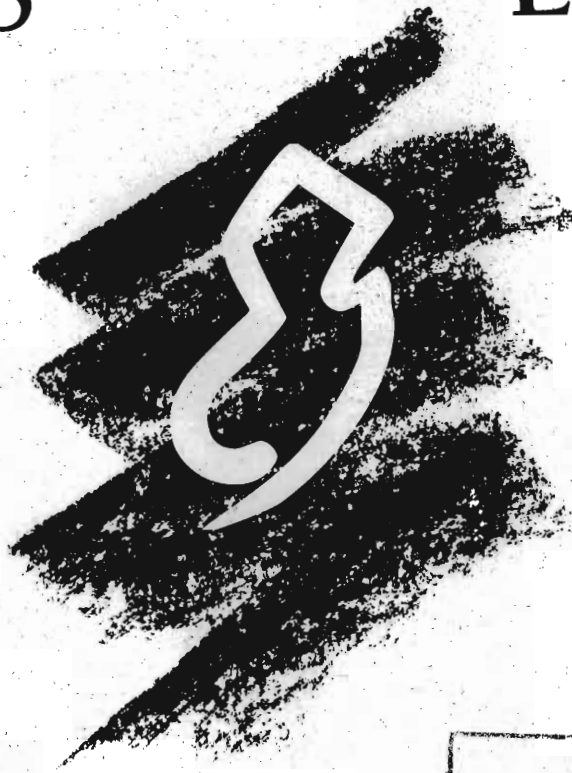




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Jim Florio, Governor

Dear Fellow New Jerseyans:

In the face of a national recession that seriously crippled the ability of nearly every state to balance their budgets and provide the services that citizens need and deserve, I'm pleased that New Jersey fought back and kept on the right economic path.

We spent wisely. We wasted nothing. And we did it without leaving our people behind.

That's not to say we totally escaped the recession's effects. Even through our best efforts, many hard working families throughout the state must scramble to make ends meet.

New Jersey is moving toward better times, because in 1991, New Jersey's government stood by the people. We listened, and we acted accordingly. Most important, we kept the state on the right path toward a stable economy and fiscal strength. Armed with a strong bond rating — one of the highest in the nation — we're offering a broad range of opportunities for everyone.

I am committed to a government that reflects the best interests of the people. I believe that each time that government and citizens meet, the needs of the people must be the true guiding force — in education, in health care, in economic growth and environmental quality.

This report takes a closer look at the needs we met in 1991, and it looks beyond to 1992, where we will continue to build on our foundation of progress. Our plans for 1992 will stretch our taxpayers' dollars and find ways to make that money work harder. We have planned no major spending initiatives. Every investment we make in jobs, in the economy, in our children, and in our communities will come from funds already in place or by trimming back programs that are no longer needed.

Together, we're going to make meaningful decisions about our future. I emphasize the word, "together," because that was the message New Jerseyans around the state shared with me. I've been listening, and I pledge that 1992 will be about building a New Jersey where the spirit of the people and the spirit of the state are reunited and renewed.

Very truly yours,



Jim Florio

NEW JERSEY WORKS: FOR ECONOMIC GROWTH AND PROSPERITY



WE'RE BUILDING

Good bridges and roads are an investment in New Jersey's future. They mean both jobs and business growth.

No matter how difficult the national recession continues to make life for many people, the last thing anyone wants to hear are excuses for doing nothing. While others cut back drastically, we forged ahead with more than \$5 billion in capital investments to build and improve our roads, bridges and railways. That kind of investment means different things on Wall Street, but on Main Street, New Jersey, it means one thing. Jobs. Over 150,000 jobs created today for the better future we all want.

That's why we acted when the federal government turned its back on unemployed workers. While Washington handed out excuses, we gave New Jersey's people the extended unemployment benefits they needed.

While others were willing to let the American Dream of home ownership slip away, we weren't. We drew the line and created a "First Time Home Buyers" program, giving middle-income families a helping hand and much-needed boost to our construction industry. When government listens to the people, good things always happen. In this case, people around the state are moving into homes they thought they'd never get, and

building permits and housing sales are already increasing.

Those are but a few examples, and there are more. But as hard as we've tried to fight back, the national recession is taking its toll. Part of people's frustration with government comes from the realization that our national leadership failed to invest in the future. Instead, it shifted the burden to the states.

The National Governors' Association confirmed in a recent study what most of us could guess. In the wake of the national recession and federal cutbacks, dozens of states have had to cut their workforces, raise revenue and revise their budgets to find ways to meet the needs of their people.

It's no surprise that some states think that Washington all but declared a "War Against the States." At a time when citizens demand action from their government, Washington has abandoned the core programs that for decades helped counter falling economic cycles and build strong national partnerships.

The figures in the accompanying chart show what we all lost in just ten short years. It's not easy shoveling sand against the tide, but we've

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got to keep making New Jersey work through innovative uses of State funding.

Losing federal support hurts, and it's one reason why so many people feel like they're working twice as hard and still falling behind. They're worried about losing their jobs, and nearly everyone's cutting back on their aspirations for the future because they're too busy trying to get through the month.

In New Jersey, we're disappointed with Washington's failure to listen and act for the common good. So we're moving ahead, trying to make the right decisions

about where our scarce dollars will do the most good.

We're in a better position to make those decisions than ever before. We now have the strongest economy in the Northeast region because we developed sound investment strategies and promoted business growth and expansion.

We created productive partnerships with industry and labor. We set out to rebuild our highways and bridges, and to maintain and expand our public transit systems. It used to be said that all roads lead to Rome. Today, it could be said that all good roads in New Jersey lead to our prosperity.

But we're only beginning. There's a lot more to do if we want to preserve the good things we have. In the coming year, state government must join with private institutions and business to invest wisely in our communities and our people. We must all learn to be partners in the American Dream of better schools, safer streets, a cleaner environment, and affordable health care. The partnerships we forge for today as well as tomorrow are really about the opportunities to build something better for all those willing to work.

ACHIEVEMENTS '91

Economic Development & Business Growth

BUSINESS GROWTH

When the bottom line counts, New Jersey always adds up. Our quality of life, our highly skilled labor force, our green open spaces, and our telecommunications and highway networks combine to form a powerful magnet for business and new enterprises.

BUSINESS INFLUX: Compared to the first half of 1990, the number of companies announcing relocation to, or expansion in New Jersey nearly doubled in the same period of 1991. That meant thousands of jobs and lots of hope for New Jersey families. None of it would have been possible without the many dedicated professionals in our state government — particularly the leadership of former Commerce Commissioner George Zoffinger and Anthony Coscia, Director of the state's Economic Development Authority. I'm confident that under Commerce Commissioner Barbara McConnell, we'll continue to make New Jersey work for business.

MORE GOOD IDEAS: We've been able to find good

FEDERAL FUNDING LOST IN THE 1980s

Revenue Sharing (grants to State and local governments)	\$8 billion
Targeted Anti-Recession Financial Assistance Fund (to high unemployment sectors)	\$1 billion
Temporary Emergency Mortgage Purchase Assistance (prevents foreclosures on homeowners experiencing unemployment or financial loss)	\$268.6 million
Beach Erosion Control	\$11.9 million
Economic Development Administration (EDA) Grants (helps persistent unemployment in economically distressed areas; proposed elimination, 1991 budget)	\$1.1 billion
Employment and Training Assistance (cut from \$7.3 billion in 1981)	\$2.2 billion
Social Service Block Grant (cut from \$3.3 billion)	\$2.8 billion
Urban Development Action Grants	Eliminated

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THE ECONOMY

answers for the economy because we brought together people who knew how to ask the right questions—and deliver good ideas. The Governor's Economic Conference brought together business, labor and university leaders to examine our policies for economic growth and give us recommendations on how to keep New Jersey moving ahead. The Conference's recommendations reflected true consensus and are evident in many of our decisions for New Jersey's 1992 agenda. This year, we're forming a new Council on Job Opportunities that will continue to reflect the best thinking of New Jersey's best.

OUR FIRMS STAY: Through our Business Retention and Expansion Program, we invested in programs that provide incentives for companies to remain in New Jersey.

• *Campbell's Soup* made a major commitment to New Jersey and its own future in December by breaking ground for its new headquarters in Camden. More than 500 jobs will be involved in the construction, and more than 1,200 people will work at Campbell's World Headquarters when the complex is finished.

• *Hoffman-LaRoche* committed to a \$100

million expansion in Union County.

• *Tropicana* opened a new site in Jersey City.

• *PepsiCo* will open a new plant in Piscataway.

• *American Home Products*, the country's largest producer of over-the-counter medicine, is moving to Madison.

• *Bristol-Myers Squibb* is investing \$210 million in a new plant in Plainsboro.

• *GE Aerospace* is building a major research facility in Camden. That construction will keep 1,700 jobs in our state.

These businesses, and many more, believe in New Jersey because they know we stand ready to make the engine of state government work for them, not slow them down.

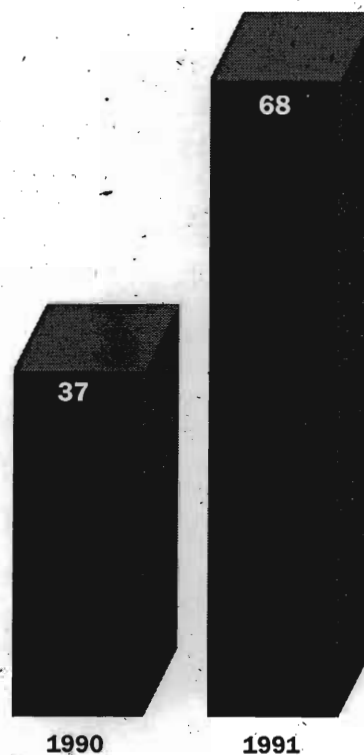
RED TAPE CUT: Our Business Enhancement Program is cutting through the red tape — streamlining the relationship between state agencies to individual businesses. Think of it as a pair of scissors, because red tape isn't just frustrating for business, it's expensive for our taxpayers, too.

SMALL BUSINESS SUPPORT Big business may get big headlines, but we haven't forgotten that small businesses remain the backbone of New Jersey's

economy. They employ 98 percent of the workforce and create eight of every 10 new jobs.

EDA DELIVERS: In 1991, the New Jersey Economic Development Authority delivered big for New Jersey's small business community. The EDA created 4,500 new jobs in construction and 1,600 new permanent jobs by providing small businesses with the loans they need to grow.

EDA created the \$40 million Statewide Loan Pool for Small Business, which lets small businesses seeking to expand



MOVING TO NEW JERSEY

A six-month comparison to 1990 shows that the number of companies announcing a relocation or expansion to New Jersey almost doubled in 1991.

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We're going to be a partner for progress in the State's business community. We'll invest, and create new opportunities.

and improve their operations have access to the money they need. Nineteen banks participated, providing money that was used by small business men and women throughout the state. Insulated Duct & Cable Co. in Ewing was the first business assisted by the new loan pool, allowing it to move ahead with plans to expand its product line and hire seven more people, adding to its current staff of 19.

BONDS FOR GROWTH: Last year, EDA also created the Economic Growth Bonds Program — the first of its kind in the country to assist businesses needing larger investments. Banque Nationale de Paris, one of the few Triple-A-rated banking institutions in the world, provided credit for the first \$50 million.

In just six months last year, the EDA issued loans, bonds and financial guarantees worth more than \$253 million for 73 business and non-profit projects — a sixfold increase over last year. Also in 1991, EDA used \$25 million to leverage \$250 million in loan guarantees that generated 6,100 jobs in New Jersey.

RESEARCH & TECHNOLOGY
We're the "Invention State," and we plan to keep that reputation.

Even in tough times, we continue to plant the seeds of scientific and technological advancement. For example, the Commission on Science and Technology recently signed an agreement with two major research and development laboratories at Fort Monmouth, enabling New Jersey firms and universities to have the fullest possible access to high-tech equipment and personnel. These partnerships provide critical support for New Jersey's manufacturing, photonics, ceramics, biotech and food technology industries that are leading our State to a high-tech, high-growth future.

Meanwhile, the Jobs, Education and Competitiveness Bond Act provided critical capital to nurture research at our leading edge universities.

AGENDA '92

Economic Development & Business Growth

A PARTNER FOR PROGRESS

Our goal is simple: we're going to be a partner for progress in the state's business community. We'll invest, and we'll create opportunities.

New Jersey's strategic location along the Northeast corridor and its deep water ports are strong enticements to foreign trade and investment.

1992 will mark a major effort to attract the predicted economic growth and expansion of the European Community.

AIR NEW JERSEY: Newark International Airport is a key element in New Jersey's economic growth plan. Under Port Authority of New York/New Jersey Chairman Richard Leone's leadership, we will support Port Authority plans to develop \$500 million in long-term improvements. This will stimulate economic growth around the airport and continue to improve its position in the global market.

The New Jersey, New York, Connecticut region is home of one of the world's major financial centers and finest ports. We plan to work together to increase international investment in the metropolitan area.

Small business must keep pace with rapidly changing technology to remain competitive. We'll help by continuing to target funds to help small business keep pace and move ahead.

New Jersey invests millions of dollars in the development of new technology and information systems through its universities, high-tech businesses, and federal and state research labs. A

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Technology Transfer Network would provide important access for our business community to the latest advancements in information and technology.

ACHIEVEMENTS '91

Infrastructure Improvements

The world's most successful economic competitors invest heavily in good roads, a variety of transportation options and communications networks. It's a plan that works. Unlike other states, New Jersey is building and revitalizing its basic delivery system. That means jobs and business growth.

CAP LIFTED: On February 25, 1991, I signed legislation sponsored by Senator Rand and Assemblymen Mazur and Spadaro to lift the cap on the Transportation Trust Fund. This supplied The Department of Transportation with an extra \$400 million for fiscal years 1991 and 1992.

By the end of 1991, DOT had moved forward with 94 construction projects worth \$453.8 million. We generated more than 12,000 jobs in two years and committed nearly \$500 million in available federal highway dollars to New Jersey projects.

Good roads are part of the quality of life we enjoy in New Jersey, because the less time anyone spends in traffic, the more time they have to enjoy their families and their lives. We worked hard in 1991 to bring good roads to the people of our state. The Somerville Circle reconstruction in Somerset County, the opening of Route 18 in Monmouth County, the improvement of Route 30 and Routes 87 and 187 in Atlantic County; and the Route 9 and Emerson Road overpass in Middlesex County are local projects that work for New Jersey.

BETTER ROADS: In 1991, we changed the way roads are designed and built in New Jersey. We decided to listen — to let people who drive the roads have some say in what roads need fixing. Transportation Executive Council recommendations played a major role in several important economic achievements:

- The creation of the *South Jersey Transportation Authority*.
- The establishment of a *State Police Command Center for Summer Travel Information*.
- Adopting a *Highway Program for community volunteers*.

AGENDA '92

Infrastructure Improvements

In the next five years, we'll commit more than \$13 billion in capital infrastructure investments, and Transportation Commissioner Tom Downs will make sure that every cent is spent wisely and efficiently. He doesn't believe in wasting anyone's money, which is why the Department of Transportation now has the lowest number of employees since its creation in 1966.

All of New Jersey benefits from the leadership of U.S. Senator Lautenberg and U.S. Representative Roe in fighting for New Jersey's needs in the new Federal Surface Transportation Act.

ACHIEVEMENTS '91

Mass Transit

The heartbeat of New Jersey is mass transit. People rely on trains and buses to get them to work every day, and business relies on an efficient and cost-effective transit system to deliver the goods in the dense and frequently congested metropolitan areas.

With Director Shirley DeLibero at the wheel, New Jersey Transit got the job done for Jersey

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commuters and business people in 1991 by expanding the NJT rail system into a major delivery system.

Best of all, NJT held its fares down in 1991. And under our leadership we worked with the Port Authority to keep PATH fares at a buck a ride for all our hard-working citizens.

- The Waterfront Connection in North Jersey is the *first new rail connection in northern New Jersey in 25 years.*

- The expanded Kearny Connection will *take more drivers out of their cars and reduce air pollution.*

- The new Secaucus Transfer will *let commuters save valuable travel time.*

- NJ Transit launched a *study of alternatives to connect Newark and Elizabeth with the airport.* When approved, it will provide the state's first direct rail service to the airport and serve as a major incentive for more metro area air passengers to choose Newark Airport.

- We're delivering *high quality bus service* to the thousands of travellers who rely on the bus to get where they need to go. We're investing in new equipment. We've kept on time performance high. And, we've continued to make customer service a top priority.

AGENDA '92 *Mass Transit*

The new federal transportation bill signed into law with the invaluable support of Senator Lautenberg and Representative Roe in November provides an opportunity to create thousands of jobs and major infrastructure investments in New Jersey. The bill includes \$634 million for the North Jersey Urban Core Project, \$3.3 billion in formula funds for the state highways, and more than \$1.5 billion for transit needs and \$200 million in road and bridge projects. It will put 30,000 people to work in our state.

Among the major road and bridge projects:

- Completion of Route 21 in Passaic County, improvements to 14 bridges over Molly Ann's Brook in Paterson, Route 21 Viaduct in Newark. Widening of Route 21 in Newark, Routes 17 & 4 interchange in Paramus, widening of Route 1 in Middlesex County, and renovation of the Beckett Street Terminal in Camden, and the Ocean City-Longport Bridge in Cape May.

The North Jersey Urban Core Project, a \$2 billion series of improvements that would totally revamp

and modernize mass transit travel in the state is our best commitment to a 21st century New Jersey that is streamlined, efficient and productive. Here in New Jersey we have a vision for a better tomorrow and together we are making it work.

ACHIEVEMENTS '91 *Working People*

The national recession touches everyone, but it's crushing working people. In the past 10 years, they watched their wages go down while the cost of living went up. Now that they face a national recession, they need help more than ever. In the words of writer Barbara Ehrenreich, "the way to honor work, which we all claim to do, is first of all to pay for it."

In New Jersey, we do not abandon our own, or the dream of progress that we all share.

HELP IN TOUGH TIMES: We didn't hesitate to help hard working people who lost their jobs and ran out of benefits. Our Emergency Unemployment Benefits Program, sponsored by Senator Laurence S. Weiss and Assemblymen Louis J. Gill and Fred Scerni, provides up to 6.5 weeks of unemployment benefits to workers who

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have exhausted their benefits under the regular 26 week program. By November 1991, we provided financial relief to more than 75,000 unemployed New Jersey residents.

JOBS TAX CREDIT: Under the leadership of Commissioner Raymond Bramucci, a more aggressive approach toward employing federal Targeted Jobs Tax Credits (TJTC) has produced beneficial results for both workers and employers. Initial results indicate that New Jersey employers qualified for additional federal tax savings of almost \$1 million per month with no adverse impact on State tax revenues. These employer tax credit savings are the direct result of simplifying the certification process for potential new workers, which has produced significant additional placement of workers into new jobs.

HIGH TECH TRAINING: New Jersey encouraged a variety of training programs to prepare our labor force to meet the needs of business in the 21st century. In cooperation with the New Jersey Business, Industry, Science & Education Consortium, high school science and math teachers from around New

Jersey worked in real-life laboratory settings in industry and academia.

TRAINING FOR TOMORROW: Our job training programs helped more than 1,600 workers to remain competitive and retain their viability in the face of worldwide competition. Meanwhile, the Professional Services Group, operating out of Employment Service office in New Brunswick, provides state-of-the-art career counselling and assistance for white collar workers who have lost good jobs in our recession.

This unique program has made a difference in the lives of dozens of people. Ask Andrew Wolf, a 33 year-old finance major with two young children who credits PSG for motivating him to launch an organized and effective job search. Or ask Owen Sweeney, a Toms River resident and father of seven dependent children, who spent seven and a half months looking for work before the Group helped him expand his job search and find a new job that paid more than his last.

FINDING JOBS FAST: A new computer system called ALEX (Automated Labor Exchange), now provides speedy matches between job openings and unemployed workers.

LEARNING ON THE JOB: In an effort to upgrade workers' educational levels, the Labor Department worked with the United Auto Workers and the Union and Middlesex Community Colleges to establish an educational program at the General Motors plant in Linden. The program enrolls laid-off workers in English as a second language, Adult Basic Education and General-Equivalency classes.

AGENDA '92

Working People

New Jersey's best hope for the future is making sure its citizens are prepared for the challenges of tomorrow's workplace. Working with business and labor, Commissioner Ray Bramucci will give workers whose training is outmoded by new technologies the new skills they need to keep their jobs or get new ones.

New Jersey needs to implement voluntary "worksharing" arrangements during periods of temporary economic slowdown. Worksharing means sharing the pain. But it also means sharing the hope of a better tomorrow. It will help New Jersey avoid mass layoffs by reducing the

We'll give workers whose training is outmoded by new technologies the skills they need to keep their jobs or get new ones.

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We'll work toward assuring that quality training programs are available to all citizens.

hours of work for some or all of a firm's employees.

ACHIEVEMENTS '91

State Employment and Training Commission

In a unique partnership with the executive branch of State government, the State Employment and Training Commission (SETC), under the chairmanship of John Heldrich, has operated on a broad front to reform New Jersey's workforce readiness system toward more efficient and less fragmented program delivery.

For example, the number of departments responsible for administering employment, education and training programs has been reduced from six to three and the number of such programs has been reduced from 64 to 15.

AGENDA '92

State Employment and Training Commission

The State Employment and Training Commission will work toward assuring that quality training programs are available to all citizens, so that government, business, education and labor meet the demands of a global market.

ACHIEVEMENTS '91

Banking

While the nation learned what the lack of solid banking regulation can do, New Jersey's savers and large investors never lost confidence in New Jersey's banking system. That's because Banking Commissioner Geoffrey M. Connor was on their side, making sure that the state's banks met strict accounting rules and functioned under a clear regulatory system.

The credit crunch produced by the national recession is having a major impact on the real estate construction industry and the commercial real estate industry in New Jersey. The state Banking Department recognized the problem early on and took steps to alleviate its effects.

TOUGH NEW REGS: We adopted new regulations that force banks to answer to the affected community and to the Banking Department before it can close a bank branch. We are also carefully monitoring the soundness of New Jersey banks so that people can continue to feel secure about their savings.

AFFORDABLE HOMES: Our banks made a major commitment to the

people of New Jersey in 1991. This program expands ownership opportunities for first-time home buyers by increasing the amount of funding available and by providing flexibility in mortgage financing. Working together, we created a \$250 million agreement that is reducing costs and putting ownership in reach of first-time home buyers who were giving up on the American dream.

FAIR CHECKING: Our New Jersey Consumer Checking Account Law provides bank customers with clear language and protection against hidden or excessive charges and fees.

AGENDA '92

Banking

New Jersey will continue to create solid partnerships with the banking community. These are investments that lead to sound financial practices and growth. We'll work to expand Fannie Mae and business and construction loan programs. We will regulate banks so that citizens can maintain confidence in the banking system.

We will encourage the kind of involvement that makes a local bank one of our citizen's most important and reliable partners.

STATE OF THE STATE THE ENVIRONMENT



NEW JERSEY CONSERVES: FOR A CLEANER, GREENER ENVIRONMENT

ENVIRONMENTAL EDUCATION

New Jersey's children will make a cleaner, greener tomorrow because they are learning about our environment today.

Our quality of life depends on clean water to drink and fresh air to breathe. Without them, it doesn't matter how prosperous we become.

Our environment is more than pure drinking water, green trees and clean beaches. It's an economic asset. It draws major corporate headquarters to our state. Cleaning and upgrading the environment is vital for New Jersey's high-tech industries that depend on clean natural resources. Clean air, clean water, and clean beaches benefit business, attract a skilled and productive workforce and encourage tourism.

ACHIEVEMENTS '91 *Environmental Protection*

POLLUTION PREVENTION

This was the year to stop reacting to pollution and to start preventing it wherever possible — before the damage is done. Prevention is the watch word for the 1990s, and the Department of Environmental Protection and Energy's (DEPE) goal is to include it in everything we do.

To meet that basic goal, Commissioner Scott Weiner reorganized the Department of Environmental Protection and added Board of Public Utilities and Energy to its name. The reorganization

means a more cost effective and streamlined government.

By reorganizing, New Jersey formally raises energy policy to cabinet level status. This clearly emphasizes the need for conservation of energy resources, encourages technological advances in alternate fuel sources, and promotes better long range planning. It strengthens New Jersey's ability to push for a regional approach to air pollution prevention.

On August 1, 1991, I signed the Pollution Prevention Act, sponsored by Senator Daniel J. Dalton and Assemblyman James E. McGreevey. This innovative strategy will reduce the amount of hazardous chemicals being generated before they can be released into New Jersey's environment. The foundation of this bill is a common sense rule: An ounce of prevention is worth a pound of cure.

The new law requires the state's largest polluters to develop five-year plans to reduce by 50 percent the amount of hazardous substances produced and released in the State. It increases the accountability of industry and State regulators, and provides incentives for industry to increase efficiency and reduce pollution.



STATE OF THE STATE THE ENVIRONMENT

We have the nation's toughest law designed to curb water pollution.

A key element of this initiative is facility-wide permitting that will incorporate pollution prevention goals into one regulatory document covering an entire industrial site. New Jersey Public Interest Research Group called the bill "historic...the beginning of a new era that will have a profound impact on New Jersey and the nation."

CLEAN WATER & AIR

CLEAN WATER: I signed the New Jersey Clean Water Enforcement Act on July 1, 1990 establishing strong penalties for polluting our water systems. It's the nation's toughest law designed to curb water pollution. The new regulations require stiff mandatory penalties for waste water treatment plants that violate their permits or illegally discharge waste water.

In 1991, the state provided \$131 million in loans for infrastructure improvements at 10 wastewater treatment facilities as a part of a four-year \$750 million project benefiting 127 municipalities.

At my direction, DEPE released nearly \$10 million for preliminary mapping of stormwater systems. Stormwater is our greatest source of non-point pollution, and

it continues to threaten our sewage systems and our beaches.

In a long-term effort under the Sewage Infrastructure Improvement Act, New Jersey is helping local municipalities pinpoint and limit contaminated stormwater and combined sewer discharges that occasionally cause beach closings.

The moratorium on development in watershed areas will protect our most precious resource — clean water to drink. Until a framework is put in place to govern that development, Commissioner Weiner and I will continue to enforce the moratorium which was the result of legislation sponsored by Senator Paul J. Contillo and Assemblymen Neil Cohen and Joseph A. Metca. We think of it as the ultimate pollution prevention program.

The Discharge Prevention, Containment and Countermeasures Program was authorized in 1991 to address spills of petroleum and petroleum products in our waterways. It can assess penalties up to \$10 million against companies responsible for massive spills that damage the environment.

CLEAN AIR: New Jersey is developing and implementing a comprehensive

program to reduce the sources of ozone smog and carbon monoxide pollution throughout the state. This is a major cooperative effort involving industry, environmental groups and citizens of every community. Together, we are devising ways to meet tough new standards under the 1990 federal Clean Air Act amendments.

Obviously, New Jersey can't do it alone. Even if we shut down every possible source of ozone-creating substances, we would probably still fall short because of ozone migration from other states. That's why New Jersey is working in a leadership role with 12 other Northeast states, and the Department of Energy, to work cooperatively toward reducing the sources of pollution that affect us, regardless of state boundaries.

THE SHORE

We are committed to protecting our 127 mile coastline as a clean recreational resource for our citizens and a mainstay of our \$13 billion travel and tourism industry. New Jersey has the toughest ocean water quality monitoring program anywhere on the Eastern seaboard.

This past summer New Jersey experienced one of its best tourism seasons in

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recent memory. The weather helped, but just as important was our focus on pollution prevention. Operation Clean Shores, Cooperative Coastal Monitoring and other programs were highly successful.

CLEAN BEACHES: Our Operation Clean Shores program removed about 9 million pounds of debris from the New Jersey and New York harbor shorelines before this debris had a chance to float out to sea and wash up on our beaches.

Joining the state police this summer, DEPE observers patrolled nearly 250 miles of ocean, harbor and river coastline daily by helicopter looking for floating debris and illegal dumping.

END OF OCEAN DUMPING: On March 17, 1991, New Jersey kept its commitment to end ocean dumping of sewage sludge. Through negotiations with the Port Authority of New York & New Jersey, we allocated \$40 million in loans to the sewerage authorities to upgrade their facilities in order to comply. As a result, all of the ocean dumping sewerage authorities met the deadline. There were 44 beach closings in 1989, 32 in 1990 and only 10 in 1991. I will continue to

urge New York to end dumping and comply with the ban as well.

RECYCLING/SOLID WASTE

Our partnership in recycling is one in which every citizen can take pride. I am especially impressed by the children of New Jersey. When I visit the schools and the playgrounds across the state, I meet kids who have already learned the three Rs of the 1990s: reduce, reuse and recycle.

RECYCLING: New Jersey recycled 47 percent of its waste in 1990, giving it one of the highest statewide recycling rates in the United States. We helped by distributing more than \$17 million in grants to encourage local recycling, anti-litter programs and public education efforts in 1991.

In 1991 Commissioner Weiner and DEPE succeeded in bringing more counties together to solve the state's monumental task of dealing with the millions of tons of trash that we generate every year. During the past year DEPE facilitated regional solid waste planning agreements involving: Bergen and Essex Counties, Warren, Somerset and Hunterdon Counties, and Mercer and Atlantic Counties.

DEPE issued streamlined rules governing the

construction and operation of recycling centers. These new regulations will assist the State in recycling 60 percent of its waste by 1995.

AGENDA '92

Environmental Protection

CLEANUP STANDARDS:

One of our major goals for 1992 must be the development of clear and coherent cleanup standards for environmental pollution. Working in partnership with industry, environmentalists and local communities, the DEPE can define how clean is clean. That common standard will bring common sense to zoning and land use.

We will continue to update and strengthen our drinking water standards and undertake public education and awareness initiatives in an effort to enhance protection of our state's critical water supplies.

AIR QUALITY: In 1992, we will complete the State Implementation Plan for meeting the federal Clean Air Act Amendments of 1990. We will continue to seek input from a wide variety of public and private sources, focusing as much as possible on pollution prevention.

STATE OF THE STATE THE ENVIRONMENT

One of our major goals for 1992 must be the development of clear, realistic and coherent cleanup standards for environmental pollution.

THE SHORE: At my request, DEPE organized a Shore Summit for early 1992 to explore suggestions and ideas for ensuring shore protection. I said last year that I want to sign a tough law that protects the shore once and for all from unreasonable development. Nature has amazing powers of regeneration. But wetlands, beaches and open spaces, once gone are very difficult to replace. Both Commissioner Weiner and I will continue to press for solid legal protection against exploitation of the shore.

SOLID WASTE: DEPE is actively working with county and municipal officials statewide to implement a comprehensive solid waste management plan which encourages regional solutions. By the end of 1992, we will be the first state to establish mercury standards.

New Jersey remains the only state in the Nation with an appointed Environmental Prosecutor. It is the job of Environmental Prosecutor Steven J. Madonna to find polluters and dumpers who are breaking New Jersey's environmental laws and bring them to justice.

In 1991, the streamlined Office cracked down on repeat offenders in the hazardous and solid waste industries. Haulers and

facilities have discovered that continued violations of our laws will result in loss of license and operating privileges as well as prosecution. The Office also took waste water polluters to court and coordinated clean water enforcement of New Jersey's inland, coastal and drinking water.

ACHIEVEMENTS '91 *Natural Resources*

Theodore Roosevelt once said that "The nation behaves well if it treats the natural resources as assets it must turn over to the next generation — increased, not impaired, in value." Since 1961, our citizens have approved bond issues totaling nearly \$1 billion to preserve 300,000 acres of open space.

FARM LAND: In 1991 we dedicated \$111 million for the Green Acres Program, which will preserve more than 18,000 acres of open space. Green Acres has always received broad legislative support. This year, I also signed a bill sponsored by Senator Zane and Assemblymen Batten and Cimino that preserves 6,000 acres of prime farmland in 15 counties.

The State Planning Commission released the Interim State Develop-

ment and Redevelopment Plan, which promotes growth in areas where infrastructure is most cost efficient and protects our natural resources.

BEACHES: On Halloween night, the shore was hit by one of the worst storms in 50 years. Seawalls in several communities were heavily damaged. Other communities experienced major beach erosion and heavy local property damage. Without immediate and long term action, this damage could set back next summer's shore tourism.

I walked the beaches after that storm and saw the devastation first hand. It seemed as if whole communities were out there too, walking and worrying about the future of our precious shore.

Our response was swift. DEPE evaluated the damage and identified vulnerable areas that needed urgent shore protection measures. The minimum cost of these required measures was estimated at \$3.2 million. Within a week, we made those funds available from the Governor's Emergency Assistance Fund.

AGENDA '92 *Natural Resources*

Our park system suffers from severe neglect and

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demands immediate attention. A parks endowment funded by a bond issue or some other stable source of funding would represent a major commitment to open space preservation. I'm calling on the Legislature to support a Clean Water Bond Act and again put this important measure before the voters.

AGRICULTURE

New Jersey's heritage is agriculture, and it's a tradition we intend to keep. The efforts and innovation of Secretary Arthur Brown and the Agriculture Department are geared to protect agricultural survival in the nation's most densely populated state. Relentless development pressure means the loss of farmers and farmland.

To meet this challenge, the "Future for Agriculture: Resources, Mission and Strategies" (FARMS) Commission was created. The Commission will develop recommendations on a number of key issues: economic viability, farmland retention, marketing, taxation policies, labor, regulatory environment, and water resource needs.

"Jersey Fresh" is a symbol of pride, and the variety of Jersey fruits and vegetables at farm stands and supermarkets adds a special sense of bounty to

our lives here in New Jersey.

As we look around at the development that has eaten away at once-thriving farms, we must strive harder to preserve our remaining agriculture lands. Not only do our farmlands form the basis for our agricultural industry and heritage, but they provide open space areas for ground water recharge and many other environmental benefits.

FARMLAND PRESERVATION:

Our most significant effort to keep agriculture thriving is our Farmland Preservation Program, which allows farmers to sell the land and keep it from being developed — forever. It helps young farmers remain in the business by preserving agricultural lands at a reasonable price. By 1992, we will have saved a total of 113 farms and over 16,800 acres from the

jaws of development.

Jersey Fresh has been a great success. The promotional program increased consumer awareness for our agricultural products and reached nearly 29 million households in New Jersey, New York and Pennsylvania.

With Secretary Brown, we worked hard to expand our international trade and export development. New Jersey companies export more than \$250 million in agriculture products to more than 100 countries around the globe.

In the coming year we anticipate buying the development rights from 78 more farms, which will make an additional 11,753 preserved acres. The Department of Agriculture plans to join with DEPE in new efforts to expand sludge land applications and composting.

JERSEY FRESH

New Jersey's heritage is agriculture, and it's a tradition we intend to keep.



STATE OF THE STATE EDUCATION



NEW JERSEY LEARNS: QUALITY EDUCATION FOR ALL AGES

A 'DOWN PAYMENT ON OUR FUTURE'

The key to their future is quality education. In New Jersey, we're working to help all our schools and students reach higher goals.

One of our strongest bonds is the hope we have for our children and our grandchildren. Today, more than any other time, each of us understands that the key to their future is the quality of their education. In New Jersey we are meeting that challenge.

It was a challenging 1991 for education in New Jersey, a year that saw many people involved in honest discussion about how we can keep our education system as strong as we need it to be. It was a year of growing partnerships, of careful spending and solid results. For me, 1991 was a year of listening to children, their parents and local

educators. And, it was a real learning experience.

Good things are happening in our schools under the guidance of Education Commissioner John Ellis. We're listening and learning from each other. We're restructuring and redesigning our schools to better serve our children and communities. We're setting higher goals that have practical rewards, and helping students to reach our new standards. We're developing a strong core curriculum that makes a high school diploma a valuable asset to graduates and a reliable indicator of achievement for employers.

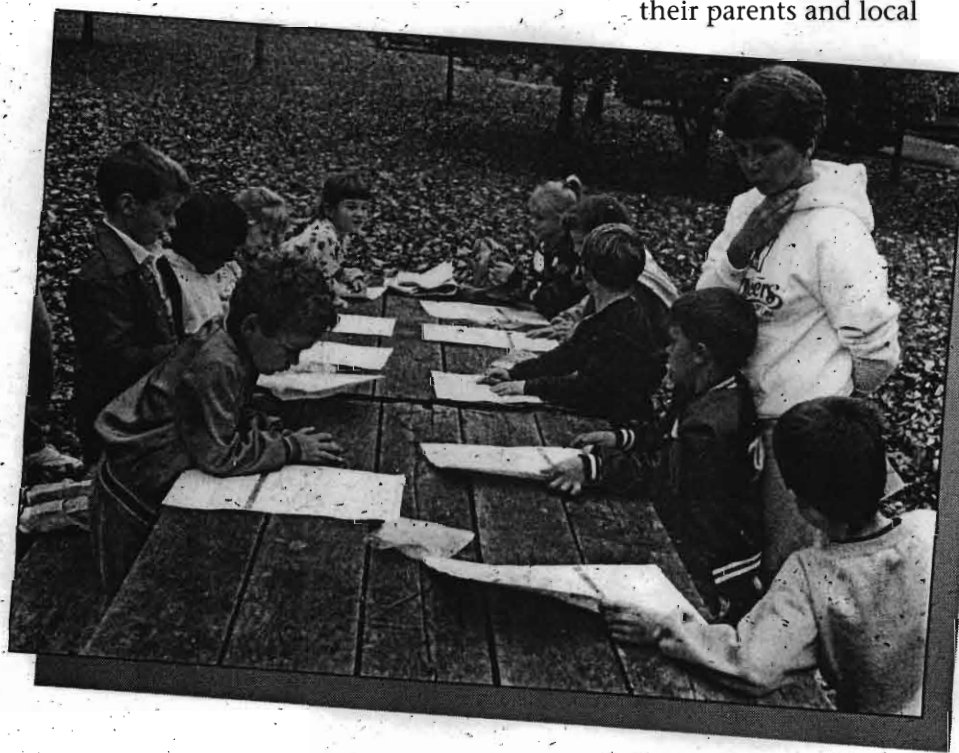
We're bringing a college education back within reach of middle class families with new tuition-assistance programs. While the rest of the country talks about the need to help hard-working families pay for college, we're doing it.

Our innovations and investments in education are an integral part of our efforts to continue New Jersey's great tradition of progress. They're a down-payment on a secure future, for our children and our economy.

ACHIEVEMENTS '91 Education

PRESCHOOL

One of the lessons that I took from 1991 was how



passionately the people of New Jersey care about their children's schools — and how much our ideas for improving them sometimes vary. But there are some ideas about which we all agree. And one of those is the wisdom of effective pre-school programs.

After a generation of success, the results are clear: Head Start graduates are more likely to be employed, have a high school diploma and go to college. Any teacher will tell you that all children can learn, but they have to have a chance.

A 'GOOD START': We're giving kids the chance they need by building on Head Start with our own GoodStarts program. GoodStarts will help New Jersey meet one of the most critical national education goals — school readiness. About 10,400 children currently attend Head Start programs in New Jersey, but that's only a fraction of the children who need the program.

GoodStarts will help to meet those needs and continue to support and build on the success of Head Start. GoodStarts represents one more example of how New Jersey can build new partnerships for a successful future. It's a joint venture between our

departments of Human Services and Education and local Head Start agencies.

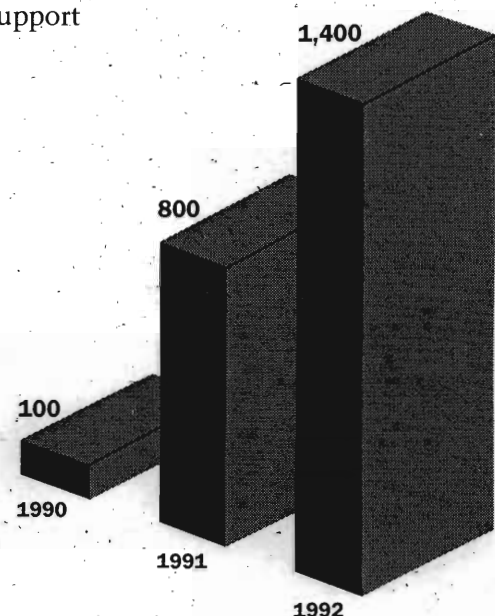
PRIMARY AND HIGH SCHOOL

FAMILYNET: FamilyNet represents New Jersey's most extensive effort ever to improve student achievement by building bridges between schools and their communities. The program targets our neediest urban districts. FamilyNet is about collaboration. The program is a cooperative effort involving seven state departments: Education, Higher Education, Community Affairs, Labor, Health, Human Services, and Corrections.

Teams of specially trained staff from the departments work directly with schools and community groups to identify local needs and match them with community resources. FamilyNet means better schools. It also means better use of precious community resources and more cost-effective government. A sampling of FamilyNet activities include: Helping communities such as Vineland and other South Jersey districts improve transportation to social service agencies. In Newark, FamilyNet is making sure that 40 students tested positive for TB get adequate health

care. And in Asbury Park, FamilyNet has brought health care professionals into the schools and community to conduct AIDS awareness programs in English, Spanish and Haitian-Creole.

SCHOOL-BASED CARE: Kids can't concentrate in the classroom if they're sick or hungry. And they can't study if they are worried about a parent's drug or alcohol dependency. Our School-Based Youth Services provides high school students with a comprehensive array of health and support



EXPANDING EARLY CHILDHOOD EDUCATION

Project GoodStarts would expand comprehensive public school pre-kindergarten programs to serve an additional 700-800 disadvantaged children in targeted needy areas around the state.

STATE OF THE STATE EDUCATION

services. We won a national award for innovation in state and local government from the Ford Foundation for this program.

Like our other school improvement strategies, School Based Youth Services places the emphasis where it belongs — at the local level. It's been hailed as a national model for improving student achievement. For countless New Jersey students, it has meant a chance to succeed in school, and in life. In Bayonne, for instance, the local youth services program helped a 14-year-old alcoholic get sober. Today he's doing well in school and wants to go to college.

URBAN EDUCATION REFORM

One of the toughest challenges and proudest accomplishments of our Department of Education in 1991 was the creation of a Division of Urban Education. This new division provides hands-on assistance to urban school districts. It is a critical part of our plan to make sure that our investments in urban schools pay off in bottom-line results — in better test scores, lower dropout rates and better attendance rates. The division maintains a small staff in Trenton, but the results are impressive.

- In Asbury Park, division staff helped parents and school officials develop a program to *get parents more involved* in their children's education.

- In Camden, teamwork by division and local staff worked together to *improve ailing school facilities*. The result is a 90 percent reduction in substandard classrooms.

HIGHER EDUCATION

A college education remains the key to unlock the future's opportunities. But too many families across our state are beginning to lose hope for their dreams. While middle-income New Jersey families are confronted by rising college costs, federal student loans have become very difficult to obtain and federal grants have dried up for all but the neediest.

The figures are sobering. In 1981, federal student aid covered about 29 percent of college costs. By 1990, that figure plummeted to nine percent. At the same time, the cost of college tuition nearly doubled!

Here in New Jersey, we believe the American Dream has to be an affordable one, not an impossible one. So we're doing our best to fill in the financial gap left by the federal government.

We have created innovative new financial programs that are targeted to our solid middle class.

Our Jobs, Education and Competitiveness Bond Act freed up \$208 million to fund capital projects for New Jersey's colleges and universities.

We have almost doubled state grant and scholarship programs in the past decade. Under the guidance of Higher Education Chancellor Edward D. Goldberg, 1991 became a turning point for all students with their eye on college. We increased funding for our Tuition Aid Grant (TAG) program by an unprecedented \$11.5 million. And, we created two new programs to help middle-class families pay for college: our new Garden State Savings Bond and our NJCLASS low-interest college loan program. These programs represent our commitment to each family's hope and each child's dream of a better, more prosperous future.

NJ CLASS: Sponsored by Assemblymen Joseph V. Doria and William Pascrell Jr., NJCLASS helps families with annual incomes of up to \$85,000, our beleaguered middle class. The Federal loan program sets the cutoff at \$45,000. NJCLASS provides low-interest loans of up to

STATE OF THE STATE EDUCATION

\$5,000 a year for both undergraduate and graduate students. We announced the NJCLASS program in September. By December, more than 3,000 families had received over \$12 million in loans.

NJCLASS helped Kristen Sheeran of Paramus follow her dream to Drew University. And, it let Jason Berkey of Edison cover tuition costs at Rider College.

GARDEN STATE BONDS: I like to think of this program as our "down payment on a dream," because Garden State Savings Bonds help families save for college by offering affordable tax-free bonds. Since the program, sponsored by Senator Daniel J. Dalton and Assemblymen Doria and Pascrell, was announced in September, more than 12,000 New Jersey families have purchased Garden State Savings Bonds, buying a total of more than \$75 million in bonds.

Rebecca Rajcok of Toms River, Tonianne Cifrodelli of Newton and Chris Bachmann of Bridgewater are investing in their educational futures with Garden State Savings Bonds.

THE EOF FUND: We are continuing to keep the promise of American of

opportunity for all through the Educational Opportunity Fund (EOF) and New Jersey Tuition Aid Grants (TAG). Charonda Obryant of Newark attends Ramapo College with aid from EOF and TAG. And, Brenda Ferdinand of Irvington now attends Westminster Choir College with the help of TAG.

AGENDA '92 *Education*

Education is more than another word for opportunity. It's also our best insurance policy for the future we want for our children — all of them. Their success depends on the quality education we give them. In 1992, we plan to deliver greater choice and more financial assistance to parents whose children's futures are threatened by rising costs and loss of federal programs.

- We will be weighing the critical recommendations of the *Quality Education Commission*, which were issued early in 1992, and asking our people their opinions.

- We will expand *Project GoodStarts* so that even more of our children can get the early intervention and enrichment they need to get off to a good

start in school and in life.

- We will *reward excellence*. This year, we plan to recognize high-achieving schools and schools that make real progress. Our new awards programs will send an important message of encouragement to parents, children and school systems that New Jersey values their outstanding achievements.

- We will *finish our effort to establish statewide standards* through the Core High School Course Proficiencies project. By making sure that all students have the necessary skills and knowledge, we ensure that the quality of their education won't depend on the accident of where they happen to live.

- We will *increase funding for our TAG and minority education programs, and expand the NJ CLASS and Garden State Savings Bond programs*. The demand for these programs proves their value and success.

- Computers and other forms of technology are some of the most effective — and expensive — educational tools. We must *make sure that our investments in educational technology are coordinated and cost-effective*. Through our new State Plan for Educational Technology, school districts that lack the resources to obtain

Education is more than another word for opportunity. It's our best insurance policy for the future we want for our children — all of them.

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A DESIRE FOR EXCELLENCE

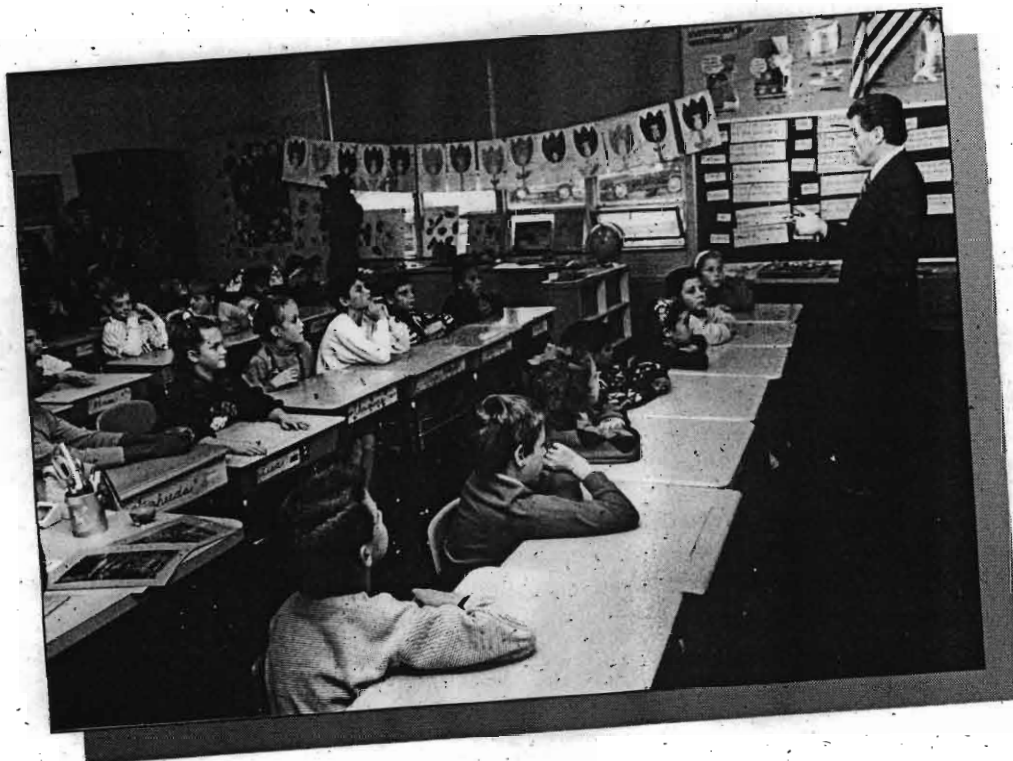
"One lesson I took from 1991 was how passionately the people of New Jersey care about their children's schools."

new technologies can receive grants, educational technology training and the support of statewide data bases and telecommunications networking.

- Local district officials will complete training this spring in a new, more efficient system of book-keeping called GAAP (Generally Accepted Accounting Principles) that promises to inject greater efficiency and accountability into school spending. School districts will begin using GAAP for

their 1993-94 budgets.

- Studies show that it would take nearly \$6 billion to correct all of the problems of New Jersey's school facilities. The reason? Deferred maintenance. By resorting to quick fixes, school districts often "save" money in one year, and then spend a lot more later. In 1992, our Department of Education will ask the State Board of Education to approve a system to ensure that school districts address maintenance needs on a regular, ongoing basis.



STATE OF THE STATE HEALTH & WELFARE



NEW JERSEY CARES: PROVIDING QUALITY HEALTH CARE & HUMAN SERVICES



CONTROLLING HEALTH CARE COSTS

New Jersey residents are saddled with one of the highest health care costs in the nation: Only four other states have a higher annual rate. Left unaddressed, this trend is expected to continue into the next century.

Our health care system in New Jersey is sick, and people know it. It scares them, because they know that one serious illness could bankrupt them. Hardworking people are being forced to make choices that are cruel and unfair. Companies are cutting their health insurance benefits. Many working people don't receive health insurance at work, and they make too much money to qualify for Medicaid.

The number of Americans without health insurance now stands at 34.7 million. Of the 1.3 million people added to the uninsured pool last year, nearly one-third had family incomes of more than \$50,000 and almost three-quarters had incomes of more than \$25,000.

In New Jersey, the problem cuts across all racial, ethnic and income lines. Of the 800,000 New Jerseyans without health insurance, most are full-time workers with families. These people need help, and they can't wait.

Working together with Health Commissioner Frances J. Dunston, we're working hard to provide decent health care for all the people of New Jersey — from infancy to old age — because health care shouldn't be a privilege. It should be a fundamental right.

ACHIEVEMENTS '91 Families

- We convened a Health Care Cost Containment Commission from April to October of 1990. The Commission's final report contained 92 recommendations to *make health care more affordable and accessible* for all of our people. I signed the Health Care Cost Containment Act, sponsored by Senator Richard J. Codey and Assemblyman Wayne R. Bryant, on July 1, 1991. The recommendations include expanding prenatal services and Medicaid services.

- We established an Office on Women within our Division on AIDS in March 1991. The purpose of the office is to *identify the unique needs of women and to offer strategies to meet those needs*. We also developed our first State AIDS plan to better coordinate our public and private resources in preventing and treating this disease.

- Through our municipal alliance program, we distributed \$7.5 million to help more than 440 communities to *improve coordination of programs to combat alcohol and drug abuse*.

- We established a *Lyme disease hotline* to provide information on the disease and help those

STATE OF THE STATE HEALTH & WELFARE

Together, we will find new ways to change our system from a sick care system to a health care system.

who suffer from it.

- I signed legislation, sponsored by Assemblywoman Stephanie R. Bush, Assemblyman James E. McGreevey and Senator Henry P. McNamara, requiring insurance companies to pay for preventive mammograms.

- I signed legislation appropriating \$60 million in bond funds to develop group homes and supervised apartments for people with severe mental illness or developmental disabilities. It was sponsored by Senator Codey and Assemblymen George J. Otlowski and Thomas J. Deverin.

- We now have a living will law, sponsored by Senator Gabe Ambrosio, Assemblyman Gerard S. Naples and Assemblywoman Maureen B. Ogden. And a law, sponsored by Senator Ambrosio and Assemblymen C. Richard Kamin and David C. Schwartz, establishes the legal definition for the declaration of death.

AGENDA '92

Families

Dr. Bruce Siegel, executive director of the State Office of Health Policy and Research, said in *The New York Times*: "With the recession and the rising number of uninsured people over the last

couple of years, the ranks of the uninsured are going to extend further and further up the economic ladder to people with more and more income. Solid middle-class people are going to be very worried about losing their insurance — and they should be."

In New Jersey, we will continue to deliver as much help as we can — to make sure that no one is turned away. But we will continue to press the federal government, because a national health care system is the only real cure for what ails us.

When I signed the Health Care Cost Containment Act, I announced that I will not sign another extension of the Uncompensated Care Trust Fund without a new financing mechanism. The fund cannot meet expenses. It is encouraging the most wasteful and expensive kind of medical care — the use of hospital emergency rooms for basic health care. I'm confident the Legislature will join me in seeking the right solution to this critical problem.

If we fight to reduce waste and share expenses fairly, we could afford to provide preventive care to all those who now do without. We don't need to spend *more*, just *smarter*. We need to create new ways to make health

care more customer friendly, like uniform billing and managed care.

We must support the development of services where people live and work — in towns, neighborhoods, worksites, schools. We've made a significant first step by forming community health centers where underserved populations can get preventive medicine.

We need to develop more managed care options, especially for people on Medicaid. We need to provide more care in the doctor's office, and less in the chaos of the emergency room.

New Jersey has the third-highest breast cancer rate in the country. I signed legislation sponsored by Assemblywoman Bush in early January 1992 that will provide mammogram testing to nearly 150,000 poor women over 35 who are covered by Medicaid.

The bottom line is that an ounce of prevention is worth a pound of cure. Together, we can find new creative and common sense ways to change our system from a sick care system to a health care system.

ACHIEVEMENTS '91

Children

Protecting our children from poor health care,

STATE OF THE STATE HEALTH & WELFARE

inadequate education, economic deprivation and the ravages of drug and alcohol abuse is the only way to build a better future. In tough times, the worst mistake we can make is to neglect our children. Most Americans can shake their head in sad agreement that our national government clearly erred by abandoning support of needy children.

The effects of a decade of neglect are seen in rising poverty, crime, educational failures and lost hope. According to the Children's Defense Fund (CDF), one out of every five children in America now lives in poverty. Unless drastic action is taken, the CDF says, that number will soon rise to one in four. Writer Graham Greene said: "There is always one moment in childhood when the door opens and the future is let in." In New Jersey, we're working to make sure that, when that door opens for our children, it opens wide to a world of good health, hope and opportunity.

Parents in New Jersey work hard for their kids. But they have to make hard choices to do it. They need help, and they're going to get it. In 1992, we will implement a new statewide system to provide families with vouchers for child care.

The program will help nearly 5,000 families pay for safe and affordable day care. Certificates will allow parents to choose the best care arrangements for their children and help pay for it.

- The Catastrophic Children's Emergency Fund Commission is providing much needed *help to families with children who have catastrophic illness*. All too often, even families with insurance cannot meet the extremely high expenses involved in their children's medical care.

- In 1991 we undertook a major effort to *expand child care to keep working families off welfare*. Common sense can keep families together and give them the tools to work for a better future.

- The Office on Prevention of Mental Retardation and Developmental Disabilities in our Department of Human Services received \$500,000 in federal dollars from the Centers for Disease Control for *lead poison prevention*.

- Parents must meet their financial responsibilities to their children. New Jersey's Child Support Enforcement Program was very successful in 1991. We collected *more than \$350 million in child support in 1991*, which ranks New Jersey

fifth in the country in collections. More than 12,700 families left welfare last year because of our efforts in child support collections.

- Our new *"Wraparound Service"* works successfully with multi-problem children and their families. It provides a network of family-centered services tailored to meet the special needs of these families. And, it places a special emphasis on providing all the needed services in the community.

- Under the direction of Commissioner Alan J. Gibbs, the Department of Human Services received more than \$1.36 million in federal grants for New Jersey programs aimed at *preventing, investigating and treating child abuse and neglect* in 1991.

AGENDA '92 Children

Access to preventive health care is vital for a healthy New Jersey. All New Jersey children should be immunized against disease by age two. No child should be lost to a preventable disease.

We must expand the use of local schools for the delivery of health and social services. This is a practical and cost effective way of spreading

STATE OF THE STATE HEALTH & WELFARE

health into a community. And, it brings local communities together as places where people are connected and committed to the services they share.

We will be putting increased Head Start dollars to work for pre-school kids, continuing to reap the benefits of one of the most successful programs for our children and our future.

ACHIEVEMENTS '91

Seniors

For our seniors, every dollar counts. Most are on fixed incomes but nothing else in life is fixed — especially prices. Prescriptions and over-the-counter medicines tend to race even farther ahead of all other costs.

- Last April I was very pleased to sign into law a bill sponsored by Senator Contillo, Assemblywoman Bush and Assemblyman Scerni. This bill expanded the Pharmaceutical Assistance to the Aged and Disabled Program to those in need who lacked protection. Today, *more than 36,000 additional seniors and people with disabilities can better afford the medicines they need to stay well.*

AGENDA '92

Seniors

Our senior citizens

worked hard for a sense of security. They've earned our respect, and now they need our attention.

Rather than building thousands of expensive nursing home beds, we should carefully consider and explore the alternatives to nursing home care. Community-based long-term care programs should also be expanded, based on the principle of giving elderly New Jerseyans a choice rather than forcing them into a nursing home.

- Alternate family care giving would *match seniors with families trained as caregivers*; the seniors would live with them, and the family would receive financial support.

- Assisted living would allow *separate apartment style living with shared dining for seniors*. The advantages of all of these plans are many. But, most important, they provide dignity, a non-institutional life style and significant savings.

ACHIEVEMENTS '91

Mental Health

Under the direction of Commissioner Gibbs, our Department of Human Services made substantial progress in delivering much-needed help in a variety of key areas:

- We are *reducing the*

number of people living in developmental centers and special residential programs. Savings from these measures will be used to develop more community programs.

- We created a "bridge fund" to *fund critical community initiatives*. This one-time fund of \$22.4 million provides up-front money needed for local residential and mental health services for children and adults moving from institutions into the community.

- New Jersey State Mental Health Plan is a comprehensive, community-focused plan for adults and children in need of mental health services. This plan, developed cooperatively with mental health consumers, providers and advocates from throughout the state, *defines the annual agenda and direction for public mental health initiatives.*

- The Department of Human Services secured a \$4.2 million federal grant for a *transitional housing pilot program in four counties* in 1991.

- We are also *expanding the Garden State Health Plan*, the first Medicaid operated Health Maintenance Organization (HMO) in the country. This year we expect to enroll more than 30,000 Medicaid recipients in the GSHP providing better

STATE OF THE STATE HEALTH & WELFARE

care at a savings to the taxpayer.

The goal of mental health services is to open the door for those who need our help. We must work to end their isolation and their fear. As much as possible we want to bring our mentally needy New Jerseyans back into their local communities with the help and support they need to succeed. That work will continue in 1992.

ACHIEVEMENTS '91

Service Men & Women

The men and women who serve in the Armed Forces play a vital role in the defense of the nation. In 1991, as we watched many of our loved ones go off to war in the Persian Gulf, we all reaffirmed our conviction that the men and women who defend us always deserve our full support. Our veterans are special citizens who have earned a place at New Jersey's table. The Department of Military and Veterans Affairs under the leadership of Adjutant General Vito Morgano, has worked hard to make sure that all service people and veterans in need get the assistance they deserve.

- In 1991 we reopened 50 beds at the Menlo Park

and Vineland Homes. This included renovated Alzheimer's units at both homes.

- I was proud to be the first governor to sign an Executive Order that extended unemployment benefits to 180 days for all state employees mobilized in support of Desert Storm.

- We created "Operation Second Chance" to help New Jersey National Guard members earn high school equivalency diplomas.

AGENDA '92

Service Men & Women

We will expand our efforts on behalf of all New Jersey veterans and service people. There is much to do in the areas of health and education. Our veterans deserve all that we give them in return for their service to all of us.

I am calling on the Legislature to develop a Homeless Veterans Transition Program for the estimated 7-10,000 homeless veterans in New Jersey, and to expand the Home Health Care program statewide to reach eligible veterans. We also want to provide increased employment and education services for all of our eligible veterans.

NEW JERSEY REMEMBERS

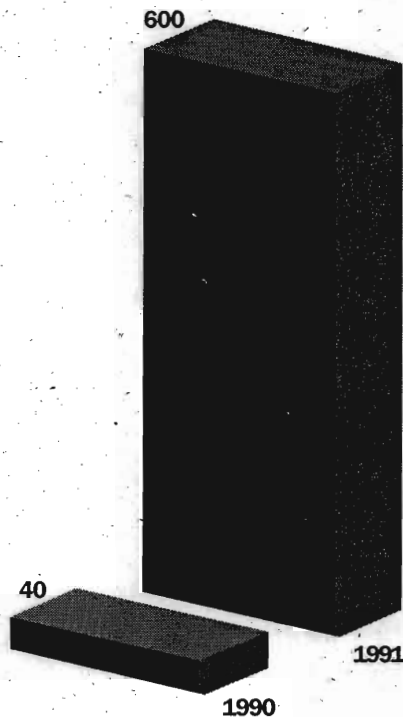
Our veterans are special citizens who have earned an important place in our State. They deserve recognition for their achievements, and a helping hand when needed.



STATE OF THE STATE PUBLIC SAFETY



NEW JERSEY PROTECTS: A SAFE SOCIETY FOR ALL OUR CITIZENS



MORE COPS REACHING MORE KIDS

The DARE (Drug Abuse Resistance Education) program now reaches more than 400,000 fifth and sixth graders each year thanks to a major increase in the number of certified officers participating in the program.

The right to be safe is the most important right of all, because without it, all our other rights are meaningless. Everywhere I go, people say they want law enforcement to be their shield.

They want safe streets and drug-free schools. They want sane and reasonable weapons control. They want courts that dispense justice. They want criminals to be punished for their crimes, and crime victims to be treated with respect.

In short, they want control of their own communities and their own lives. Thanks to the leadership of Attorney General Robert Del Tufo, our state's law enforcement system is leading New Jersey to the cutting-edge of criminal justice and community-based policing.

Our State's Department of Law and Public Safety is bringing the most effective techniques to bear on New Jersey's violent, drug-related, white-collar and fraudulent crime.

Violent crime dropped by six percent in the first half of 1991. The Attorney General cited three important factors that had a significant impact on New Jersey's crime index—good police work, drug awareness programs in schools, and “community policing” projects.

ACHIEVEMENTS '91 *Protecting Our People*

- Community Policing initiatives are giving our people the power to start *taking back their streets and neighborhoods from criminals*. In cities such as Hoboken, Trenton and Newark, our citizens are working closely with their local police departments to stop crime before it starts.

- Attorney General Robert Del Tufo and I *launched the Community Law Enforcement Assistance Network (CLEAN)*. Grants were awarded to both Hoboken and Newark from federal drug funds and forfeiture monies to enable them to pursue various crime prevention initiatives and community policing project.

- We created the “*Use of Force Task Force*” in 1991. Comprised of law enforcement officials, community representatives, citizens and leaders of minority organizations, it works to handle complaints about police conduct, especially when there are claims of excessive force.

- The Drug Abuse Resistance Education (DARE) program expanded dramatically with very positive results. DARE now includes *600 certified DARE officers who reach 400,000 fifth and*

sixth graders each year.

DARE teaches kids about the dangers of drugs and alcohol and gives them the practical skills they need to resist them. All across our State, our teens and kids are accepting the DARE challenge to "Join the Resistance."

- The Governor's Council on Alcoholism and Drug Abuse worked to create more than 500 alliance organizations in every city and town and disburse more than \$7.5 million for drug education.

- Seniors Against Crime is designed to educate seniors in techniques to prevent violent and fraudulent criminal acts against them and in methods of overcoming the fear of such crime.

- In October, New Jersey's first statewide 911 emergency network went on line in Gloucester County. The network will be expanded to 14 more counties next year, with statewide operation scheduled for 1993.

KEEPING STREETS SAFE

I signed a bill banning sale of assault weapons and severely restricting their possession, sponsored by Senator John F. Russo and Assemblymen Louis J. Gill and Joseph A. Mecca. This law is the toughest in the country. And I vetoed legislation designed to weaken the

law. The special interests didn't like it, but the people of New Jersey said they wanted some common sense when it came to these weapons.

I was pleased when former White House Press Secretary Jim Brady, who was gunned down in the assassination attempt on President Reagan, wrote me and said, "Stand up for the victims and those who will be victims in the future if we take a step backwards. You have been on the right side of this issue from the start, and Sarah and I have confidence that you will prevail." Well, we did stand tall, and we did prevail.

AGENDA '92

Protecting Our People

When citizens and the police join together in an effort to promote the common good, they reap great benefits. In 1992 we will work even harder to help communities and their police departments plant the seeds of safety throughout the State of New Jersey.

We plan to begin the first comprehensive community policing initiative on a Statewide basis and to work to put the "cop back on the beat" in municipalities around the state. To do this, the Attorney General will implement Project

SCOPE (Statewide Community Oriented Policing Enterprise), using up to \$6 million in federal block-grant drug money.

ACHIEVEMENTS '91

Drug, Urban and Hate Crime

WAR AGAINST DRUGS

Today, we're in a fight for our lives, and the lives of our children, when it comes to drugs.

Our drug task forces succeeded in identifying, investigating and prosecuting those involved in drug trafficking networks as well as other significant dealers in illicit drugs. Federal and State authorities cooperated in various drug interdiction projects, and the Defense Department has been active in our ports and other places of entry into our state.

We initiated Operation ROADSIDE, a federally funded project that created a partnership with the New Jersey State Police and the trucking industry to combat smuggling of drugs in and through the State by commercial vehicles.

This program has already resulted in the seizure of \$27 million in controlled substances and another \$3 million in cash, vehicles and weapons.

Our Divisions of Criminal Justice and of Consumer Affairs launched a drug diversion

"I was pleased when Jim Brady said, 'You have been on the right side of the gun control issue from the start...'"

STATE OF THE STATE PUBLIC SAFETY

program to stop the illegal purchase and abuse by medical professionals of legal drugs. It is funded by forfeiture monies and by contributions from certain professional boards including the Board of Nursing, the Board of Medical Examiners and the Board of Pharmacy.

KEEPING LAW IN OUR CITIES

Law enforcement formed many partnerships with the private sector to make people's lives safer. They need the tools to win the war against drugs and violence, and we're making sure they have the right tools.

- Through Project Homestead, and Fighting Back, the Newark Police Department, New Jersey State Police and the Newark Boys and Girls Club are *working together to reclaim an urban neighborhood* from violent drug dealers.

- Through the "Weed & Seed" program, Trenton became *one of only two cities selected in the nation* as a pilot site for this Justice Department-funded effort. Law enforcement officials at every level work to weed out violent criminals and drug dealers. At the same time, they work to sow the seeds of economic development in our neighborhoods.

FIGHTING HATE CRIME

The Department of Law and Public Safety has long been in the forefront of identifying bias crime and making prosecution a priority. The Department recently received an award from the Anti-Defamation League for more than 10 years of success in this area.

- *Fourteen County Human Rights Commissions were established* to bring law enforcement and representatives of various community and minority groups and organizations together. The Commissions open lines of communication, create ongoing dialogue, and attempt to break down the bias, anger and conflict that flare up when cultures clash in these tough economic times.

- Stop the Hate — a model program designed by prosecutors, community leaders and educators — requires youth who have committed hate crimes to undergo intensive education and perform community service to help them understand the roots and destructiveness of bias and racism.

AGENDA '92

Drug, Urban and Hate Crime

- In 1992, Attorney General Del Tufo will

expand highly successful programs such as DARE, Weed & Seed, and CLEAN to other urban and suburban areas

- *The Commission on Racism, Racial Violence and Religious Violence* was recently created to study the means of deterring such acts and to educate people against racial and religious prejudice and bigotry. This important legislation was sponsored by Assemblyman Willie B. Brown. It will begin its work in 1992.

- We will create a *Hate Crime Prevention Unit* in the Division of Criminal Justice to deal with oversight of the investigation of bias incidents and to initiate various educational and preventative programs. In addition, cultural diversity training for police officers will be made available to every state department in 1992.

ACHIEVEMENTS '91

Prisons & Criminal Justice

As our prison population continues to grow, we continue to seek short and long term solutions to this decade-old crisis. Under the direction of Corrections Commissioner William Faiver, we are holding our own.

- More than 2,100 new bed spaces have been added through various

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capital projects.

- We increased the number of non-violent criminals in the Electronic Monitoring/Home Confinement Program.

- Through our Alternatives to Incarceration program, the Department of Corrections' juvenile population fell by 13 percent since January 1990.

AGENDA '92

Prisons & Criminal Justice

- We will continue to expand prison capacity in order to keep serious criminals behind bars and keep our streets safe.

- We will create an Office of Youth Services to facilitate increased placement in residential and community based settings for juveniles who do not require a secure setting. It will make it easier to guide them toward rehabilitation and save taxpayer dollars as well.

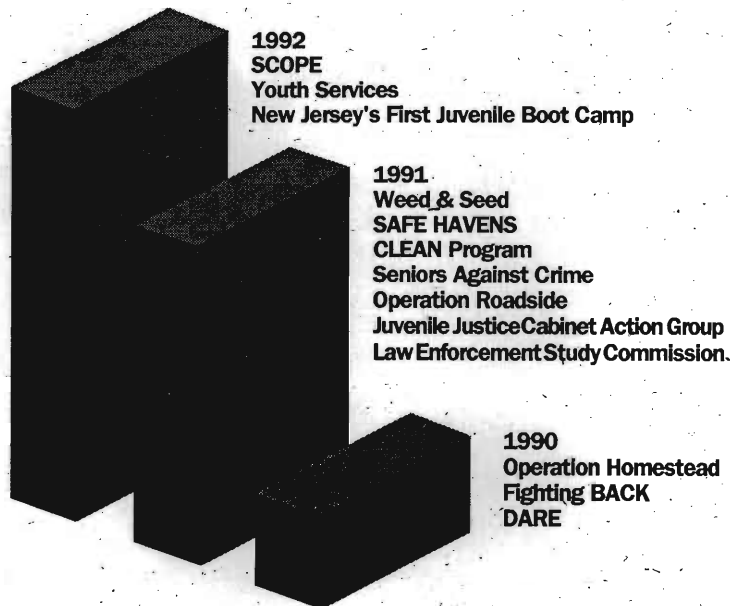
- In March 1992, Long Pine Academy, New Jersey's first juvenile boot camp, will admit its first class of cadets. Adapted from the military boot

camp emphasis on rigorous discipline and structure, the juvenile boot camp will include a strong emphasis on self esteem, responsibility, marketable job skills and community service.

- Negotiations are also in progress to increase the availability of drug treatment for juveniles. Daytop, an international model for drug treatment for court-involved and at risk young people, will open a 50-bed treatment facility in New Jersey in early 1992.

STREETS ARE SAFER

Anti-drug, anti-crime and community/neighborhood-based law enforcement programs flourished in 1991; three more programs are expected to be added in 1992.



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NEW JERSEY LISTENS: COMMON SENSE SOLUTIONS FOR FAMILIES & COMMUNITIES

GOOD GOVERNMENT...

...is government that listens to the voices of the people — and responds.



The people I've been listening to have a good sense of what doesn't work. Experience is a great teacher. When I became Governor, people were disturbed by spiraling local property taxes and distorted auto-insurance rates. Real income was continuing to shrink and the basic building blocks of upward mobility — a home and a decent job — were turning into the impossible dream.

In 1991, we produced common sense solutions to several of these problems. Our efforts put money back into people's pockets and back into their communities. While we can't cure the national recession alone, we can work to protect the achievements and aspirations of our people.

ACHIEVEMENTS '91

Tax Relief

The last decade saw property taxes double for our homeowners. Many were being forced to consider moving, and our senior citizens on fixed incomes faced losing everything they'd worked for over the years. The cycle of double-digit increases had to end.

- We channeled more than \$1.5 billion in new state aid to local governments in 1991. That

brought money back into the local communities for the first time in many years.

- More than \$360 million in aid to municipal governments directly offset local property taxes. *The Philadelphia Inquirer* has written that our program has "clearly made the tax system more equitable" and pointed out that property taxes have held fast or gone down in 85 percent of New Jersey's towns and cities.

- By having the state assume the costs of county and local social services, we were able to give \$289 million to county governments. We broke the bad habit of mandating services down without providing the money.

- And \$30 million in additional aid went to distressed cities bringing the total to \$165 million.

- Homestead Rebates totaled \$710 million. More than one million New Jerseyans received a \$400 to \$500 Homestead Rebate check this year. The Homestead Rebate program was a direct response to the voice of the people.

- We put a cap on local government spending by removing dozens of exemptions that had been written into law over the previous 13 years. According to a recent survey, taxes paid to support county and local govern-

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ment and schools declined in about half the towns in the state.

AGENDA '92

Tax Relief

- We must explore new ways to ease the property tax burden of New Jersey's people, such as pooling resources and sharing services. We're the fourth-smallest state in the country in area, but we have 567 municipalities, 611 school districts and hundreds of independent authorities. All of this creates enormous duplications of manpower and equipment. Our Local Partnership Task Force is exploring how New Jersey's communities can form partnerships to reduce costs and taxes.

- Protection of property tax relief and the Homestead Rebate program must remain a bedrock principle of state government.

ACHIEVEMENTS '91

Housing & Development

Under Department of Community Affairs Commissioner Randy Primas, the state this year took a significant first step toward creating a far-reaching housing policy for New Jersey — one that would make housing more affordable for working, middle-class and low-income families, and

break down regulatory barriers that have made housing more expensive.

- Our first-time home buyers program issued \$40 million in mortgages to first-time buyers who have been locked out of the housing market because of high up-front housing costs. Just ask James and Miriam Flagg of Lakewood, whose Fannie Mae loan helped them get an affordable mortgage on their first home. Or ask Lisa and William Scheiner, married with two boys and a baby on the way, who smoothly purchased their first home with the help of our Fannie Mae loan. This year, we're expanding the Fannie Mae program to second mortgages and offering the loans to more New Jerseyans in 1992.

- Our Urban Development Corporation is working to provide new opportunities for housing and commercial development, as well as co-venture rental housing projects with private and non-profit organizations through legislation sponsored by Assemblymen Schwartz and Smith.

- Our Comprehensive Housing Affordability Strategy (CHAS) is a positive strategy to address our affordable housing needs in New Jersey over the next five years. Commissioner Randy

Primas will head the effort as we coordinate our state and federal resources.

AGENDA '92

Housing & Development

New Jersey will receive more than \$11 million in federal funds in 1992. We will use that money to augment existing affordable housing production programs in the state; to expand the Neighborhood Preservation Program; to create a pool of money to spur the creation of affordable rental housing, and to provide additional financial support to our non-profit affordable housing sponsors. CHAS will also review any regulatory barriers to housing production, and it will work to eliminate unnecessary development reviews.

ACHIEVEMENTS '91

Auto Insurance Reform & Consumer Protection

For Commissioner Samuel Fortunato and our Insurance Department, the challenge of lowering auto insurance rates and bringing sanity to our auto insurance system in New Jersey sometimes seems like a never-ending battle. Right now, we're starting to win, and we have no plans to

The Philadelphia Inquirer wrote that our program "clearly made the tax system more equitable."

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FAIR offers the kind of insurance coverage that New Jersey drivers have long deserved.

surrender. New Jersey's drivers wanted car insurance reform, and we're beginning to provide it.

Despite heavy pressure from insurance companies, we moved to correct a complicated, 18-year-old mess. The cleanup isn't finished, but rates are coming down we are making good progress.

KEY REFORMS: The Fair Automobile Insurance Reform Act (FAIR) eliminated the JUA surcharge — over \$200 off most drivers' insurance bills. It also abolished the JUA and forced the insurance companies to pay their fare share. The FAIR Act sets rates that are based on actual risk such as driving record and mileage.

FAIR put a cap on towing and storage fees. It allows consumers to elect their health care insurer as primary coverer for injuries sustained in auto accidents. FAIR also provides for anti-theft and safety discounts and anti-fraud plans. Good drivers with less than nine violation points constitute 93 percent of the current pool of New Jersey drivers. Under FAIR, they are guaranteed to be able to buy insurance on the voluntary market starting April 1.

FAIR offers the kind of insurance coverage that

New Jersey drivers have long deserved, and with the help of Commissioner Fortunato, we will be keeping New Jersey's insurance system fair.

Other notable achievements in 1991 include:

- The Division of Insurance Fraud Prevention levied a record \$4.2 million in fines against insurance cheats in 1991. Of all claims investigated, 89 percent involved auto fraud, 50 percent of which were fraud against the JUA/MTF.

- The Division created HEAT — Help Eliminate Auto Theft — which offers cash rewards to citizens who report auto theft. HEAT paid its first rewards in 1991 resulting in the recovery of \$150,000 in stolen vehicles.

- The Division is also involved in *undercover operations* such as the one at Fair Oaks Hospital in Summit that resulted in the largest fine ever collected by the department — \$400,000. That investigation led agencies in six other states to undertake similar steps.

- The Division of Enforcement and Consumer Protection stepped up its action against unauthorized insurers.

- An Ombudsman Unit was established to meet with consumer groups to gain insights into problems

facing the public and to explain changes in our insurance laws. The Unit also oversees a Citizens Advisory Council on proposed regulations and other activities of interest.

AGENDA '92

Auto Insurance Reform & Consumer Protection

- We will continue to fight to keep rates down for drivers and clean up the 18-year auto insurance mess to put New Jersey drivers in the drivers' seat.

- We need *tough enforcement of the Rate Evader law* to crack down on out of state residents who illegally register their cars in New Jersey to save money. This costs our drivers dearly. With a new law, we will see considerable gains.



NEW JERSEY RESPONDS: BUILDING A RESPONSIVE GOVERNMENT



When it comes to the way government functions, Russell Conwell, the first President of Temple University had it right. He said, "I ask not for a larger garden, but for finer seeds."

New Jersey is planting those finer seeds. Because if we've learned anything, it's that bigger doesn't mean better. Sometimes it just means bigger — and a lot more expensive.

New Jersey spent more money on state government in the last decade than we spent in the previous 200 years. The state budget in 1980 was \$4.7 billion. By 1990, when I took office it had ballooned to \$12.1 billion.

The people of New Jersey can't afford that kind of government. They want to go back to the basics. That's why we reduced the budgets of 16 of the 19 state departments. Only three—Human Services, Corrections, and Veterans and Military Affairs—experienced increases.

Since January 1990, the State workforce has declined by 5,000. State government must be leaner if we are to move forward. We're accountable to the people of this state, and they want the bill for state government lowered.

State government in New Jersey is changing

for the better, because we're closing the doors the special interests use to subvert the public interest. We're turning New Jersey back into the government "of the people, by the people and for the people" — the way it's supposed to be.

ACHIEVEMENTS '91

Responsible Government

Government has to be there for everyone. The doors must be open, not closed. But if the needs of the people are to come first, government must be held accountable. We moved in that direction with steps that include:

- Legislation to *strictly regulate lobbying* — including the executive branch for the first time.
- Executive Order #1, which *requires more extensive financial disclosure* and from a broader range of employees, will protect the public interest more fully.
- The Local Government Ethics Act, which *extends financial disclosure to local government officials*.
- The Governor's Management Review Commission, which performed an *audit on all principal departments of State government*. The result: nearly \$250 million in direct savings to the people.

STATE OF THE STATE GOVERNMENT

State government must be leaner if we are to move forward. We're accountable to the people of this state.

• The "Cheater Beaters" Taskforce, which collected nearly \$4 million in delinquent taxes as of November 1991.

AGENDA '92

Responsive Government

When we make government accountable, we are better able to serve our peoples' real needs.

This year our Local Partnerships Task Force under the direction of Community Affairs Commissioner Primas and Leonard Lieberman will be looking into ways that communities in New Jersey can give taxpayers their money's worth by combining services between municipalities—and forming partnerships. I look forward to hearing the panel's recommendations this year, and will work vigorously to support any strategy that will help communities stretch their tax dollars.

I am recommending a major restructuring of the Executive Commission on Ethical Standards.

We must change its makeup so that a majority of the members are representatives of the public. Currently, seven executive branch officials sit on its Board. I will also insist the Commission should have its own independent counsel. This will assure the public

that no governor can unduly watch the agency meant to be a watchdog of the executive branch.

The second initiative is to tighten post-employment restrictions for senior policy making executive branch employees. The revolving door that allows those who work for government to step into the offices and board rooms of those who do business with government must be shut. We should enact a one year post-employment restriction to prevent high ranking executive branch officials from having direct contact, on behalf of a client, with remaining high ranking executive branch officials.

With the guidance of Commissioner Scott Weiner, Secretary of State Joan Haberle and Commissioner Wilfredo Caraballo and the Legislature, we will bring these programs to fruition.

ACHIEVEMENTS '91

Office of the Public Advocate

The Office of the Public Advocate, under Commissioner Wilfredo Caraballo continued to fight for the public interest of New Jersey citizens and consumers in 1991.

The Office continued its campaign of rate-hike busting. An accord reached with the

Elizabethtown Gas Co., resulted in a rate decrease while the Office helped stop a Blue Cross/Blue Shield request for a 57.5 percent rate hike for heavily burdened subscriber—limiting the increase to under 10 percent.

The Public Advocate stemmed a bid by New Jersey Bell that would have imposed a \$2 service charge for emergency interrupt calls. The Advocate is also fighting for fair auto insurance rates.

The Division also continued to serve as an ombudsman investigating all complaints filed against State agencies. Additionally, strong gains were made in combating discrimination, protecting the rights of the homeless, safeguarding wetlands and promoting affordable housing.

AGENDA '92

Office of the Public Advocate

In the coming year, New Jersey's Public Advocate will continue to fight for all of our citizens. We will seek to address the accountability and fairness of beach fees, examine the role and incidence of lead poisoning, and help to expand the availability of basic banking and other consumer services to all New Jersey residents.

President Woodrow Wilson once said that "we live in an age in search not merely of its road, but of its direction... There are many voices of counsel, but few voices of vision; therefore, it is our duty to find ourselves."

These words speak to many people today. We must give the people of New Jersey a greater voice in their government, and bring a sense of partnership and dynamic cooperation into all of our initiatives. Those of us who lead must also provide people with a sense of vision; the kind of vision that anticipates problems and challenges; the kind that doesn't sit back and just wait for bad things to happen, and then react.

Even though people are concerned about the future, I hear them talk about their belief in a better tomorrow, and how much they're willing to do for it. People want to participate in the institutions that affect them. They want the power of choice that recognizes individual worth. They want democracy in its every-day clothes working beside them as they build for a better future.

This coming year must be a year of building and investing in that goal — building bridges and partnerships among people, communities and their governments, and investing our common values toward the future we want to build.

I plan to listen, to seek guidance, and to work in a bipartisan spirit of cooperation with the Legislature. Above all, I hope we can act to make a positive difference in the quality of life that makes New Jersey so special. With so much at stake for our children, 1992 should be a year of renewed hope in what "people power" and a responsive government can accomplish together.

As citizens of the "Garden State," let's work together in a renewed and reunited spirit to grow an abundant crop of opportunities in 1992 and beyond.

This Report is an example of how government can provide efficient and common-sense service for the people of New Jersey. With all design and layout services provided by the New Jersey Department of Labor's Office of Communications, the State paid only the modest costs of printing and paper to produce 3,000 copies. Total costs amounted to \$7,538, a unit cost of \$2.51 per copy, down from a per copy cost of \$25.09 in 1989.

This Report was printed on recycled paper at a union shop.



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Many of the proposals discussed in this Report have grown out of ongoing discussions with interested citizens, leaders and groups around our State. The Governor also formed Inter-Agency Task Forces to jointly develop these concepts and compile the accomplishments of 1991. The Governor's Office gratefully acknowledges the contributions and assistance of New Jersey State Department executives and their staff members.

1992
STATE OF THE STATE

