



COUNTY-CENTRIC PLANNING
AND DEVELOPMENT FOR
NEW JERSEY

RUTGERS

Senator Walter Rand Institute
for Public Affairs

I. Introduction

*This white paper is the culmination of three South Jersey Regional Development Forums that brought together planners, builders, environmentalists, advocacy groups and legislators. It is informed by interviews with county planning officials, discussions with policy makers and research on best practices in the planning process. The recommendations represent a consensus reached among varied stakeholders on the underlying problems with planning and development processes in New Jersey and the need for a **county-centric** planning model to achieve more rational development outcomes consistent with the objectives of the State Plan and smart growth principles.*

A. The Nature of the Problem

The impacts of sprawl: loss of open space and farmland, increasing stresses on water and air resources, and traffic congestion seriously compromise the quality of life for residents in New Jersey. As a variety of state agencies have attempted to abate these negative impacts and promote *smart growth*, new regulations have increased compliance costs as well as uncertainty for residential development. In addition, municipalities, in an effort to preserve open space and the character of their communities, have engaged in *down-zoning* to increase lot size requirements, thereby compounding the problems of both sprawl and housing affordability. These state and local policies are putting homeownership beyond the reach of many New Jerseyans or forcing them to seek highly leveraged and risky mortgages. No longer is affordable housing an issue exclusively for the poor or the working poor; middle income residents and early career professionals as well face significant challenges to becoming homeowners.

These harmful consequences of sprawl are well-documented and often debated. They are not, however, the natural outcomes of population growth and exclusively market-driven development patterns. Funding streams from the state and federal level combine with consumer preferences to promote sprawl. More immediately, though, the logic of New Jersey's current planning process fosters development decisions that exacerbate the problem.

Each of New Jersey's 566 municipalities makes planning and development decisions individually. While these decisions are "rational" given the facts and perspectives of individual municipalities, they often create highly "irrational" regional outcomes. State attempts at improving outcomes have simply superimposed new policies and regulations on municipal planning, further complicating the planning environment rather than improving development. The following are the results of the current planning framework.

- Every year New Jersey adds approximately 16,000 acres of new development while losing more than 9,600 acres of farmland and 4,200 acres of forest¹. This development rate is likely to make New Jersey

¹ Hasse and Lathrop, *Measuring Urban Growth in New Jersey: A Report on Recent Land Development Patterns*. p. 5

the first state in the nation to reach build-out. This trend has continued in spite of the high value New Jersey residents place on open space preservation. The Garden State Preservation Act, passed by New Jersey's voting population in 1999, created a fund for the preservation of open space areas, farmland, historic sites, and recreational areas, illustrating the desire of many of the state's residents to ensure the effective preservation of these areas.² The loss of open space has been exacerbated by down-zoning and municipalities' imperative to seek commercial development in order to increase tax receipts.

- The cost of housing has risen steadily throughout the state. In this decade alone, the median cost of a new home has risen 53%, from \$271,291 in 2000 to \$413,825 in 2006³. Even with the recent softening of the housing market, homeownership is becoming increasingly difficult for working families and first time home buyers. Again, down-zoning and the development approval process which requires builders to go through numerous state as well as municipal reviews, sometimes multiple times for the same project, drives up the cost of housing.
- While municipalities create master plans to guide development, the municipal competition for ratables results in development decisions that do not conform to existing plans. Moreover, these municipal plans do not include a regional perspective and may, therefore, contribute to negative externalities for the region.
- According to the United States Census Report, the average daily commute time for New Jersey residents increased by four minutes and ten seconds each way between 1990 and 2005 in New Jersey. This figure represents a 17% increase and an additional 35 hours spent commuting to work each year. This increase indicates that jobs and housing are not being developed contiguously and that workers are saddled with additional commuting costs while congestion increasingly impairs quality of life.

As these issues illustrate, municipal and state efforts in New Jersey to preserve open space and farmland while providing for affordable housing have proved costly and ineffective. In addition, the involvement of several state agencies in municipal planning increases the uncertainty for local governments and private developers alike.⁴ These efforts, moreover, have not significantly altered the problematic development pattern brought about by the current system, in which municipalities make development decisions individually and with little consideration of wider regional impacts.

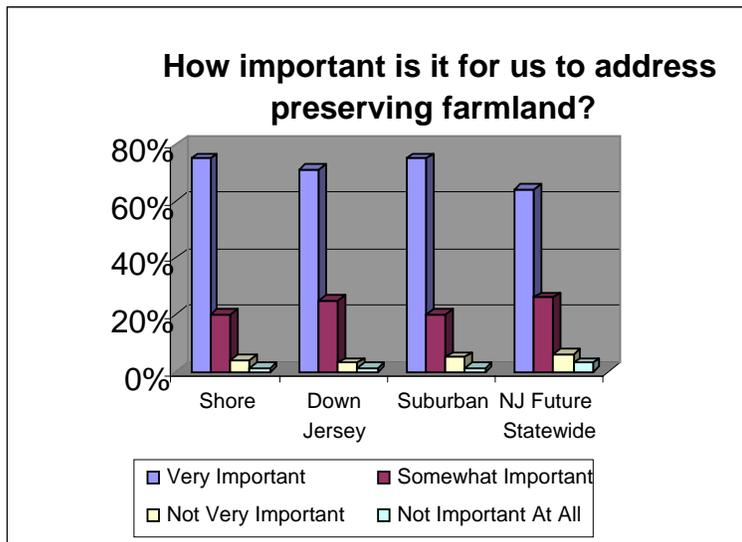
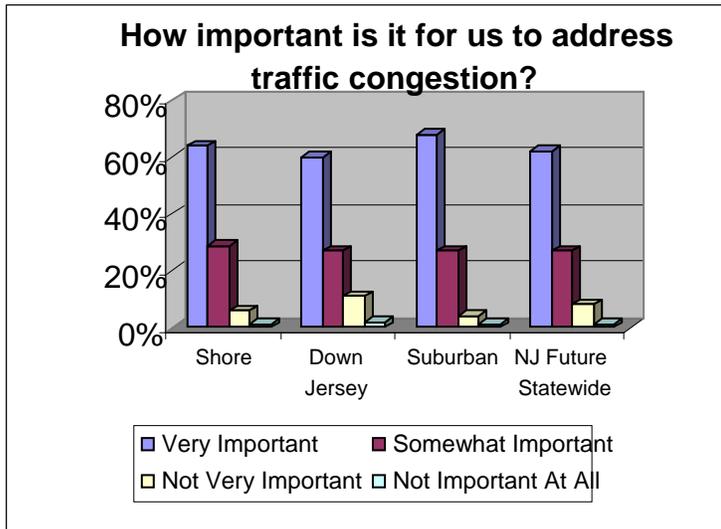
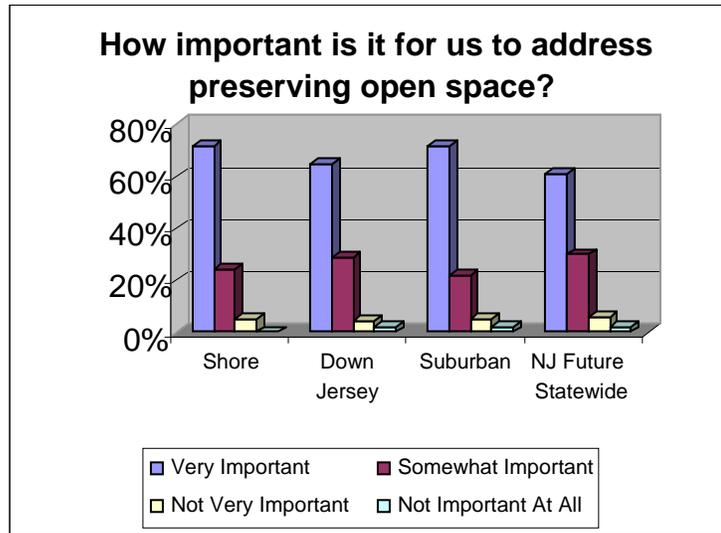
More disturbingly, these outcomes fly in the face of what residents of the state and South Jersey in particular want. In 2003 the Walter Rand Institute at Rutgers-Camden surveyed 700 residents of the seven southern counties on their views of regional development preferences. The charts below show the

² NJ Department of Economic Protection. *Green Acres Program*. 2004.

³ These numbers adjusted for inflation.

⁴ In addition to DCA, DoT, the BPU, and DEP can weigh in on local development projects without any coordination on the timing or sequence of their involvement.

stratified survey results for the three sub-regions in the southern tier compared to key questions New Jersey Future asked residents statewide.



Clearly residents of South Jersey as well as the state as a whole see the negative effects of unplanned development as a serious matter.

B. South Jersey Regional Planning Forums

With these issues in mind the Senator Walter Rand Institute at Rutgers-Camden (WRI) has served as the neutral convener, facilitator, and technical assistance provider for three forums focused on regional development in South Jersey. Additionally, WRI has conducted research on best practices and coordinated meetings among planners, legislators, the Office of Legislative Services and various advocacy groups, resulting in the proposal laid out in this paper.

The forums brought together diverse stakeholders⁵ for candid policy discussions about development issues with the following goals in mind:

- Create a neutral environment in which builders, environmentalists and planning experts and policy advocates could engage in open, honest dialogue;
- Reach consensus about the development issues facing the state;
- Identify common goals among participants with often conflicting perspectives;
- Generate recommendations for improving development and planning with special consideration for Southern New Jersey, the fastest growing region in the state.

Early in the process, the participants agreed on the need to create an alternative planning framework that moves toward more rational development outcomes. Forum participants considered and built on the Builders League of South Jersey's (BLSJ) *Growth Fit Planning* model and the Delaware Valley Regional Planning Commission's (DVRPC) *Destination 2030 Regional Development Plan*. The group also reviewed experiences in collaborative municipal planning along transportation corridors (Routes 322, 130, and the Black Horse Pike), as well as best practices in regional planning, creation of affordable housing, and tax policy from various states including Connecticut, Maryland, and Massachusetts.

Through these forums, the group came to a consensus that the underlying planning problems in New Jersey are: (1) myopic municipal planning and; (2) ineffective, if well-intentioned, state policies. Participants identified the need for a new **county-centric** planning model that creates a more rational decision-making environment and incentivizes municipalities to think regionally while planning locally.

The analysis below begins by reviewing how the political culture and current planning model have resulted in poor development decisions as well as the significant impacts of these poor decisions on quality of life in New Jersey. Guided by these data and New Jersey political realities, the final section

⁵ A list of participants is included in the appendices

explains how county-centric planning can be an effective and politically feasible approach to smart growth and more rational development.

II. What's the Matter with New Jersey?

A. Home Rule: Municipal Rationality/Regional Irrationality

According to New Jersey's Constitution:

"The provisions of this Constitution and of any law concerning municipal corporations formed for local government, or concerning counties, shall be liberally construed in their favor. The powers of counties and such municipal corporations shall include not only those granted in express terms but also those of necessary or fair implication, or incident to the powers expressly conferred, or essential thereto, and not inconsistent with or prohibited by this Constitution or by law."

New Jersey's Home Rule system affords municipalities the authority to carry out a range of governmental activities, including planning and development decisions. While Home Rule decentralizes planning, and zoning, allowing those directly affected by a decision to have the greatest voice, the system is not equipped to guide good development.

Under Home Rule, municipalities ordinarily make development decisions with little consideration of regional issues such as pollution, traffic congestion, the need for housing that is affordable for a range of income levels, and equitable education systems. Ironically, municipalities are still forced to deal with each of these issues, but lack a process for taking them into consideration when making development decisions.

In addition to the difficulty of incorporating regional impacts in local planning and zoning, municipalities are driven by the ratables chase to seek ever more tax revenue while minimizing expenses, specifically education costs. Accordingly, municipalities favor commercial development and seek to limit housing that accommodates families with school-age children. Rather than making development decisions guided by the goal of preserving or improving the character of their community, the current planning environment encourages municipalities to favor commercial development and avoid any significant increase in family housing. The broad impact of this process is to replicate development patterns from one town to the next without any assessment of inter-municipal rationality.

B. Plans from Trenton: The Best of Intentions

Policy makers at the state level have long recognized the need for better planning and smarter development. In response, the state has sought to create more robust planning mechanisms to encourage inter-municipal cooperation through a variety of projects and methods. The state's approach to the problem of sprawl and irrational regional outcomes has fallen primarily in the area of regulatory policy. It is important to note, however, that regulation comes in two varieties, "hard" and "soft."

1. The “Hard” Approach - Hard options entail direct control of planning and (re)development by state court decisions, laws or regulations. In New Jersey, courts have entered the regional development arena primarily through the Mt. Laurel affordable housing decisions in which municipalities are directed to include fair share housing as a development principle, though the results clearly have not ameliorated the housing affordability problem. The Mt. Laurel decisions, notwithstanding, New Jersey has rarely chosen hard options. The recent abortive effort to use the DEP’s so-called “Big Map” to control development policy illustrates the political difficulty of adopting a “hard” option in New Jersey. The Pinelands and Highlands Commissions as well as COAH and CAFRA also exemplify the “hard” approach and have engendered resistance from municipalities and the private sector. None of these approaches has effectively addressed the inherent problems of local planning and zoning, nor have they met the challenge of providing affordable housing for New Jersey’s residents.

2. The “Soft” Approach – In part because of our home rule tradition, soft options have predominated in New Jersey and entail the state developing concepts or guidelines and attempting to induce municipalities to employ them.⁶ New Jersey’s State Plan, for example, is universally praised for its conceptualization of effective and equitable development, though it has done little to significantly abate the problem of regional irrationality. Transfer of Development Rights (TDRs), cross-acceptance, and planning grants to encourage inter-municipal collaboration have not reversed the pattern of irrational development.⁷ Workforce housing affordability has not been addressed effectively. Even more creative state efforts such as tax increment financing and revenue allocation districts have had little effect because they are directed at inducing individual municipalities to “do the right thing” rather than changing the planning framework to a regional model.⁸

Plan Endorsement is another example of a “soft” state approach to more comprehensive land use planning. While Plan Endorsement has had success in encouraging municipal planning that is in line with the State Plan, few municipalities have gone through the process. The extensive petition requirements, planning processes and studies required for endorsement represent a significant investment of resources that many municipalities are unable and/or unwilling to make. Further, the process is very time consuming for the Office of Smart Growth (OSG), which is charged with assisting individual municipalities through the process as well as reviewing and endorsing plans. While they encourage municipal

⁶ A good example is Connecticut which is currently considering legislation to provide substantial state funding for regional planning capability, financial incentives for workforce housing, and school reimbursement for net increases in municipal school costs from new development.

⁷ The final memo from the Walter Rand Institute’s April 4, 2006 South Jersey Regional Development Forum notes, “Forum participants agreed that the State Plan is a powerful statement of goals and objectives that all support, but the implementation tools available do not match the vision articulated in the Plan...Moreover there was a strong consensus that the lack of Plan “ownership” by any one state agency has created significant implementation problems.”

⁸ New Jersey Office of Smart Growth, “New Jersey Office of Smart Growth Annual Report FY 2003-2004,” <http://www.state.nj.us/dca/osg/docs/annualreport021505.pdf>,

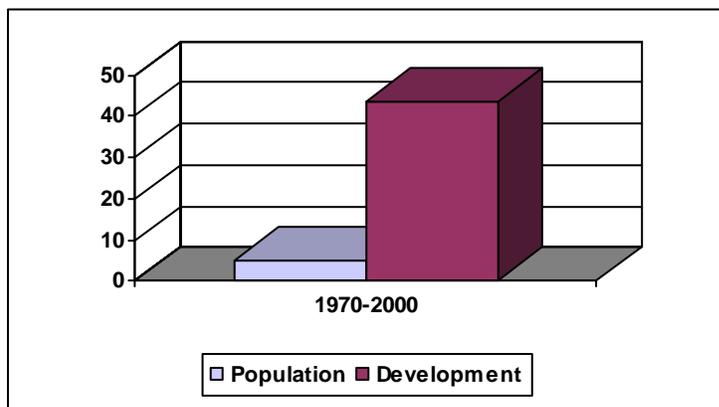
cooperation in submitting plans, it is not required, meaning that requests for assistance and numbers of plans could be in the hundreds. Resources available to OSG are limited and have been reduced over the last 10 years.

Another variant of a “soft” approach is the state commitment to purchase land to preserve open space. Highly popular with the public, this program addresses a common concern, the rapid disappearance of open space, but it has not altered the underlying dynamic of municipal rationality leading to regional irrationality.

C. Urgency for Change/Action

All of the State’s efforts to guide better development have failed because they have merely superimposed new policies and procedures on a planning process that creates the very problems agencies in Trenton are trying to address. Despite its state planning policies, New Jersey has continued to develop at a rate that far exceeds population growth, as the graph below from DVRPC illustrates.

Graph 1: Regional Population Growth vs. Land Development



- Regional Population growth of only 5% between 1970-2000
- Developed land area grew by over 40% during this period

The state, and particularly the southern region, has reached a critical point, which requires change in the process of planning and development. The New Jersey Department of Environmental Protection (DEP) found that the state is losing 15,000 acres of open space each year and the cost of housing has skyrocketed, with the median price of a new home increasing by \$200,000 in the last decade⁹. Actions at both the state and local levels indicate that decision makers are concerned about these trends and recognize that they are an outcome of regionally irrational land use decisions.

⁹ Wasilauski, Lauren. 2006. “Are we preserving the right land? Recommendations to improve New Jersey farmland preservation”. Philadelphia: PA, University of Pennsylvania.

III. Unplanned Consequences

A. Regulatory Costs

The rising cost of housing in the state is in part the result of the high regulatory costs associated with building new homes. According to a 1999 study conducted by the University of North Carolina's Center for Urban and Regional Studies, the duplication and volume of necessary approvals associated with providing new housing was credited with adding over \$60,000 to the price of new housing in New Jersey¹⁰. The Builder's League of South Jersey estimates that this figure has risen to \$75,000 to \$100,000 since that time. The price for new housing stock continues to rise as builders and developers are forced to increase the cost of housing in order to cover a large portion of the regulatory costs associated with new construction.

B. Ratables Chase

The current planning environment, guided by Home Rule has contributed to a pattern of unplanned development that encourages municipalities to compete with neighboring communities for commercial development known as the ratables chase. With property taxes as the primary source of revenue for municipalities in the state of New Jersey, this system fosters competition for tax revenues between local governments resulting in "irrational" growth that may meet the short term fiscal needs of some communities at the price of increased congestion, loss of open space and farmland, and a shift of commerce and jobs from older towns with more affordable housing options.

The ratables chase has been especially hard on older urban municipalities in New Jersey; in the last 30 years they have lost approximately 750,000 people to "exurb" communities, eroding the tax base and job opportunities of the former while increasing congestion and housing prices in the latter¹¹. This exodus also has exacerbated the isolation of poor and minority populations in urban communities which, while "invisible" to most, generates significant social service costs that are born by all. In turn, this isolation promotes a version of *NIMBYism* with respect to affordable housing in suburban and exurban communities.

C. Down-zoning

In addition to the relentless pressure to find new commercial ratables that gobble up developable land, municipalities are scrambling to preserve open space and a key policy tool they employ is down-zoning, or increasing the lots size requirements for new housing. A process that refers to reducing the number of building lots allowed on a piece of property (often lot sizes of 3+ acres), down-zoning has been praised because it helps to preserve the rural character of a community. While down-zoning allows municipalities to prevent dense development and may preserve a rural appearance, it does not

¹⁰ Kaiser, Edward J. and David H. Moreau. 2000. "Smart Growth Starts with Smart Planning: Key Elements of Quality Local Development Plans". Chapel Hill: NC, University of North Carolina Center for Urban and Regional Studies.

¹¹ Overdorf, Jason. 2006. "Unlikely Boomtowns". Newsweek International.

preserve undeveloped open space or allow municipalities to truly plan development. Farmland down-zoning, in particular, has contributed to the increase of sprawl in southern New Jersey.

Down-zoning may also be attractive to municipalities wanting to minimize their costs, the other side of the ratables chase coin. Per pupil education costs, dependent on municipal tax revenues are approximately twice as high as median residential property taxes, thereby impelling individual towns to combine restrictive down-zoning, commercial ratables, and senior housing in order to minimize new school age residents while maximizing property tax revenues.

The larger lots increase the cost of housing built on those lots imposing significant affordability barriers to housing in towns that implement down-zoning. This policy also affects landowners because the development potential of land affects its value. Wary of property value reduction, property-owners have begun to challenge the legality of down-zoning. However, New Jersey's court system has routinely upheld municipal down-zoning rights¹².

The current planning environment provides municipalities with little incentive to break out of this irrational pattern of development and to consider regional impacts.¹³ They remain trapped in the box of trying to solve essentially regional problems such as open space or farmland preservation while operating from a municipal base.

D. Housing Affordability

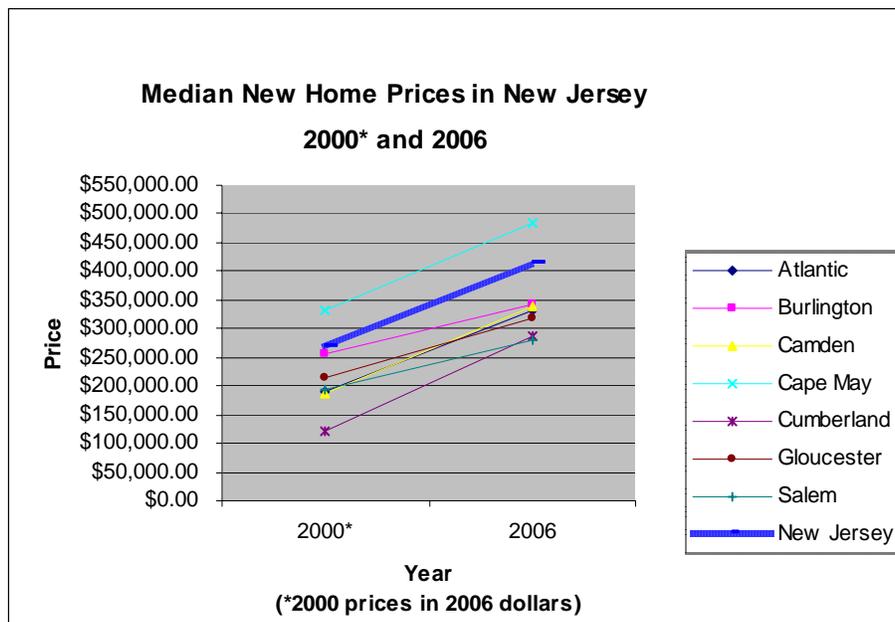
The increasing cost of housing throughout the state has made home-ownership more difficult and even impossible for lower-wage and early-career New Jerseyans. The qualifying income for purchasing a median-priced new home in the state is \$90,768¹⁴, well above the median household income of \$55,000. Further, for every \$1,000 increase in the cost of a home, 17,000 homes are pushed out of reach of those earning \$55,000 a year.

The following graph illustrates the increase in housing costs in the last 6 years alone. It compares the price of new homes in 2000 (converted to 2006 dollars) to the price of new homes in 2006 in the seven South Jersey counties and for the state as a whole.

¹² From NJFuture's *Recommendation for Land Use Reform*. 2005.

¹³ This analysis of downzoning comes from New Jersey Future's website, extracted from an article titled "Recommendations for Land Use Reform". The article argues in favor of increasing the flexibility of the downzoning process. Criticizing the state for its all-or-nothing approach to downzoning, the article determines that this process is ineffective because it fails to recognize the need for balancing appropriate new development with open space preservation.

¹⁴ Builder's League of South Jersey's Smart Growth Platform. *Smart Decision for Smart Growth*. 2003.



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Home prices increased 52.5% across New Jersey, from \$271,291* in 2000 to \$413,825. Down-zoning, unnecessary regulatory costs associated with multiple layers of approval and poor land use decisions have contributed to this increase.

E. Open Space

The loss of open space to unchecked, unplanned development threatens the quality of life in New Jersey in several ways. In addition to the intrinsic value placed on open space, there are health concerns related to the loss undeveloped land including a lack of safe drinking water and increased flooding, storm runoff and pollution, all related to the carrying capacity of land. Perhaps even more disturbing, the current development patterns have the ability to consume all of the states remaining land in the next twenty to fifty years according to New Jersey Future.

Farmland

A New Jersey Department of Environmental Protection sponsored study conducted collaboratively by Rutgers University and Rowan University showed that between 1995 and 2002 the state lost nearly 106,000 acres of open space, the majority (55,530 acres) of acreage deemed farmland.

Further, farmland down-zoning, often done in an effort to preserve open space, actually has the unintended consequence of increasing sprawl through the requirement of larger individual lots.

¹⁵ New Jersey Builders Association

IV. Toward a Regional Planning Framework: County-Centric Growth Fit Planning

In thinking about the development issues facing New Jersey problem, participants in the WRI forums concluded that counties offer the best option for organizing regional planning in New Jersey.¹⁶ **Specifically, legislation authorizing a County-Centric Planning framework modeled on the Gloucester County experience and drawing from the BLSJ and DVRPC proposals is recommended.** The essentials of the framework include:

- The creation of a Growth Fit Collaborative (GFC), under county leadership, to facilitate the creation of a regional county Growth Fit Plan, promote inter-municipal cooperation, and serve as liaison with state agencies for approved development projects;
- GFC evaluation of all development projects in participating municipalities within the county to determine if they conform with the county master plan;
- GFC engagement of relevant state agencies to ensure consistency with the New Jersey State Plan as well as functioning as a liaison with those agencies to facilitate approval of development projects.

A. Growth Fit Collaborative

Growth Fit Collaboratives (GFCs) will provide the framework and resources for planning on a regional level. County planning boards, guided by GFCs will create a county Growth Fit Plan based on build-out, carrying capacity and open space analyses, municipal master plans and input from participating municipalities. Similar to the current Plan Endorsement process, the county collaborative Growth Fit plan will be submitted to the Office of Smart Growth (OSG). OSG will be responsible for coordinating with the appropriate state agencies to get approval for the county plans. This would ameliorate the expensive and onerous process whereby individual municipalities perform necessary analyses and draft development plans. Rather than creating a new agency or department, collaboratives will exist within county planning departments/boards. Additionally, zoning authority would remain with municipalities.

1. **GFC Objectives & Principles** – This model proposes the creation of GFCs to help the region achieve a balance of housing and commercial development and open space preservation that meets the needs of current and future residents. This collaboration among municipalities and the county will lead to better planning and allow for development decisions to be made from a regional perspective.
2. **GFC Responsibilities** – GFCs will be responsible for guiding the creation of a county Growth Fit Plan based on key analyses and

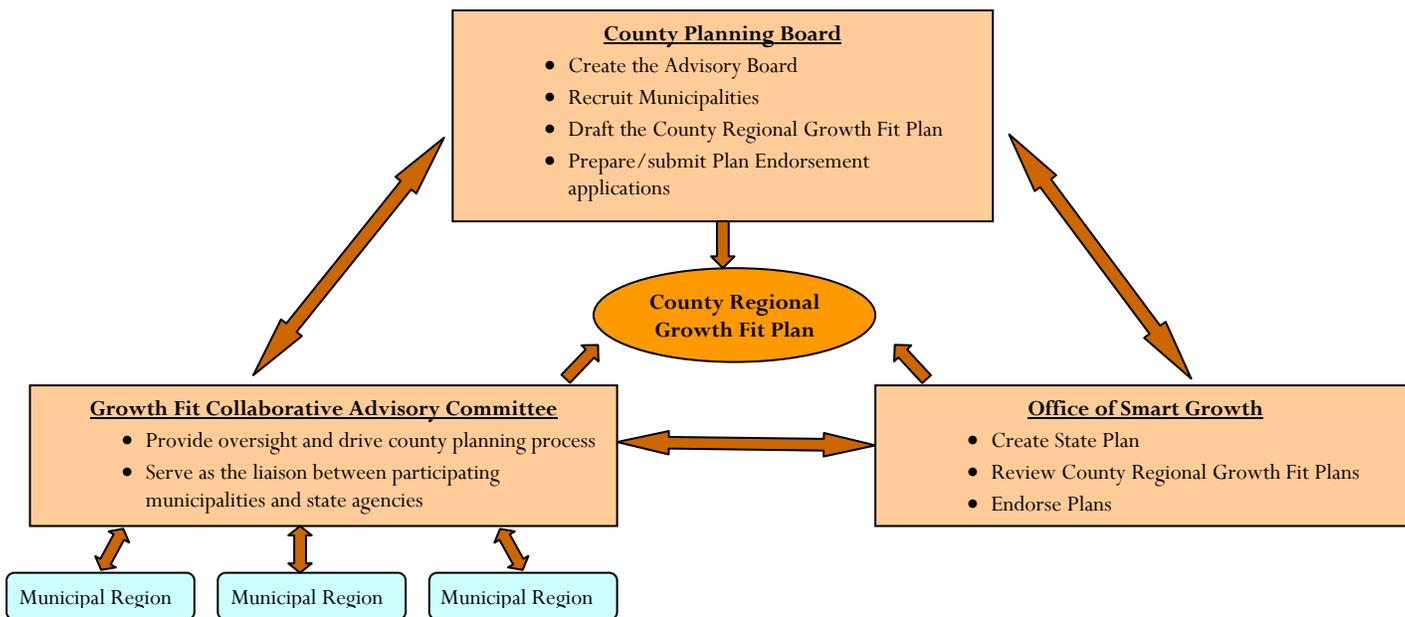
¹⁶ The New Jersey Regional Planning Partnership, represented at our forums, drafted a white paper which independently arrived at the conclusion that county government provided the logical option for locating the management of “Regional Acton Plans” to promote smart growth.

municipal input and cooperation. The GFC will collect municipal master plans from all municipalities within the county, which will guide the county Growth Fit plan. Incorporating municipal master plans means that all municipalities will have a voice in the county plan; however, the county is also charged with securing the participation of a minimum of 30% of the county's municipalities in the county planning process. It is important that this 30% include municipalities with sizable amounts of developable land (20% or more) as well as those in need of redevelopment.

3. **County Planning Board Responsibilities** - The county will be responsible for establishing the GFC. Under the guidance of the GFC, the county will perform build-out, carrying capacity and other necessary analyses and will incorporate municipal plans into the final county plan.

B. Interfacing with the GFC

The success of this model depends upon collaboration and planning among municipalities, the county, the state and private developers. Each has key responsibilities in creating and implementing the county Growth Fit Plan. This diagram illustrates the responsibilities of the state, county and municipalities in creating a county plan.

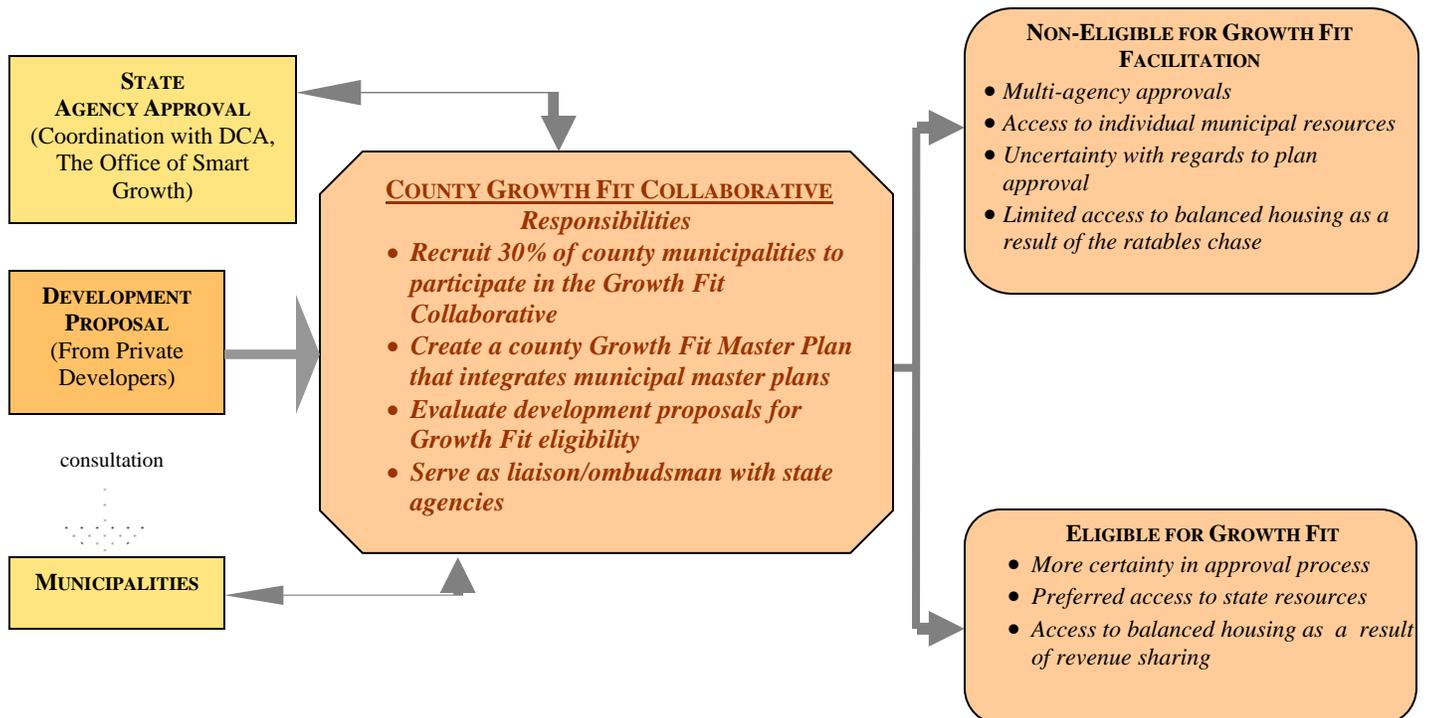


1. **Municipalities** – The county-centric Growth Fit model requires municipalities to submit their master plans to the GFC to be used in creating the county Growth Fit Plan. Those municipalities that decide to be a part of the GFC will also provide input and be actively involved in crafting the county plan. To be a part of the collaborative, municipal leaders would pass a resolution and identify the municipal position(s) responsible for working directly with the GFC. Municipal representatives participate either through sitting directly on the

advisory committee, or through county-designated municipal sub-regions, which have representatives who sit on the GFC. The GFC and county planning board may designate clusters of municipalities as sub-regions for planning purposes.

2. **Counties** – The county (with state-provided funding) would house the GFC in the planning/economic development department. All elements of the plan that occur at the county level, including the build-out and carrying capacity analyses, would be done by the county planning department. Most importantly, participating counties are responsible for recruiting a minimum of 30% of municipalities in the county to “opt in” to the GFC.
3. **The State** – County Growth Fit plans will be submitted to the Office of Smart Growth (OSG) in the Department of Community Affairs. OSG will determine how the final county growth fit plan coordinates with state planning objectives and will submit further recommendations to the county if needed for improved coordination purpose only. Any development application that conforms with the county growth fit plan would have more certain approval within specific time frames as it would have already met certain benchmarks. In addition, the state will provide funding to hire a minimum of one staff person to coordinate the GFC.
4. **Developers** – Builders and developers will work with GFC to draft development proposals which satisfy the county Growth Fit plan.

This diagram illustrates how a specific development proposal moves through the Growth Fit Collaborative process.



C. Benefits of the County-Centric Growth Fit Model

The county-centric Growth Fit planning process is designed to benefit the counties and municipalities participating in the GFC. The county-centric Growth Fit model creates a forum for regional decision-making, allowing individual municipalities to work with other stakeholders in a genuine planning environment that seeks to move away from the current irrational planning practices towards a more rational, regional, planning framework.

1. Under the current planning system, development projects must go through a multi-layered agency approval process and developers have difficulty predicting the likelihood of project approval. The county-centric Growth Fit model streamlines the development project approval process, providing a single point of contact between the GFC and the state government.
2. Currently, municipalities seeking to implement new development projects are required to utilize individual municipal resources, dealing with multiple state agencies, sometimes on multiple occasions. The county-centric Growth Fit planning process allows municipalities to work together and to utilize the resources of the GFC in evaluating development proposals as well as interacting with the state.
3. The current system encourages municipalities to make development decisions independently, creating a framework under which the hunt for tax-based ratables limits the potential for balanced housing and overall development. The county-centric Growth Fit Model will allow revenue sharing systems that are approved by the GFC. Revenue sharing allows municipalities to welcome more balanced development, particularly in the area of housing.
4. The non-duplicative county-centric Growth Fit planning model seeks to improve the predictability of the development approval process. This will decrease the current time delay between the purchase and development of land, reducing the expenses associated with new development. This model is designed to reduce regulatory costs and ensure that they are applied in as efficient and cost effective manner as possible.

“The battle against sprawl is not a battle against economic growth -- it's a fight for growth that's done right.”—Natural Resources Defense Council

REGIONAL DEVELOPMENT FORUM ATTENDEES:

Cort Adelman – Assemblyman Louis Greenwald’s Office
Jay Appleton – Taylor, Wiseman, and Taylor
Barbara Armand – Southern New Jersey Development Council
Susan Barrows – NJ Future
Dianne Brake – Regional Planning Partnership
Robert Brewer – Cumberland County Planning Division
Robert Brown – DeLuca Homes/BLSJ
Patrick Bunn – BLSJ
Patty Elkis – DVRPC
Tim Evans – New Jersey Future
Jack Fisher – Tri State Strategies NJ
Ed Fox – Camden County Planning Division
Peter Furey - New Jersey Farm Bureau
Louis Greenwald – NJ State Assemblyman
Elizabeth Habina – Assemblyman Louis Greenwald’s Office
David Hojsak – Burlington County Department of Economic Development
Garo Hovnanian – J.S. Hovnanian and Sons
Patrick Kane – Taylor, Wiseman & Taylor
Andrew Levecchia – Camden County Planning Division
Alan Mallach – National Housing Institute
Carleton Montgomery – Pinelands Preservation Alliance
Liza Nolan – Camden Community Development Association
Tom Paparone – Paparone Housing, BLSJ
Chris Perks – **Southern New Jersey Development Council**
Paul M. Raetsch – US EDA
Mark Remsa – Burlington County Department of Economic Development
Rod Ritchie – Orleans Housing, BLSJ
Chuck Romick – Gloucester County Planning Division
Diane Sterner – Community and Housing Development Network
Rick Van Osten – BLSJ

SENATOR WALTER RAND INSTITUTE

Richard Harris – Faculty Director
Gwendolyn Harris – Associate Director
Jennifer Ping – Project Coordinator
Tom Beaver – Graduate Research Intern
Amanda Olejarski – Graduate Research Intern
Tim Steinitz – Graduate Research Intern

