in life.

- **Cancer Rates** – This Indicator would include death rates from colorectal, prostate, breast and cervical cancers. Specific “Healthy New Jersey 2010” targets are available for each of these cancers.
- **Teenage Pregnancy** – The Department of Health and Senior Services maintains data for this proposed Indicator.
- **Alternatives to Long-term Care** - New Jersey has received national distinction for taking strong measures to offer an integrated continuum of long-term care choices. For many seniors, aging in place, supported by home and community based services when needed, is the preferred choice.
- **Incidence of Workplace Accidents and Illness**
- **Immunization Rates** – There are “Healthy New Jersey 2010” targets for immunization rates among children (age appropriate rates by age two) and seniors (flu and pneumococcal vaccines).
- **Addictions** – There are data and “Healthy New Jersey 2010” targets for addictions with specific targets available for drug-related, tobacco-related and alcohol-related deaths.
- **Incidence of Lyme Disease**

Efficient Transportation and Land Use

Proposed Changes to Existing Indicators:

Indicator 26 – Need for Road and Bridge Repairs

- No changes recommended

Indicator 27 – Vehicle Miles Traveled

- No changes recommended

Indicator 28 – Workplace Transportation Options

- No changes recommended

Indicator 29 – Traffic Fatalities

- No changes recommended

Natural and Ecological Integrity

Proposed Changes to Existing Indicators:

Indicator 30 – Freshwater Wetland Losses

- The Indicator should consider changes in both water quality and habitat diversity (due to wetland losses) in the discussion. Likewise, the effect of local climate changes could affect this Indicator but is not considered in the discussion. Rising sea levels associated with global warming could lead to severe loss of coastal wetlands.

Indicator 31 – Nesting Water Bird Populations

- No changes recommended, but data should be collected at reasonably regular intervals over time.

Indicator 32 – River Health/Dissolved Oxygen

- The Indicator discussion should mention the impact that results from the everyday activities of the people who live near rivers.

Indicator 33 – Marine Water Quality

- No changes recommended

Protected Natural Resources

Proposed Changes to Existing Indicators:

Indicator 34 – Energy Consumption

- The Energy Consumption Indicator should use more specific data. Data on New Jersey’s energy consumption by source, and sector, energy prices, and energy expenditures can be provided. The State Energy Profile is available on the Internet.

Indicator 35 – Farmland

- The discussion should mention the environmental impact of farms (nonpoint source pollution). It should explain that farms are much more beneficial for protecting natural resources than suburban sprawl, and that buffers between farmland and water supply sources would help protect the environment. The discussion should also mention the impact of farm’s irrigation needs on water supply.

Indicator 36 – Ocean and Bay Beach Closings

- No changes recommended

Indicator 37 – Preserved and Developed Land

- The discussion should mention the importance of maintaining large areas of contiguous land and the related hazards of habitat fragmentation.

Potential New Indicators on Protected Natural Resources:

- **Greenhouse Gas Indicators** – As part of the Sustainability Greenhouse Gas Action Plan, the Department of Environmental Protection will be developing specific greenhouse gas indicators that track the progress of the strategies in the action plan. Some of these indicators may be appropriate for integration into the Sustainable State Report.
- **Hazardous Substances** – The Department of Environmental Protection maintains a significant amount of information on the use and disposition of hazardous materials.
 - **Use of Hazardous Substances** – The Department of Environmental Protection has monitored the use of hazardous substances since 1991.
 - **Non-Product Output of Hazardous Substances** – “Non-product output” means the quantity of hazardous substances used in industry that is not absorbed or transformed in the production process. The Department of Environmental Protection has collected information on non-product output of hazardous substances since 1991.
 - **Releases of Hazardous Substances** – The Department of Environmental Protection has been monitoring the environmental releases of hazardous materials into the environment since 1988.
 - **Transfers of Hazardous Substances** – Other than not producing hazardous waste at all, the best ways to deal with it are to either detoxify or reuse it. The Department of Environmental Protection has been monitoring transfers of hazardous materials for management since 1988. It keeps separate information on Transfers to Treatment, Transfers to Publicly-Owned Treatment Works, Transfers to Recycling, and Transfers to Energy Recovery.

Minimal Pollution and Waste

Proposed Changes to Existing Indicators:

Indicator 38 – Greenhouse Gas Emissions

- Indicators 38 (Greenhouse Gas Releases) and 41 (Air Pollution) could be combined into a single Indicator. The discussion can also integrate energy consumption and energy efficiency.
- The discussions of Indicators 38 and 41 should mention that State and federal energy policies (including tax incentives) can provide an incentive for the development of renewable energy sources,

and that increased development of renewable energy sources is expected to reduce greenhouse gases and air pollution.

Indicator 39 – Drinking Water Quality

- No changes recommended

Indicator 40 – Total Solid Waste Production

- Data is available regarding the total waste associated with the entire life cycle of products.

Indicator 41 – Air Pollution

- No changes recommended

Potential New Indicators on Minimal Pollution and Waste:

- **Renewable Energy Resources** – The emergence of the importance of renewable energy resources in New Jersey should be emphasized more prominently in the Sustainable State Reports, perhaps even as an Indicator under the Protected Natural Resources or Minimal Pollution and Waste Goals.

Broad Strategic Recommendations

The strategies and programs discussed in this report present a snapshot of State government agency activities that support sustainability in New Jersey. While the range of activities is impressive in scope, this report can only be viewed as State government's first step in the process of making New Jersey a Sustainable State. There is still significant work to be done. The recommendations that follow are designed to advance the process even further.

The recommendations fall into three broad interrelated categories. For State government to continue building momentum towards making New Jersey a Sustainable State, it must:

1. Continue and enhance the critical analysis of State-level policies, strategies and programs from a sustainability perspective.
2. Take measures to ensure the incorporation of sustainability concepts into everyday State agency decision-making and to advance sustainability ideas and concepts in New Jersey.
3. Implement measures that best promote inclusion of the public in the process of making New Jersey a Sustainable State.

1. Continue and enhance the critical analysis of State-level policies, strategies and programs from a sustainability perspective

Recommendation: All State agencies, assisted by the Interagency Sustainable State Working Group, should determine those existing policies, strategies and programs that support sustainability and recommend changing or ending those that do not support the Sustainable State Goals.

As illustrated in this report, State agencies are implementing many strategies and programs that support one or more Sustainable State Goals. As the first attempt ever to compile such information, it is valuable as a compendium of strategies, providing a wealth of information to the reader regarding efforts that State government is putting forward to advance sustainability in New Jersey. On the other hand, this is only a beginning. Further analysis is needed.

It is recommended that future editions of *Governing with the Future in Mind* utilize a more analytical approach and do the following:

- **Critically evaluate State agency policies and determine those that do not support sustainability, including financial disincentives** – Not all State agency practices support sustainability. In some cases, an activity may be outmoded or not appropriate for New Jersey but is mandated by federal law and therefore could be difficult (but not necessarily impossible) to change. In others, the practices are continued because it is the way “it has always been done.” For example, the social, economic and environmental contributions of mass transit to sustainability are hard to dispute. It relieves overcrowding of our streets, reduces the emissions of pollutants and supports better land use planning. However, most State agencies provide incentives (such as free parking) to employees who drive, yet provide no comparable incentive to those who take mass transit. This seems to be a policy that does not support sustainability and should be closely scrutinized. Any analysis of strategies or resultant recommendations for change should keep several things in mind. First, the State's need to fulfill federal mandates has to be considered, especially when federal funding is at issue. Second, any strategic alterations that are made must preserve the State's ability to respond to crises and new emergent needs. State agency planning cannot occur in a vacuum. Federal government mandates and natural and social problems often affect the ability of some State agencies to engage in advanced strategic planning.

- **Evaluate the implementation of strategies to determine how they can better support sustainability, including financial incentives** – Certain strategies, on their face, support sustainability. However, after further analysis and discussion we often discover that if we change the implementation of the strategy, perhaps through better interagency coordination or through earlier stakeholder input, the support of Sustainable State Goals would also improve.
- **Examine strategies for their effects across Sustainable State Goals** – The strategies presented in this report are arranged according to the primary Goal and sub-goal that they support. However, we acknowledge that very few strategies impact only one Goal. For example, many of the strategies listed under the Goal “Economic Vitality” also will impact “Equity.” These strategies should be more thoroughly analyzed to determine their full impact on each of the Sustainable State Goals. Furthermore, this analysis should clearly define how a particular strategy will relate to the Indicator(s). Through this type of analysis, State strategies can be improved as previously unforeseen impacts are uncovered.
- **Develop objective measures and evaluation criteria** – In order to accomplish these recommendations, it will be necessary to identify objective measures (i.e., Indicators) to determine which relevant policies and programs support sustainability and which do not.

Recommendation: Each State agency should identify specific actions it can take, as a representative of State government, to lead by example in efforts to support sustainability.

Often, State agencies can be much more effective getting across the message about the importance of sustainability if they, themselves, implement strategies or make improvements that exemplify sustainable practices prior to placing these requirements on the public or the regulated community. Examples of recommended actions that State agencies could take include:

- **Procuring environmentally preferable products** – The State should enhance its “Buy Recycled Program” by adopting a policy to procure environmentally preferable products whenever they are available at a reasonable price and meet the State’s needs and performance specifications.
- **Green building design** – Any construction of new State office buildings should be planned and designed from the earliest possible stages to help meet the State’s Smart Growth objectives.
- **Employee trip reduction** – The State has endorsed the policy of reducing the number of cars on the road by encouraging employers to implement trip reduction programs. However, the State has not made a significant commitment within its own agencies. To demonstrate that this program could be effective and affordable, State agencies could evaluate a number of potential strategies that include:
 - **Enhanced use of telecommuting** – State agencies should evaluate whether some employees may be able to work out of home without sacrificing the quality or quantity of work produced. Employees using high speed telecommunications could easily be connected to the office, their files and other workers. This would result in a substantial reduction in the amount of traffic, congestion and pollution caused by daily commutes.
 - **Alternative workweek programs** – A number of State agencies already allow many employees to take a day off every week or two under alternative workweek programs. This policy should be evaluated to see if there are areas in which it could be improved or efficiencies maximized. Off-site work could be evaluated as an aspect of alternative workweek programs.
 - **Evaluate feasibility of establishing a shuttle service in the Trenton area** – This report places a high priority on interagency coordination. However, when interagency meetings are held, employees from each agency generally arrive at the meeting site in separate automobiles. State government should consider a shuttle service between different State agency buildings.

Recommendation: State government should enhance its programs that foster sustainable practices of private businesses and businesses that manufacture sustainable products around the state.

In the past, environmentally-responsible, sustainable business practices have been viewed either as a regulatory burden or an additional, non-essential expense. However, as some progressive businesses have proven, “green” business practices such as the incorporation of pollution prevention measures into their processes not only result in environmental improvements but can produce economic savings as well. In addition, businesses that produce sustainable products such as solar power or goods containing recycled materials are a growing part of the state’s economy. In fact, it is becoming increasingly obvious that the long-term viability of the state’s business sector – and in turn the state’s economy as a whole – is linked to sustainability.

Unfortunately, some companies and, indeed, entire business sectors have been slow to adopt sustainable business practices. In many cases, businesses may be willing to move in this direction but they do not for a variety of reasons. They often are not aware of the possible sustainable improvements they could make. They may think it too large a risk to make these improvements. They may not have access to the capital necessary to make the initial investments. They may be under the mistaken impression that technologies that could make their processes more sustainable are unproven and untested. State government can play an important role in addressing each of these concerns to support sustainable business practices. Similarly, the growing sustainable products sector is still a small part of the state’s economy. State support and a focal point in State government can promote growth in this sector.

The New Jersey Office of Sustainable Business (originally named the Office of Sustainability) was created expressly for these purposes. The Office embodies the critical aspects of sustainability by bringing the environment and the economy together in the most productive ways possible. Its primary objective is to promote sustainable businesses in New Jersey through administering a loan fund, performing studies of sustainable business in the state, educating businesses on new, innovative technologies they can use and assisting traditional businesses convert to sustainable practices. It was also created to help State agencies coordinate their activities so that they support sustainability and to develop public procurement policy recommendations. It has provided the business community with a visible, easily identifiable point-of-entry into State government to find out how they can pursue sustainable improvements. The initiatives and accomplishments of this Office in helping the state's environmentally-sensitive business sector to become established and be a more prominent part of the state's economy have been highlighted throughout this report.

This Office was an historical innovation when it was established four years ago. It is still the only such office in the country. As the only New Jersey agency with the term “sustainable” in its title, this Office holds a special symbolic importance to sustainability efforts in New Jersey. It highlights New Jersey State government's commitment to becoming a Sustainable State. It is among the major initiatives responsible for New Jersey being viewed nationally as a leader in the sustainability effort.

The role of the New Jersey Office of Sustainable Business should be strengthened and advanced.

Recommendation: Analyze tax policy to promote consistency with sustainability, to the extent consistent with sound fiscal policy and budgetary restraints.

While taxes are constantly in the public consciousness and have far-reaching implications, *Living with the Future in Mind: 2000* and *Governing with the Future in Mind* pay little attention to the role of State and local tax policies in achieving Sustainable State Goals.

The State should strive toward the objective that, to the extent consistent with sound fiscal policy and budgetary restraints, State and local tax policies are consistent with and promote Sustainable State Goals as well as those of the State Development and Redevelopment Plan. To this end, the State should consider conducting an analysis of current tax policy in New Jersey, which could be undertaken by the Department of Treasury and a consortium of governmental and non-governmental entities, such as the Sustainable State Institute, the Council of Economic Advisors, and one of the state's law schools. The primary objective of the analysis would be to inform the Governor's Office, State Legislature, and relevant State agencies about the extent to which State and local tax policies support and are consistent with sustainability and the State Development and Redevelopment Plan.

The analysis might include an assessment of whether New Jersey should move toward a green tax structure and the extent to which such action would be consistent with sound fiscal policy and budgetary constraints. States such as Minnesota and Oregon, facilitated by non-governmental organizations such as the Center for a Sustainable Economy, have begun a long-term shift in tax policy toward a green tax structure.

Resources to be utilized for the analysis might include two reports prepared by Rutgers University: "Tax Incentives and Disincentives for Pollution Prevention" and "Linking Economic Development and Pollution Prevention in New Jersey." These reports contain recommendations on how to pursue environmental and economic goals through the use of tax incentives.

Recommendation: The State should adopt a goal of reducing energy consumption in State-owned or operated buildings by 25 percent over the next eight years and implement measures to meet that goal.

As a result of heating, cooling, lighting and electric/electronic equipment, State office buildings use a significant amount of energy and are thus a significant single source of greenhouse gas emissions within the commercial sector. Overall, the commercial sector, which includes the government as well as office buildings, hospitals, research facilities, and schools, represents 16 percent of New Jersey's total greenhouse gas inventory, or 846.9 million tons of carbon dioxide equivalents.

State government should make an overall commitment to reduce its energy usage by 25 percent over the next eight years. There are a number of specific measures in the commercial sector that could, if employed, reduce greenhouse gas emissions with good payback periods. All new State building projects should incorporate energy-efficient and renewable energy design whenever cost-effective. Building projects should include an evaluation of proper site orientation, active and passive solar energy systems for space heating, photovoltaic systems (solar electric panels), and daylighting techniques. These measures are examples that could successfully be employed in the broader commercial sector.

As part of a comprehensive State agency greenhouse gas reduction strategy, the State should consider establishing a Statewide Energy Management/Capital Budget Planning Team led by the Department of the Treasury as an interdepartmental work group. This work group could include the facility managers of the Departments of Community Affairs, Corrections, Education, Environmental Protection, Health and Senior Services, Human Services, Law and Public Safety, and Transportation, the Higher Education Commission, the Commerce and Economic Growth Commission, and the Economic Development Authority.

One task of the work group would be to develop a comprehensive listing of the current heating, ventilation and air conditioning (HVAC) systems and other energy systems, including lighting and electronic appliances, within all State facilities. This would include information about the systems such as age, permits (if any), emissions, operations and maintenance costs, and potential retrofit technologies. This team would make recommendations for capital budget projects for replacements and upgrades. The aim of the team would be

to couple energy savings and lowered greenhouse gas emissions with overall operational cost reduction at State facilities.

Another task of the team would be to coordinate activities with the energy efficiency and renewable energy market transition programs currently managed by the Board of Public Utilities. The team would pursue any other private, state or federal incentive funding programs that would result in reducing capital costs for the recommended replacements and upgrades. In addition, the team would establish a process where the State would participate in the open market emissions trading programs. The State would be the owner of State-created emissions credits and use them as a potential means to obtain additional financial resources for the effort. The use of public-private partnerships should be explored to achieve additional emission reductions in this sector.

In summary, this recommendation would help move the state towards sustainability by lowering State government's overall energy footprint, emissions of greenhouse gases and long-term operational costs. In addition, by taking advantage of incentives in market transformation funding programs, the team could also save substantial capital costs on repairs, replacements, and upgrades of HVAC and other electrical systems.

Recommendation: Environmentally-preferable purchasing should become an important part of the State's policy to make New Jersey a Sustainable State. As sustainable procurement becomes a recognized field, New Jersey should stay current with the state-of-the-art and contribute to the development of the field.

Since 1993, New Jersey State government has supported the procurement of products that contain recycled content. That year, Governor Florio issued Executive Order No. 91 directing each State agency to appoint a procurement coordinator to increase agency procurement of recycled products, and the Legislature enacted P.L. 1993, C. 109, mandating State purchase of recycled paper and encouraging purchase of non-paper products and supplies made from recycled material.

Since that time, the federal government and the State of Oregon, with its own sustainability executive order, and a number individual New Jersey State agencies have taken procurement efforts in new directions. Many more products purchased by the State – carpeting, for example – now contain recycled content. The biggest changes, however, include considerations of energy conservation, energy from renewable sources, water conservation, low toxic or nontoxic and biodegradable materials, sustainable agricultural products, and tropical rainforest conservation and protection. In a related area, new and refurbished buildings are now being designed and constructed using sustainable materials or energy sources.

It has long been recognized that environmentally sensitive purchases by government can lead to economic as well as environmental protection gains. This is particularly true in the solid waste area through the development of markets for recyclable materials and the generation of jobs to support these markets. The expanded emphasis described above, with its enhanced range of environmental concerns, can help provide additional opportunities for business while at the same time promoting sustainability.

Similarly, some innovative procurement-related activities that New Jersey State agencies are already practicing include:

- A recent contract committing State government to buy 15 percent of its electric power from green (i.e., renewable) power sources;
- The Department of Environmental Protection is coordinating two largely private sector-oriented networks: the Buy Recycled Network and the Energy-Star (formerly Climate-Wise) Network, which involve purchasing;

- Creation of the Governor’s Alternative Fueled Vehicle Task Force, consisting of a number of State agencies, to encourage the use of these types of cars;
- Cooperation among the Department of Environmental Protection, Office of Sustainable Business and the Economic Development Authority to encourage the use of energy efficiency and renewable energy in the new school construction program; and
- Cooperation between the Departments of Environmental Protection and the Treasury to qualify renewable energy producers as suppliers of state energy needs.

For this momentum to continue, the Working Group recommends that a new Executive Order on procurement be issued that would build upon and supercede Executive Order No. 91. A State sustainability procurement policy that could be included in this new Executive Order might:

- Affirm the policy that the State will purchase products (and the packaging they come in) and services that are environmentally-preferred, unless these are not available in a product/service category or one of the relevant limiting conditions listed below applies.
- Create a new Environmental Procurement Specialist position in the Department of the Treasury to assist in the development, implementation and monitoring of the purchase of environmentally-preferred products and services. This specialist would work with the other State agencies and would be the main representative in representing this policy to other agencies and outside of State government.
- Appoint a person in each State agency responsible for making certain that his or her agency complies with this policy, coordinating implementation with the Department of the Treasury and reporting on progress.
- As in Executive Order No. 91, review and modify, as necessary, bid specifications so that they reflect more than just recycled content. Also, product categories should be reviewed over time to determine if the environmental characteristics (e.g., amount of recycled content) can be enhanced for a particular product without sacrificing quality.
- As in Executive Order No. 91, evaluate purchases against conventional products of comparable quality. Existing specifications that are unrelated to performance should be identified and revised if those specifications present barriers to the purchase of environmentally preferable products.
- In the purchase of environmentally-preferable products, continue the practice of paying a 10 percent premium above the price of items that are produced from conventional materials. The Department of the Treasury should consider consulting with the Interagency Sustainable State Working Group about raising this to 15 percent whenever this could be in the best interest of the State. Situations where the selection of a sustainable product whose cost is more than 10 percent above the price of conventional products might be justifiable are where the selection:
 - would help an agency implement a sustainability strategy.
 - would help address a serious environmental problem.
 - would help build a key new economic sector.
 - has been certified by a third party organization using a product life cycle methodology that evaluates multiple environmental areas.
 - is a product made by a company that has been an excellent environmental performer such as a participant in the Department of Environmental Protection’s Gold Track (the highest level of the Silver and Gold Track Program).
- Call for submission of an annual report by Treasury that shows how the purchases and activities of the previous year met the sustainability goals of the State.
- Include a policy of life cycle cost analysis, which would be the presumptive approach for evaluating all State agency purchases when data are available or can feasibly be developed. Such a policy recognizes that some products may have a higher purchase price but cost less in the long run due to reduced maintenance costs and superior durability.

- Factor social concerns into the State’s procurement decisions. For instance, a company from which the State purchases metal clips for fastening paper together was recently convicted of using unpaid prison labor in China in the production of these clips. The State should not purchase products from such companies.

2. Take measures to ensure incorporation of sustainability concepts into everyday State agency decision-making and to advance sustainability ideas and concepts in New Jersey

This set of recommendations outlines mechanisms that should be put in place to incorporate sustainability into everyday State agency decision-making. Sustainability is a constantly evolving concept. New ideas are constantly being developed and tested. The mechanisms promote the establishment of an infrastructure that will keep pace with – and contribute to – the advancement of sustainability ideas and concepts. They include:

- Continuing and formalizing the Interagency Sustainable State Working Group;
- Getting the Sustainable State Institute fully operational to update and advance the Sustainable State initiative;
- Encouraging each State agency to incorporate sustainability as a guiding principle into its respective strategic or other long-term plan;
- Expanding the State Plan Implementation Teams (I-Teams) to incorporate sustainability concepts and creating I-Teams in those agencies that are not represented on the State Planning Commission.

The Interagency Working Group, the Sustainable State Institute and the I-Teams would work together as a coordinated team, each fulfilling complementary yet different roles. The I-Teams would be responsible for the day-to-day work of implementing the Sustainable State Goals within their respective agencies. This would be accomplished through training, review of agency actions for consistency with sustainability concepts, and other activities. An I-Team representative for each agency would also serve as a member of the Interagency Working Group.

As outlined in a recently executed Memorandum of Understanding between the Department of the Treasury, Rutgers University and New Jersey Institute of Technology, the Sustainable State Institute will fulfill the need to coordinate future updates and revisions of the Sustainable State Goals and Indicators. The Institute will advance sustainability efforts in New Jersey by conducting and overseeing ongoing research and public interaction. It will have substantial representation by State agencies and will continually interact with the Interagency Sustainable State Working Group.

The Interagency Sustainable State Working Group would play a prime oversight role in State efforts to advance sustainability. It would be the interface between both the Institute and the I-Teams. The Working Group would develop mechanisms to address planning and policy issues that affect multiple agencies.

Recommendation: The Interagency Sustainable State Working Group should be continued and its mission and role strengthened.

The Interagency Sustainable State Working Group was created as a mechanism to coordinate State agency efforts required to develop both *Living with the Future in Mind: 2000* and *Governing with the Future in Mind*. There was no specific directive ordering the creation of the Working Group. We recommend that the Working Group be formally established through Executive Order to coordinate further State government efforts. Many of these efforts involve implementing the recommendations outlined in this section. Formal establishment of the Working Group will provide it with credibility and permanency.

The Working Group should play a central role in evaluating whether State policies and strategies support sustainability. Since a majority of the data required for future updates would come from State agencies, the Group would play a vital role in producing further updates for both *Living with the Future in Mind: 2000* and would be primarily responsible for *Governing with the Future in Mind*. However, we recommend that Executive Order No. 96 be amended so that updates of Sustainable State Indicators are developed every two years instead of annually. The Working Group would oversee and coordinate State government's efforts involving the goals and indicators approach. The Working Group would also improve interagency planning and recognition of the interconnected factors that affect the quality of life in New Jersey and foster creative partnerships between government and other sectors.

The Working Group should also:

- Act as the primary State government interface with the Sustainable State Institute described below to produce future updates of Sustainable State reports (see below).
- Interface with the expanded State agency Implementation Teams (see below), helping departments to resolve interagency policy issues and bringing in new sustainability concepts for consideration by the agencies.
- Help State agencies in their efforts to implement the recommendations outlined here.
- Help to integrate sustainability initiatives undertaken by different agencies.
- Support other sustainability initiatives in New Jersey outside of State government.
- Advise any agency that wants to deepen its commitment to sustainability.

Recommendation: A Sustainable State Institute has been funded in the State Fiscal Year 2002 Budget and a Memorandum of Understanding has been executed between the Department of the Treasury and the participating universities. This Institute should immediately begin its function of overseeing New Jersey's sustainability efforts and coordinating with the Interagency Sustainable State Working Group.

The Sustainable State initiative is a dynamic and growing process requiring continual updates and revisions to the Sustainable State Goals and Indicators. The updated *Living with the Future in Mind:2000* and this present report were prepared by the Interagency Sustainable State Working Group, which included a representative of New Jersey Future, author of the original *Living* report. A dedicated independent organization, the Sustainable State Institute, has been created outside of State government specifically to oversee the Sustainable State project.

The functions that the Institute will perform include convening a public process – involving government, business, academia and the civic realm – to update the economic, social, and environmental goals and establish benchmarks for New Jersey. It will also perform and sponsor research that fills gaps in our understanding of how to measure and achieve sustainability. The Sustainable State Institute will need to coordinate its activities directly with State government, primarily through the Interagency Sustainable State Working Group described above. The Sustainable State Institute, in conjunction with State agencies, will assume the role of producing updates to *Living with the Future in Mind*, to be presented to the Governor, the Legislature, and the people of New Jersey.

The following tasks will be addressed by the Institute:

- Create a permanent institutional home for the Sustainable State Goals, Indicators, and Benchmarks.
- Identify and evaluate emerging issues and continuing gaps in our understanding of New Jersey's progress toward sustainability.

- Coordinate, prioritize and evaluate government, private, academic, and scientific resources dedicated for advancing and researching sustainability in New Jersey.
- Leverage academic and scientific knowledge to address policy questions.
- Assist State agencies in identifying and addressing sustainability-related issues that are not being addressed by existing programs (issues that “fall between the cracks”).
- Help State agencies to report on their progress in achieving a Sustainable State.
- Identify opportunities for future government endeavors that embrace economic, health, social, and environmental concerns.

It should be noted that State funding was included in the Fiscal Year 2002 Appropriations Act signed into law on June 28, 2001 to create this Institute. As required by this law, the final appropriation and disbursement of funds, and ultimately the formation of this Institute, was contingent upon a Memorandum of Understanding between the various parties including a number of universities and the Department of the Treasury. This memorandum has been executed and incorporated many of the concepts and responsibilities outlined above.

Recommendation: Sustainable State Implementation Teams should be created.

The New Jersey Department of Community Affairs, through its State Plan Implementation Assistance Team, is engaged in influencing decisions and policies that affect the implementation of the State Development and Redevelopment Plan. This is accomplished by convening and facilitating Implementation Teams (I-Teams) in the five State departments that are represented on the State Planning Commission – Community Affairs, Transportation, Environmental Protection, Treasury, Agriculture – and the New Jersey Commission for Commerce and Economic Growth.

The I-Team’s general capabilities include team-building, focus group facilitation, strategic planning, conflict management and dispute resolution, process analyses, performance measures development and effective presentation training. Its mission is to assist the five departments listed above and the Commerce and Economic Growth Commission in meeting the implementation challenges of the State Development and Redevelopment Plan by identifying critical success factors and by creating effective assessment and implementation tools.

Recent I-Team and State agency achievements include:

- Linking internal division-level programs to the State Development and Redevelopment Plan (Agriculture);
- Delivering Department-wide State Development and Redevelopment Plan internal training programs (Environmental Protection, Community Affairs);
- Developing State Development and Redevelopment Plan consistency guidelines for internal processes (Transportation);
- Developing a major event/showcase that brings together State departments, municipalities and the private sector (Commerce);
- Developing and executing a Memorandum of Understanding between the Departments of Environmental Protection and the Treasury so that State-owned facilities are incorporated into the State’s Geographic Information System;
- Improving inter-departmental links and communications through an electronic “white board” for review of State Development and Redevelopment Plan center petitions and State Development and Redevelopment Plan-related projects; and
- Mediating conflicts among State agencies, a county and a municipality about the siting, planning and development of a Town Center at the intersection of two state highways.

Many of the issues addressed by the I-Teams are easily connected to sustainability issues. The Sustainable State effort should use this as a model and extend the I-Team concept to State agencies that do not sit on the State Planning Commission. For this reason, we propose that the State consider creating similar teams in the remaining departments, commissions, boards and other agencies of New Jersey State government.

Sustainable State I-Teams would serve as catalysts that link departmental programs with Sustainable State Goals. The charge of these teams would be to create an organizational alignment that supports the Goals of the Sustainable State project. This alignment would be accomplished in part by identifying programs and strategies within each department that impact Sustainable State Goals and Indicators. In addition, each departmental team should design and conduct internal awareness seminars in order to educate staff about the Sustainable State initiative and his or her Department's role in improving the quality of life in New Jersey.

Teams could be structured based on the existing model of the State Plan I-Teams. This model includes a mission statement, a work plan, the selection of key team members, the creation of team guidelines and the appointment of a team leader. Formal work plans will identify critical success factors and include products, time frames and accountable staff.

Recommendation: All State agencies should incorporate sustainability concepts into goal-based strategic plans.

We recommend that all State agencies develop, maintain and update goal-based strategic plans that incorporate the sustainability philosophy. The pursuit of sustainable development in New Jersey will be strengthened if each State agency prepares and maintains such a strategic plan. Doing this would present an opportunity for all State agencies to align their activities under strategic goals, and consider indicators of progress, within a sustainability theme. To the extent possible, these strategic plans should incorporate quantitative and qualitative performance measurements. Agency strategic plan performance measurements become the means of linking Sustainable State Goals and Indicators to the operations and activities of State government.

We acknowledge that the process to develop goal-based strategic plans will take time and development of planning expertise in each agency. Over the past three years, all State agencies have been required to prepare information technology strategic plans. Preparation of these plans has helped to develop strategic planning skills in every agency that should be useful as they pursue developing overall goal-based strategic plans.

We also acknowledge that different agencies have different needs and missions. There cannot be a "one-size-fits-all" approach. Some agencies, such as the Department of Environmental Protection, have developed strategic plans with some elements of a sustainability theme interwoven throughout. Others, such as the Department of Health and Senior Services, have long term plans with goals and indicators that address at least one of the Sustainable State Goals. For most agencies, development of strategic plans would be an enhancement of their already existing planning processes and, therefore, would not require starting at the beginning. Until such time as an agency develops its goal-based strategic plan, it should review its other long-term planning activities to incorporate the support of sustainability.

Each agency would need to craft a strategic planning process that meets its particular needs, but there are several common elements and objectives that should be considered for inclusion in each plan.

- The strategic plan should be developed or updated within a Sustainable State framework. This would make it possible for the agency to draw upon that framework, as well as mechanisms to monitor progress in implementing the strategic plan, to feed into periodic consolidated State government sustainability reports such as future editions of *Governing with the Future in Mind*.
- Strategic plans should acknowledge areas where interagency cooperation is essential for success of strategies that advance achievement of the Sustainable State Goals. Mechanisms could then be put in

place to promote and facilitate continual communication and cooperation to work toward a common sustainability Goal. For example, both the Department of Health and Senior Services and the Department of Education have programs designed to reduce 8th graders' use of alcohol, drugs, and tobacco, thus addressing the Healthy People Goal.

- In addition to providing for collaboration with other State agencies, strategic plans should highlight areas where local partnerships (such as partnerships with local boards of health or boards of education) can be enhanced to coordinate efforts toward common statewide goals.
- Strategic plans should promote the creation and use of realistic targets tied to Sustainable State Indicators. These targets would be developed with input from key stakeholders.
- Mechanisms should be established to regularly monitor and assess progress toward sustainability goals using performance indicators and targets.

Recommendation: Sustainability should be closely linked with and integrated into the State budget process.

During Fiscal Year 2001, the Office of Management and Budget (OMB) revised its Fiscal Year 2002 Executive Planning Process to include a request for all State agencies to link their requests for increased funding to appropriate State Development and Redevelopment Plan and Sustainable State Goals. Further, OMB guidelines advised State agencies that, as they framed their budget initiatives, these Goals should be considered priorities. These changes have been made as part of an effort to institutionalize a more formal process for agencies to consider Sustainable State Goals in their agency plans. OMB will, to the extent possible, make recommendations for funding that reflect these Goal priorities and will monitor implementation of this effort through identified performance measures.

During Fiscal Year 2001, OMB also began a Performance Data Pilot, which included performance measures for 13 new programs in eight agencies. Additional programs will be added for Fiscal Year 2002. This effort assesses the extent to which program objectives and performance indicators link to State Development and Redevelopment Plan and Sustainable State Goals and Indicators.

It is recommended that State agencies build upon these efforts for the Fiscal Year 2003 planning and budget cycle and into the future.

3. Implement measures that best promote inclusion of the public and other non-governmental sectors in the process of making New Jersey a Sustainable State.

This report often emphasizes how a particular strategy will improve or maintain the quality of life of New Jersey residents. The recommendations outlined below continue this emphasis but focus on mechanisms that will encourage public participation in advancing sustainability. In particular, educational efforts targeted to the K-12 level should foster understanding of sustainability concepts and how these concepts will help make New Jersey a Sustainable State. Also, State agencies can play a significant role in promoting sustainable practices by other sectors of society such as the agricultural community. A recommendation outlined below provides some mechanisms to help farmers develop more sustainable practices.

Recommendation: The State should consider incorporating sustainability as a standard component of the public education curriculum.

In order for New Jersey to become a Sustainable State, the sustainability effort must become a long-term philosophy for the state's residents. The best way to accomplish this would be to incorporate the concepts and practical applications of sustainability into the public education curriculum. Environmental education is

already required. We recommend discussion of expanding this requirement to also include sustainability concepts.

The New Jersey Commission on Environmental Education and an Interagency Environmental Education Work Group were statutorily established in 1996 to implement the State's master plan for Environmental Education, which is entitled *Environmental Education in New Jersey: A Plan of Action*. The *Plan of Action* already has a few strong links with sustainability principles, as shown in its Guiding Principles, which state that environmental education should:

- Consider the environment in its totality – natural and built, technological and social, economic, political, moral, cultural and historical, and health and aesthetic aspects.
- Examine global, national, regional and local issues as a context for understanding and action.
- Recognize human dependence on a healthy environment and human responsibility for assuring a sustainable future.

However, lessons in the environmental education area do not usually focus on these themes.

We recommend expanding the missions of both these groups to further integrate sustainability and environmental education. This can be facilitated by building on existing commonalities and by adding new members who are not necessarily traditional educators, but are keenly interested in education. The expanded Commission should frankly discuss overlaps and synergies, as well as apparent conflicts, between traditional environmental education and sustainability and propose how to resolve the conflicts. The Interagency Sustainable State Working Group should be consulted about tough challenges in reconciling these two areas.

Certain sustainability concepts need to find their way, with greater frequency and depth, into many conventional subjects beyond environmental education. These include:

- The urgency of addressing the world's pressing problems, the need to take personal responsibility for doing one's share, and the need to be open to and search for new solutions.
- A greater emphasis on systems thinking, which broadens the number of relevant sources for solutions, encourages consideration of negative impacts that might normally be missed, and encourages creative approaches to learning and problem-solving.
- The need to creatively reinterpret the term "balance" between economics and the environment in two current core curriculum indicators that seeks new solutions and makes win/win solutions possible, or at least reduces the severity of necessary tradeoffs.

The Interagency Environmental Education Work Group and the Interagency Sustainable State Working Group should communicate and collaborate. They should look for and plan opportunities for partnerships between their agencies, Commission members, and outside groups. One example is the need to support the state's business schools when they plan conferences on sustainable business and develop or test new sustainable business curriculum materials.

Finally, the need for more sustainability indicators for the core curriculum standards should be strongly considered by the Interagency Environmental Education Work Group, with advice from the Interagency Sustainable State Working Group and the public.

Recommendation: The State should offer incentives to encourage an Energy-Smart Schools Program.

An Energy-Smart Schools Program would be a vehicle through which the State can provide information and assistance to the education community about saving energy. Educators and school administrators would be given information about affordable and effective mechanisms to reduce energy use. Students would learn important lessons about energy and our environment. Also, the program would provide guidance to school

districts so that sustainable construction methods are utilized to the fullest extent possible, and that practices such as passive solar design, natural daylighting, energy-efficient equipment and appliances, and building materials with recycled content are incorporated into all new school construction projects.

Recommendation: The State should initiate or expand measures to promote sustainable practices in agriculture.

The State should evaluate the implementation of several measures that would promote sustainability in farming around the state. One possible action would be to create a New Jersey Bio-Products Task Force. This task force would facilitate research, development, technical and capital assistance to New Jersey farmers, entrepreneurs and corporations to aid their transition to the production of bio-based products. The task force would look beyond the use of agricultural products for food to other uses such as building materials. It should be noted that this is not a recommendation to support genetically-engineered products. Also, in order to promote the productivity and competitiveness of New Jersey farms, the Agricultural Economic Investment Opportunity Loan Program (AEIO) funded through the Casino Reinvestment Development Authority (CRDA) should be re-capitalized.

Recommendation: The State should expand the funding capabilities of the Sustainable Development Loan Fund

The State should expand the funding capabilities of the Sustainable Development Loan Fund. Expanding this Fund would enable New Jersey to aggressively assist in the development of businesses that are addressing the growing demand for environmentally sustainable goods and services in our state and abroad. Expansion would include a Sustainable Springboard Program for research, development and new product ventures. This program would provide recoverable grants for newly-formed companies. The Sustainable Springboard Fund would be co-managed by the New Jersey Office of Sustainable Business and the New Jersey Commission on Science and Technology. Companies would submit proposals that would be evaluated on a competitive basis for innovation and the feasibility of their product, commercialization potential, their business and marketing plan, job creation and retention in New Jersey, and other sustainable business criteria.

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John Fitch Plaza
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Trenton, NJ 08625
(609) 292-2323
<http://www.state.nj.us/labor/>

DEPARTMENT OF LAW AND PUBLIC SAFETY

Hughes Justice Complex
P.O. Box 080
Trenton, NJ 08625
(609) 292-8740
<http://www.state.nj.us/lps/>

**DEPARTMENT OF MILITARY AND
VETERANS AFFAIRS**

101 Eggert Crossing Road
Lawrenceville, NJ 08648
Or: P.O. Box 340
Trenton, NJ 08625
(609) 530-6956
<http://www.state.nj.us/military/>

DEPARTMENT OF PERSONNEL
44 South Clinton Avenue, 3 Station Plaza
P.O. Box 317
Trenton, NJ 08625
(609) 292-4145
<http://www.state.nj.us/personnel/>

DEPARTMENT OF STATE
P.O. Box 300
Trenton, NJ 08625
(609) 984-1900
<http://www.state.nj.us/state/>

DEPARTMENT OF TRANSPORTATION
1035 Parkway Avenue
P.O. Box 600
Trenton, NJ 08625
(609) 530-2000
<http://www.state.nj.us/transportation/>

DEPARTMENT OF THE TREASURY
State House
P.O. Box 002
Trenton, NJ 08625
(609) 292-5031
<http://www.state.nj.us/treasury/>

STATE OF NEW JERSEY: SELECTED AGENCIES, AUTHORITIES, and OFFICES:

BOARD OF PUBLIC UTILITIES
44 South Clinton Avenue, 7th Floor
P.O. Box 350
Trenton, NJ 08625

2 Gateway Center, 8th Floor
Newark, NJ 07102
(973) 648-2026
<http://www.state.nj.us/bpu/>

**ECONOMIC DEVELOPMENT
AUTHORITY**
36 West State Street
P.O. Box 990
Trenton, NJ 08625
(609) 292-1800
<http://www.njeda.com/>

**GARDEN STATE PRESERVATION
TRUST**
134 West State Street
P.O. Box 750
Trenton, NJ 08625
(609) 984-4600
<http://www.state.nj.us/gsp/>

**GOVERNOR'S COUNCIL ON
ALCOHOLISM AND DRUG ABUSE**
P.O. Box 345
Trenton, NJ 08625
(609) 777-0526
<http://www.state.nj.us/treasury/gcada/>

OFFICE OF SUSTAINABLE BUSINESS
Commerce and Economic Growth Commission
Office of Sustainable Business
28 West State Street, 8th Floor
P.O. Box 819
Trenton, NJ 08625
(609) 633-3650
<http://www.state.nj.us/commerce/sustain.htm/>

OFFICE OF STATE PLANNING
NJ Department of Community Affairs
Office of State Planning
P.O. Box 204
Trenton, NJ 08625
(609) 292-7156
<http://www.state.nj.us/osp/osp.htm/>

**DIVISION OF THE RATEPAYER
ADVOCATE**
31 Clinton Street, 11th Floor
P.O. Box 46005
Newark, NJ 07101
(973) 648-2690
<http://www.rpa.state.nj.us/>

**NEW JERSEY REDEVELOPMENT
AUTHORITY**
225 East State St, Third Floor West
P.O. Box 790
Trenton, NJ 08625
(609) 292-3739
<http://www.state.nj.us/njra/>