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NEW JERSEY  
GENERAL ASSEMBLY TASK FORCE ON THE  
21 st. CENTURY

Interim report of the  
subcommittees and  
executive summary  
1987

GENERAL ASSEMBLY TASK FORCE ON THE 21ST CENTURY  
INTERIM REPORT OF THE SUBCOMMITTEES  
EXECUTIVE SUMMARY

APRIL 10, 1987

SUBMITTED BY  
ASSEMBLYMAN GARABED "CHUCK" HAYTAIAN, CHAIRMAN  
ASSEMBLYMAN JOHN PAUL DOYLE, VICE-CHAIRMAN

ASSEMBLY RESOLUTION NO. 62

"3. The task force shall analyze and assess the provisions of governmental services, the allocation of their costs, the extent of overlapping responsibilities, and the degree of intergovernmental cooperation. In addition, the task force shall identify and evaluate those program areas which state, county, and local government should address as New Jersey moves into the 21st Century including, but not limited to, housing, transportation, education and land use policies."

NAISBITT NOTES  
LUNCHEON SPEAKER MARCH 6, 1987 TO 21ST CENTURY TASK FORCE

Speaker covered trends in following areas: economic, political, social and technology

#### Economic trends

The primary products economy is in decline

- o Less is being consumed
- o More is available

Emphasis now is on value-added

- o But companies know this. Everyone will do it
- o Hence increased competition

Economies of scale aren't working any longer

- o Small companies will have high profit margins
- o Examples: biotech, Silicon Valley, robotics

Workforce is being deindustrialized; not losing manufacturing

- o Automation is occurring
- o Technology will bring industry back to U.S.

Decoupling of goods and capital flow

- o Capital now has value itself
- o Have to use every dollar to make a dollar
- o With high savings, why Japanese into financial areas

#### Political trends

Power has moved to state and local governments

- o Don't wait for federal government to do something
- o Corporate America doesn't wait for federal gov't
- o State and local gov'ts shouldn't either

Privatization

- o Have to tailor services to people's needs: small, flexible
- o Private companies do this best

#### Social trends

Aging

- o 80% of 75-year-olds enter nursing homes
- o 80% (?) of these go bankrupt in a year
- o Need to build a nursing home a week to accommodate
- o Simply don't have options to nursing homes

Also young. Problems at both ends of age scale

- o Smallest effort does the most good
- o Longer we wait, the worse the problems; more young, old
- o Boston Compact: guarantee jobs to all high school grads

Minimum competency in reading and math

- o All government did was broker  
Gov't good at brokering, not at producing  
Make companies do something, not just give money  
Make the beneficiaries take responsibility

World perspective: Americans don't hustle

- o We are arrogant, don't change quickly
- o Example: we don't know Japanese; they know English

#### Technology trends

Pace will accelerate

Compet edge comes from figuring out how to capitalize on techn

Technology leads to globalization: communication, financial

COMMENTS ON SOME OF TASK FORCE ISSUES

Education: use technology to bring others to N.J.

Energy: prices will drop

Insurance: cyclical; prices will drop

Regulations of business: be concerned about small & medium size

Decline of urban centers: do things locally; need flexibility

- o Flexible pot of money; decide locally

Diversity of state economy: manufacturing won't be people intensive

RH Larson  
March 8, 1987

## THE SUBCOMMITTEES

### COMMUNITY AFFAIRS

Hon. James Perry, Chair  
Hon. Sharpe James  
Dr. Brenda Davis

### ECONOMIC DEVELOPMENT

Edwina Lee, Chair  
Joseph Sullivan  
Theodore J. Fetter

### ENVIRONMENT

Hon. Carol Murphy, Chair  
Dr. Edward J. Bloustein  
Ezra L. Bixby

### HEALTH AND HUMAN SERVICES

Hon. John Paul Doyle, Chair  
Hon. Richard Squires  
Al Wurf

### PUBLIC MEMBERS

Nathan Scovronick  
Karen Rosenoff  
Helen W. Walsh  
Shant Hovnanian  
Karen A. Jezierny  
Donald F. Anderson  
Edward M. Crane, Jr.  
Dr. Mary L. Stewart  
Dr. William A. Connor  
Arlene E. Mirsky, Esq.  
Joseph J. Maraziti, Jr. Esq.  
James Sinclair

### RESOURCE MEMBERS

Hon. Patricia Maynard  
Joseph Penn  
Mike Stoddard  
John M. Cooney  
Charles Newcomb  
Robert Jackson

### STAFF

Robert H. Larson, Director  
Dr. Robert Marik, Initial Director  
Loretta Casella, Secretary  
Arthur Maurice, Liaison  
Tracey Lee, Liaison  
Patricia Cane, Environment  
Norma Svedosh, Health & Human Services  
David Sallach, Community Affairs  
Gregory Williams, Economic Development

### ACADEMIC FACILITATORS (RUTGERS, THE STATE UNIVERSITY OF N.J.)

Dr. James Chelius, Economic Development  
Dr. Peter J. Pizor, Environment  
Dr. Miriam G. Dinerman, Health & Human Services  
Dr. Bernard P. Indik, Community Affairs

## INTRODUCTION

What will New Jersey be like when it enters the next century? A Task Force, sponsored under Resolution No. 62 by the General Assembly, is asking that question, not so much to predict the future, but to have more control over it. The Task Force is asking what the problems of the state are likely to be and what actions can be taken so that the people of New Jersey will have a brighter future.

The mission of the Task Force is to identify the issues which will be most important as we enter the 21st Century and to recommend what the responsibilities of our four basic levels of government should be in addressing the issues. In so doing, the Task Force will be assessing provisions of services, allocation of costs, extent of overlapping responsibilities and degree of intergovernmental cooperation among state, county, municipal governments and boards of education. It also plans to suggest measures that can be taken to resolve some or all of the issues identified.

The Task Force responded to the charge by assigning the members to four subcommittees:

COMMUNITY AFFAIRS  
HEALTH AND HUMAN SERVICES  
ECONOMIC DEVELOPMENT  
ENVIRONMENT

After intensive study and deliberation from November 1986 through March 1987, the Task Force has reached a consensus on the major issues that will shape our State.

The Task Force feels that most of what New Jersey is facing in the future will be manageable provided there is continued strong public-private partnerships among governmental entities, non-profit agencies and businesses. The spirit of cooperation that prevails today must be nourished for the future.

The immediate prospects for New Jersey citizens are good, but they should not be content with an optimistic view of the long-term future. At this moment New Jersey is enjoying an economic boomlet that provides an opportunity to reflect on and address problems facing the state, some of which are many years old and others of which are emerging as a result of current conditions.

A core issue as New Jersey moves to the 21st Century is that anything and everything governments can do is possible, yet how these are done poses new questions. For example, governance is becoming more of a problem as special interests seem to be driving the state's decision-making



and building any plant which has a social purpose, be it an incinerator, a power station, low-income housing or a day care center has become an exercise guaranteed to bring out forceful opposition.

Some of today's vexing problems illustrate the governance issue. But, the Task Force anticipates that disposal of solid and hazardous wastes and overloaded local roads, to name two, will be largely resolved by the turn of the century. Public awareness and support is high and governmental action is in high gear.

On the other hand, there is a declining base of financial support. Federal aid to states, counties and municipalities, in dramatic decline during the 1980's, is likely to be non-existent in the 21st Century. The challenge is to recognize this and plan for it rather than to have to devise a series of stop-gap measures.

New Jersey has made remarkable progress from a state of blue-collar workers with relatively short life-spans employed in smokestack industries to a state that ranks near the top in education levels, incomes and new services and businesses that incorporate the latest technological advances. The Task Force expects the progress to continue although careful monitoring and encouragement will be needed.

However, issues which could become institutionalized, such as growing illiteracy and insufficient resources for an aging population, should not be allowed to continue into the next century. Children in poverty and illiteracy can only drain future resources, while alternative systems for a growing aging population must be developed.

When New Jersey looks to the 21st Century, the Task Force agreed that the benefits enjoyed by so many must be available to all. Innovative approaches by the administration and legislature to land use, housing, and their strong commitment to education with new laws and blue-ribbon commissions to study specific areas in finance and governance have already set standards for the years to come.

New Jersey in the 21st Century means building more housing, providing better education, revitalizing our cities, maintaining and building our physical infrastructure, protecting our environment, defining how best to carry out governments' roles and having all of its citizens partake of the life this state is capable of providing.

This summary report defines the problems and puts everyone on notice -- the next task is to offer mechanisms for finding solutions. The goals are: to assess needed services, and allocate their costs and responsibilities among the various levels of government in the state.

## REPORT OF THE SUBCOMMITTEE ON HEALTH AND HUMAN SERVICES

The dominant issues in this committee area are:

- Needs of children prenatal to age 6
- Aging population and their needs
- Cyclical and continuing nature of poverty

More than 40% of the people living in poverty in New Jersey are children under 18. Disproportionately they are black and Hispanic living in families headed by single women. With higher divorces and higher teen pregnancies the trend is for more children in poverty.

With people living longer, the population will be aging in the next century and the health bill will be much higher. Seniors are moving to retirement communities, but there still will be concentrations in the cities.

Poverty is disproportionate among minorities, female-head families and in urban areas. Poverty tends to be passed from one generation to the next. This cycle is in danger of being institutionalized.

The smallest effort with children in poverty will do the most good. Today's poverty children will drain tomorrow's resources. The indicated needs are: early intervention, neighborhood clinics for health services and educational programs, and expanded services in areas such as prenatal and newborn, early skills education, preventive health care, child health insurance coverage, child care, job training and retraining, and education.

With our aging population we must find alternative care systems for seniors. These include neighborhood clinics for health care, home care services and reimbursement for residential and home health care.



## REPORT OF THE SUBCOMMITTEE ON COMMUNITY AFFAIRS

The subcommittee identified four critical issues:

- Public safety and emergency services
- Housing
- Finance and intergovernmental relations
- Urban revitalization

Our citizens feel unsafe and with an aging population, demand for public safety and emergency services will increase. More correctional facilities will be needed. Yet while demands are rising, the costs of providing the services and incarceration are also likely to rise. The demand for mandatory punishment will increase, lessening funds for positive programs.

Alternatives to present safety and emergency service systems are needed including evolutionary development of regional systems and new ways to deal with incarceration.

A parallel to the need for housing felons is the need to supply new housing. The number of rental units is declining and federal housing programs are being phased out. There is a steady rise in housing costs. All of this is happening as the demand for varied types of housing becomes more increases as the population increases. The mixture of housing is shifting as more singles, mingles and seniors become a larger portion of the population.

The needs are to develop a strategy for a state-wide network of affordable housing tied to a changing population. The urban areas need fresh approaches to rehabilitate vacant housing and prevent further decay. New ways must be developed to stimulate adequate quantities of affordable rental housing.

As the population and housing mix changes, the demand for local services is increasing and so are the costs. There is a greater dependence on local government as service providers, yet local governments rely primarily on property taxes while federal and state aid is declining.

Alternatives to the property tax must be developed to enhance local government revenue raising abilities and capabilities. Means have to be devised for local governments to better predict and control revenues. Intergovernmental relationships should be clarified and regularized.

Most of the issues that the Task Force identified touch on urban revitalization. Jobs and people have moved to the suburbs with reduced rateable bases in the cities and reduced municipal services. Concerns for

public safety are most severe in our cities.

Critical are new strategies to enhance appeal of urban areas to employers, to encourage and stimulate housing, to enhance and strengthen urban revenue bases and capabilities to deliver services and to further encourage public and private cooperation.

## REPORT OF THE SUBCOMMITTEE ON ECONOMIC DEVELOPMENT

Six issues were identified by the Subcommittee:

- Quality work force
- Maintain and improve physical infrastructure
- Urban revitalization
- Regulation of business
- Maintain competitive utility, communication and energy costs
- Structural problems of insurance

People are our most important resource yet there is an discouraging trend toward increasing functional illiteracy. Job skills are outdated while unfilled jobs go begging. We are exporting college students. Firms are relocating from urban areas and the number of hard core unemployed become greater.

Improving the quality of education for all, primary thru adult is critical. The focus should be on communities with high densities of minority and poor. There is a growing need to develop and expand retraining efforts, coordinate training and placement across administrative and jurisdictional lines and coordinate the training and retraining efforts of labor, industry and educational institutions.

At the same time the state's physical infrastructure needs to be maintained and improved. Multiple jurisdictions and forceful opposition is hampering decision-making. There is less coordination and there are fewer dollars. The only hopeful trend that is currently underway is increasing private/public partnerships.

Inadequate sewer and water systems can have major impacts on growth. No new watershed is being developed to reduce the dependency on northern water sources. Ways must be found to assure the maintaining, improving and rebuilding of those sectors of New Jersey's physical facilities most in need of upgrading. In addition more centralization is needed in our decision-making.

A common link in many of the issues is the need for urban revitalization. It is critical to formulate a state-wide approach to deal with the continued decline of cities.

Accomplishing the rebirth of the cities without business involvement is extremely difficult. Yet the financial engine, business and industry--that can drive the revitalization is faces complex, conflicting and too many regulations. Each year we add to regulations and do not delete or simplify any. Better coordination is needed as is rationalizing and codifying regulations to make it easier for particularly to operate and be competitive.

Competitive energy costs in the New York metropolitan area has strongly influenced firms to locate to New Jersey. Fluctuating and uncertain energy cost are with us to stay. What is needed is a strategy to hold down energy prices to guarantee competitive costs.

A recent survey showed that companies, as well as governments, are having major problems with insurance. The survey indicated that not enough is being done to control costs and in some instances insurance is unavailable at any price. The need is to develop long term solutions for the regulation of insurance pricing and level of liability judgements.

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## REPORT OF THE SUBCOMMITTEE ON ENVIRONMENT

All told some 65 issues were identified, grouped and assigned priorities, but six issues stand out:

- Water supply and management
- Maintenance of physical facilities
- Land use
- Environmental quality
- Environmental management
- Personal health

It did not take the committee long to realize it was dealing with finite resources and the question of managing our water supply became central to all the other issues.

New Jersey's surface water, except for a few impoundments in the northern part of the state flows to the ocean with little impediment, even though the experts agree all our water must be reused several times before being allowed to escape to the sea.

The problems raised by the physical management of this precious resource are manifold, raising questions of how to maintain and pay for the necessary physical facilities, the infrastructure, that means pipes, treatment plants, roads, dams-- an entire spectrum of aging public works that need upgrading or replacement.

The new century could also mean abandoning older facilities for a new New Jersey, one built alongside the major highways which are becoming Main Streets we never planned or envisioned. These new strip cities in turn will demand new pipes, new treatment plants, new roads and new dams.

Planning for land use in New Jersey has been a fragmented process subject to local whims and the race for rateables. Unless clear direction is given to make it more coherent, the process will continue to erect physical barriers, separating the poor from the wealthy and will continue to divide the state on racial lines.

The compacting of 1 million new residents by the year 2000 into the existing living space will only exacerbate the assault on the quality of life as we know it. The perception is and will be that the air is too polluted to be safe, the water is too contaminated to be imbibed and the exposure to radioactive materials will shorten everyone's life. The reality of extended life-spans for residents of New Jersey makes the quality of the environment more than government business for there is no quarreling with perceived dangers.

The rapid advances in technology now allow us to measure

infinitesimal amounts of contaminants in the air we breath the food we eat and the water we drink. We have the assurance that nothing will go unmeasured even though we have no assurance we can be told what the measurements mean.

The diseases and infirmities of the late 20th Century will most assuredly be replaced by new diseases and infirmities and the massive amounts of information needed for informed decisions and how to disseminate that information must be formulated.