new jersey institute for social justice
A wonderful way to develop knowledge is by doing something.

Herb Sturz
Founding Director
The Vera Institute
OUR MISSION:

The New Jersey Institute for Social Justice is a Newark-based urban research and advocacy organization dedicated to the advancement of New Jersey’s urban areas and residents. Established in 1999 by the Alan V. and Amy Lowenstein Foundation, the Institute provides a dynamic and independent voice for change necessary to create just, vibrant and inclusive urban communities throughout New Jersey. We are pleased to have been referred to as a “social justice think and do tank.”

It is our strong belief that urban areas of New Jersey hold remarkable potential to act as regionally competitive economic engines while providing resilient, vital and attractive communities to their residents. It is our work to identify, analyze and address the underlying causes of social and economic disparities and to challenge the barriers that constrain cities and their residents from achieving their full potential.

The programs of the Institute focus on (1) expanding access to economic opportunity for low-income and minority residents of Newark and other urban areas in the state; (2) promoting local, regional and state government that is effective, equitable and accountable to the concerns of urban residents and their communities; and (3) ensuring the civil rights and other basic entitlements of minorities and low-income individuals in the state. The Institute advances this nonpartisan agenda through policy-related research and analysis, development and implementation of model programs, advocacy efforts (including litigation when appropriate) and sustained public education.

Alan and Amy Lowenstein
LETTER FROM THE BOARD PRESIDENT

It is with great satisfaction in what has been accomplished that I step down after five years as the inaugural president of the board of trustees of the Institute for Social Justice. All that has been and will be done is the result of the generosity and vision of the Institute’s benefactors: Alan and Amy Lowenstein. Theirs has been a dream worth dreaming. Like the other trustees and staff at the Institute, I have been privileged to take part in translating into practice the vision of an institution that is dedicated to social change, grounded in experience, and committed to partnership and innovation in addressing the complex challenges facing our urban communities.

The accomplishments of the Institute are the product of Ken Zimmerman’s imaginative leadership, the brilliant staff he has assembled and a board that, collectively and as individuals, has supported that work wholeheartedly. Today, I am proud that the New Jersey Institute for Social Justice is a respected institution in the state because of its many successful initiatives. More important, it has made, and continues to make, a difference in people’s lives. From this solid start, the Institute will move ahead under the leadership of former New Jersey Attorney General, John Farmer.

I am pleased to remain on the board, confident of the Institute’s future and excited by the many possibilities of further accomplishments that lie ahead.

Nicholas deB. Katzenbach

Nicholas deB. Katzenbach
Board President
through January 2005

John Farmer
Incoming Board President
LETTER FROM THE EXECUTIVE DIRECTOR

Welcome to our 2004 Annual Report, which reflects our work in our fourth year of operation. As you will see, we continue to emphasize the translation of innovative ideas (the thinking) into practice (the doing). Especially in a year as turbulent as the past one for the state of New Jersey, we are pleased to note a number of concrete accomplishments. These include (1) the state's broad engagement around issues of prisoner reentry; (2) significant steps toward reducing driver's license suspension as a barrier to employment; (3) the successful implementation of the state's law to combat predatory lending; and (4) the milestone of the 100th Newark resident to become a member of the building construction trade unions through our construction training program.

These accomplishments are the result of the efforts of many individuals and organizations, and we remain committed to continuing to join with our diverse public, private and nonprofit partners to build on the work that has begun. For the Institute, which has now grown to a full-time staff of eleven, a most significant event of the past year was the remarkable decision by the Alan V. and Amy Lowenstein Family Foundation to transfer its assets to the Institute as the beginning of an endowment for our work. This extraordinary gift reinforces the power of Alan and Amy Lowenstein’s animating vision: that thoughtful and independent examination of urban problems, coupled with a sustained commitment to strategic action, can produce realistic and lasting results. We are deeply grateful to the Lowenstein Family Foundation for the faith it has shown in us.

As always, we welcome your considered thought and comments.

Kenneth H. Zimmerman
ECONOMIC OPPORTUNITY

Construction is a growing industry with good employment and contracting opportunities.

In the past, major construction projects have seldom delivered on their promises of economic development through new jobs and contracts. In 2004, we continued a set of deliberate strategies to reverse that history.

A remarkable opportunity exists in the Greater Newark area, stemming from the combination of public- and private-sector construction activities, a potentially supportive policy environment and a motivated but underutilized workforce. With multiple major construction projects finally under way in the Greater Newark area, anchored by the initiation of a multibillion-dollar school construction program, we have already experienced successes in linking urban residents to construction work. In the past year, we have:

• expanded our construction careers program;

• initiated new strategies for construction sector employment;

• addressed barriers to employment in this and other promising industry sectors; and

• leveraged policy change.

FROM HIGH-HEELED SHOES TO STEEL-TOED BOOTS

Michele Boone, a 38-year-old mother of twins, was downsized from her job in corporate America. After months of unemployment, she was still unable to find steady work as a data processor. She and her preteen children lived with a series of relatives. The Newark/Essex County Construction Careers Consortium offered something completely different—a shot at the construction trades. After completing the N/ECCC program, she was accepted into the Steamfitters Local #475, the first African-American female member in the history of the local. Michele is now a sought-after worker. "I never thought that I would be able to earn this type of income, since I couldn’t go to college," she says. "My future has never looked so bright!" As a member of the steamfitters, Michele earns $18 per hour plus full health, pension and other benefits.
A Career for a Lifetime
In 2001, the Institute created the Newark/Essex County Construction Careers Consortium (N/ECCC) to ensure local participation in the state’s historic $8.6 billion school construction program. N/ECCC operates on the premise that with appropriate support, urban residents can meet and exceed the entry requirements of the local trade unions.

The program is an active collaboration among trade unions, the Newark Public and Essex County Vocational Schools, and community-based organizations. It provides academic instruction, life skills training and exposure to the construction building trades to prepare graduates to pass the union entry tests. About 150 individuals are accepted into each of three sessions offered each year. Now approaching its 13th class, N/ECCC has placed more than 100 individuals in 15 different trades. Many trade union leaders now describe N/ECCC graduates as the best-prepared apprentice candidates in Essex County.

The program has become a statewide model for up to $30 million that will be expended by the state under Construction Trades Training Programs for Women and Minorities funded by the School Construction Corporation (scc) and administered by the Department of Labor. N/ECCC also receives critical support from the Port Authority of New York and New Jersey and the Prudential Foundation.

In order to further ensure that the training effort leads to real employment, the scc agreed to focus specifically on increasing the use of apprentices on scc construction sites statewide.
Last year, N/ECCC expanded its services in a variety of ways to continue to meet the needs of local residents.

**New Cities Eligible:** N/ECCC now serves residents of the remaining Abbott districts in Essex County: Orange, Irvington and East Orange.

**Providing Interim Employment:** N/ECCC refers participants to short-term training resulting in a hazardous waste handler's certificate that can provide living-wage employment in the growing brownfields remediation industry. Because these jobs do not require drivers' licenses, they provide an important source of income to restore suspended drivers' licenses or to support participants while they await union entry tests.

**New Career Areas:** N/ECCC also helps to place graduates in other construction-related professions such as engineering, architecture and construction management through a new “in-the-trailer” internship program on specific construction sites. These internships allow graduates to observe the role of the construction manager and provide the educational and the on-the-job experience necessary to build a career in construction-related fields where minorities and women remain underrepresented.

“Many of our students have been interested in the construction trades since they were kids. We have terrific students who are skilled in their crafts and want to work hard to make a living using their hands. Prior to our partnership with NJISJ and establishing the Newark/Essex County Construction Careers Consortium, the likelihood of our grads finding trade jobs was slim. For generations, minorities had not been able to get these jobs. But times are changing. One of our recent grads was working as a security guard in a bank, earning minimum wage. After completing the N/ECCC course, he was accepted into the ironworkers union and now has a job working on a UMDNJ construction site and earns more than $19 per hour. Another student scored over 1100 on her SATs but didn’t want to go to college. She is now in her second year as an apprentice with Glaziers District Council 711. It is a real joy for me to look at our construction projects and see former ECVTS students, my students, building our schools! And on top of that, I know their union membership gives them a skilled and good-paying career that will benefit their families and the community for a lifetime.”

**FRANK CANCELLIERI**
Superintendent
Essex County Vocational and Technical Schools

Frank Cancellieri, Ed Logue and ECVTS graduates
Photo: Shelly Kusnetz Photography
Connecting Local Residents to Opportunity
Through our ongoing collaboration with the Newark Alliance, the Institute participated in the design and implementation of a landmark effort to provide experienced Newark residents with the opportunity to become trade union journeyworkers. The Institute helped the Essex County Building and Construction Trades Council, the Newark One-Stop Career Center and the Newark City Council to create the Resident Entry Program, the first of its kind in Essex County. Resident Entry offered Newarkers who met specific requirements a chance to be screened for on-site trade skills testing as full journeyworkers. As a promising first step, nearly 20 individuals demonstrated mechanic-level construction skills on local SCC job sites and have been accepted into a variety of trades, including the electricians, plumbers, carpenters, ironworkers.

Additional construction sector work includes:

- assisting the Newark One-Stop Career Center to expand its work in the construction sector, including the creation of a local worker registry that can be used by small employers and contractors;

- working with the Newark Public Schools, the unions and others to develop a high school-level construction education curriculum that has received the approval of the Department of Education;

- assisting the Council on Higher Education in Newark (consisting of four major local universities) to develop contract language to encourage the use of local workers and firms on members’ construction projects; and

- working with other urban municipalities to expand local employment on construction projects.

“The New Jersey Institute for Social Justice has taken on deep-rooted challenges facing urban areas and addressed them with insight, appreciation for local concerns, and an abiding commitment to make rhetoric about opportunity real. The work that the Institute has done to bring together Newark residents and the building trades illustrates the effectiveness of the Institute’s approach.”

THE REVEREND DR. WILLIAM HOWARD
Bethany Baptist Church

N/ECCC graduate apprentice at work
Another significant barrier to employment for urban residents is the prevalence of suspended drivers’ licenses.

In 2001, the Institute published *Roadblock on the Way to Work: Driver’s License Suspension in New Jersey*, which demonstrated how the majority of all suspensions were due to economic reasons, such as unpaid parking tickets, and that the increasing use of license suspension for non-driving-related causes had a severe economic impact on urban workers.

Reflecting the Institute’s ongoing commitment to translate such research findings into real reform, the Institute has continued to identify promising approaches to address the issue. These include:

- co-authoring a manual with associates at Lowenstein/Sandler PC and Rutgers Law School for social service agencies and others to assist individuals in regaining their licenses;
- conducting more than a dozen training sessions throughout the state for parole officers, staff of One-Stop Career Centers, community and faith-based organizations, the Department of Corrections and others on the use of the manual (funding provided by the New Jersey Department of Labor); and
- participating by statute on the Task Force on Fairness and Affordability to conduct a comprehensive review of license suspension policies as part of the major overhaul of the state’s Department of Motor Vehicles.

In 2005, we anticipate working with the Administrative Office of the Courts and the Essex County Vicinage on a pilot License Reinstatement Program where the courts help individuals regain their licenses when necessary for employment. This program will include payment plans that better match income, resulting in improved collection for the state and restored driving privileges for local residents.

Fifty-nine percent of all individuals with suspended licenses have zero points.

Over 40 states, including New York and Connecticut but not New Jersey, have restricted-use licenses. *Source: Voorhees Transportation Institute Study.*

“The New Jersey Institute for Social Justice has been the widely acknowledged leader in identifying driver’s license suspension as a barrier to employment and taking the steps necessary to address it. NJISJ deserves high praise for its ability to analyze issues, to develop innovative solutions, and, perhaps most importantly, to ensure that they are implemented.”

**SHARON HARRINGTON**

*Chief Administrator, Motor Vehicle Commission*
REGIONAL EQUITY

Urban and suburban communities are interdependent. An economically and socially distressed core area can generate ripples that affect quality of life in all areas. This initiative area focuses on ensuring that those who live in urban areas have equal access to the opportunities, services and resources necessary to build vibrant and economically strong communities of choice.

Our work to date has included:

• protecting urban homeowners, especially those who are low income, from abusive lending practices that strip away hard-earned equity in their homes;

• assisting community-based organizations to rebuild communities using new legal tools, such as a recently passed law addressing abandoned properties; and

• promoting affordable housing opportunities by incorporating fair housing principles and sound community development strategies into the state’s major housing production programs.

URBAN HOMEOWNERS AND THE “AMERICAN DREAM”

When the Institute became involved in her case, Beatrice Troup was a 74-year-old African-American woman who had lived in her home in Newark for more than 40 years. She owned her home free and clear. She was targeted by a home-repair contractor who convinced her to undertake home repairs that were eventually financed in an amount exceeding $46,000. The home repairs were defective and were later established to be worth less than $5,000. Even worse, despite a virtually unblemished credit record, Ms. Troup’s loan carried high fees, an excessive interest rate and difficult repayment terms.

Predictably, Ms. Troup had trouble making her payments. The lender sought to foreclose, claiming among other things that it had no legal obligation for the contractor’s misdeeds and should be able to proceed even if Ms. Troup had been victimized. Ms. Troup was on the verge of losing her home. Working with Ms. Troup’s attorney, the Institute intervened with the New Jersey Supreme Court and ultimately argued in front of the New Jersey Appellate Division. In a landmark decision, the Appellate Division determined, for the first time by any appellate court in the country, that predatory lending could violate federal and state civil rights laws and that a creditor could not proceed with foreclosure in such circumstances. As a result, Mrs. Troup was able to keep her home.
As Ms. Troup’s experience shows (see box on page 9), abusive lending practices, frequently referred to as “predatory lending,” threaten low-income and urban families and their neighborhoods. These practices are particularly troubling because they undermine the hard-fought efforts over the past 25 years to expand home ownership as a means to build wealth and stabilize communities.

Stemming from the explosion of the “subprime” lending market, these practices concentrate on borrowers who have — or are perceived to have — poor credit. Legitimate subprime lending, which is now a more-than-$200-billion-a-year industry, has helped many borrowers. At the same time, subprime lending is linked to predatory lending because it has been inadequately regulated and is characterized by practices that can lead to loans that borrowers are unable to repay. To challenge the harm caused by predatory lending, the Institute has:

- co-authored with Rutgers University’s Center for Urban Policy Research, a major report on predatory lending — this research described the rise and concentration of predatory practices in the state and identified appropriate steps to address them;
- spearheaded an effort that led to the state’s anti-predatory lending legislation, ultimately supported by both consumer and industry groups, to curb abusive lending practices while also ensuring access to responsible forms of credit;
- worked with the state’s Department of Banking and Insurance on post-legislation implementation, including assessing the law’s effectiveness.

“Based on our experience to-date, we are pleased to report that we believe that the law is fulfilling its twin goals: curbing abusive practices while also ensuring that responsible forms of credit continue to be made available to all New Jerseyans. This is reflected in the fact that consumer complaints about predatory practices are down, the number of entities seeking to become licensed lenders continues to rise and all segments of the market remain stable.”

DONALD BRYAN
Acting Commissioner
New Jersey Department of Banking and Insurance
Financial Alternatives for Urban Homeowners

While appropriate legislation is a necessary part of the response to predatory lending practices, the Institute has always recognized that such a complex problem requires other responses as well. The Institute has continued its work to support existing urban homeowners by focusing on how and why abusive lending situations happen.

New Jersey homeowners are finding it more and more difficult to hold on to their homes. Many lack the resources necessary to cover high maintenance costs and to protect their homes from the high rates of debt and foreclosure that are increasingly plaguing the state's urban homeowners. Findings from the Institute research paper *House Rich, Pocket Poor and Under Attack* include the following:

1. The shortage of affordable financing for home repair threatens to reverse decades of community development and asset-building efforts.

2. Preliminary evidence suggests that fraudulent home-improvement contracting also threatens the assets of urban homeowners with homes in disrepair.
3. Existing home-repair programs are extremely limited, with significant barriers to expansion. These programs provide financial assistance and contracting services to only a small portion of vulnerable homeowners.

4. While there has been increasing attention paid to fraudulent home-repair contracting, it is unclear how much progress has been made in expanding the number of quality contractors serving urban homeowners.

In the past year, the Institute, in conjunction with leading community groups, financial institutions and intermediaries, has focused attention on the lack of affordable home-repair financing and the challenges of obtaining responsible home-repair services as major contributing factors to widespread lending abuses. This is especially true given the disproportionate number of older homes (which need more repairs) in urban areas and the large number of elderly home owners who are house rich but cash poor.

This effort, jointly led by the Institute, New Jersey Public Policy Research Institute, the Local Initiatives Support Corporation, the Housing and Community Development Network, N.J. Citizen Action and others, is focusing on the limits faced by existing municipal and bank programs. With the aim of developing and piloting specialized products for home repairs, the initiative will include the mobilization of appropriately structured capital resources to address the needs of a spectrum of homeowners, ranging from grants to more conventional loans; marketing and outreach strategies for qualified borrowers to counter the aggressive marketing techniques of predatory lenders and brokers; and determination of how to expand the number of responsible contractors.
Strengthening Communities and Expanding Affordable Housing
The Institute’s work included the following initiatives:

• Promoting Fair and Affordable Housing Opportunities: As part of the Institute’s ongoing legal advocacy to promote fair and affordable housing principles in the state’s most significant housing programs, the Institute:

  Achieved a significant victory in the Appellate Division confirming that the Council on Affordable Housing (COAH) cannot indefinitely suspend municipalities’ obligation to provide affordable housing under the Mt. Laurel doctrine. In a unanimous decision, the court ruled that COAH must analyze municipal requests to ensure that they do not compromise long-term affordable housing opportunities.

  Achieved a partial victory in the Appellate Division in a case of national first impression concerning whether the federal Fair Housing Act’s (FHA) mandate to promote racial integration applies to the Low-Income Housing Tax Credit (LIHTC) — the nation’s largest affordable housing production program. In a May 2004 decision, the Appellate Division found that the FHA’s pro-integration mandate did apply to the state’s allocation of LIHTC resources, following closely NJISJ’s amicus argument and briefing on behalf of four statewide housing, environmental and civil rights groups. In this case, NJISJ and the other amici emphasized how to balance appropriate urban development activities with the broader goals of promoting integrated housing opportunities.

• Addressing Abandoned Properties: Through a partnership with the Housing and Community Development Network, Rutgers Law School’s Urban Law Clinic and the Lowenstein Sandler law firm, the Institute is working to make effective a recently enacted statute that strengthens the ability of municipalities and community organizations to target abandoned properties for revitalization. While this statute is a potentially powerful economic development tool for CDCs and others, it has not been used to-date. The partners in this effort are identifying appropriate properties and entities to demonstrate the use of the statute in the administrative process and in the courts.
Coming Home for Good: Ensuring Public Safety through Successful Reintegration after Incarceration

Over the next five years, more than 70,000 adults and juveniles are expected to leave New Jersey correctional facilities and return home to their families and communities.

If past experience is both a guide and a warning, we can expect that two-thirds of these individuals will be rearrested within three years of release. Overall, the state spends more than $1 billion each year in corrections and supervision costs alone, an amount that has increased twice as fast as the rest of the budget. This “prisoner reentry” challenge — stopping the cycle of recidivism and the harm it causes to all New Jersey residents — has been central to NJISJ’s Equal Justice Initiative.

This year NJISJ focused on the implementation of the recommendations of the New Jersey Reentry Roundtable (the Roundtable), a year-long series of high-level, statewide meetings co-convened by NJISJ and the New Jersey Public Policy Research Institute and led by former New Jersey Attorney General John Farmer and former Public Advocate Stanley Van Ness.

The Roundtable focused on identifying actionable and cost-effective strategies aimed at ensuring public safety through the successful reintegration of former prisoners.

As the Roundtable finished its work, the National Governors Association selected New Jersey as one of seven states to participate in a Prisoner Reentry Policy Academy, designed to help states develop practical plans for addressing reentry. NJISJ, as a consultant to the Governor’s Office and the Department of Law and Public Safety, helped to facilitate New Jersey’s participation in the academy by incorporating many of the Roundtable’s recommendations into the state’s action plan. This multi-agency initiative led to new collaborations among participating agencies, including the development of a supportive housing program for mentally ill individuals leaving prison, steps to provide all prisoners with Social Security cards and other identity documents prior to release, and a demonstration project to link parolees with federally qualified health centers.
The New Jersey Institute for Social Justice deserves enormous credit in the ongoing effort to address the challenges of prisoner reentry in New Jersey. Its work has served as a starting point for much of what we seek to do at the Parole Board, and NJISJ remains a critical partner for the broad range of New Jersey’s reform efforts in this field.”

John D’Amico
State Parole Board Chair

Things You Should Know about Prisoner Reentry in New Jersey

• Reentry is virtually universal: 95 percent of those who enter state prison are released. Every juvenile and every jail inmate will be released.

• Between 1977 and 2002, the New Jersey prison population more than quadrupled.

• In 1980, New Jersey prisons released 3,910 individuals. In 2002, the number had climbed to 14,849. An estimated 70,000 adults will return from state prison to their New Jersey communities over the next five years.

• On average, 1,600 youths return home from juvenile justice placements annually, or 8,000 over the next five years.

• As the rate of incarceration has increased in New Jersey, so has state spending. In fiscal year 1983, $200 million was spent on corrections, parole and juvenile justice. By fiscal year 2003, annual budgets for these programs had increased almost sixfold to $1.1 billion.

• Over the past 25 years, state spending on corrections, parole and juvenile justice has grown at twice the rate of the rest of the state budget.

• Fewer than 25 percent of New Jersey prisoners participate annually in academic or vocational programs.

• In 1998, 41 percent of new admissions to state prison were for parole violations.

• Within three years of release, 62 percent of the prisoners New Jersey released in 1994 had been rearrested.
Halting the Revolving Door — Finding a Steady Job

Employment provides the necessary financial support for individuals and their families. It also provides an alternative to criminal activity and constitutes an important part of individual identity and a source of self-worth and dignity. This year we targeted one of the most important determinants of whether individuals will successfully reintegrate into their home communities or end up back in prison — the ability to find and keep a steady job. This was a key focus of the Roundtable.

Finding and keeping a job is one of the more difficult challenges facing returning prisoners. Employers are reluctant to hire ex-convicts when the job market provides candidates unburdened by a criminal record.

To address this issue, the Institute began to draw on the experience of national and local initiatives that connect those leaving prison to employment. One of the most promising approaches is transitional work: short-term, supported work that provides real experience, a steady paycheck and the opportunity to build a work record to show to potential employers.

In 2005 the Institute will incorporate key aspects of successful national models into a demonstration project — an employment intermediary — that will provide short-term work; employer services; job coaching and job placement in permanent work; job retention support; and referral to a network of neighborhood-based services.

Incarceration and Child Support — Making Work Pay

Even though incarcerated people are unable to work, their child support obligations continue to mount. As a result, many individuals leave prison with crushing debt that they are unable to pay. Research has shown that the child support payment system, while rightly requiring parents to pay for raising their children, uses enforcement practices designed to ensure collection of payment from those who have the means to pay. But for those on limited income, a system that garnishes up to 65 percent of an already poverty-level paycheck diminishes the rationale for legitimate work. A report Making Work Pay that recommends modifications to this system and policies that encourage work is available at www.njisj.org.
Planning for Release
The Institute worked with the Departments of Corrections and Labor, the State Parole Board, the Administrative Office of the Courts and Bloomfield College to create resource guides for returning prisoners and juveniles, detailing organizations and agencies that provide assistance such as housing, emergency services, employment and training, health services, etc. *The Essex County Smart Book* is being developed as a discharge planning tool for adult inmates, correctional staff and parole officers, and as a reference resource for individuals once they are released.

**The Essex County Smart Book:**
* A Resource Guide for Going Home

2005

Prepared for:
Essex County Probation Department, Essex County, New Jersey
The New Jersey State Bar Association, Criminal Justice Section
New Jersey Association of Chiefs of Police

For information, contact: New Jersey Law and Justice Resource Center
Newark, Essex County, New Jersey

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**JUVENILE JUSTICE AND VULNERABLE YOUTH**

Over the past year, the Institute has expanded its work in support of vulnerable children and families. Building on our core belief that the life prospects of children, especially children reliant upon public systems, should not be determined by the resources of the families, neighborhoods or communities into which they were born, the Institute has taken up a variety of projects. These efforts focus on reform of both the juvenile justice and the child welfare systems, recognizing that for troubled children, these systems are often inextricably related. Representing a growing line of work, our initial efforts include the following:

**The Juvenile Detention Alternatives Initiative (JDAI)**
Detention is legally limited to two principal purposes: protecting public safety and ensuring court appearances. In many jurisdictions, children are detained far more often and for a far longer period of time than these limited purposes require. JDAI, developed by the Annie E. Casey Foundation, is a leading national practice with a track record of reducing juvenile detention without sacrificing either public safety or court appearance rates. This is critical because research and experience show
that a detention experience is a stronger indicator of future delinquency and poor outcomes in adult life than gun possession, family dysfunction or gang involvement.

- On the state level, the Institute served on the statewide JDAM Steering Committee under the auspices of the Juvenile Justice Commission, which focuses on developing a risk assessment instrument to inform administrative and judicial decision making regarding the placement of children in detention.

- Locally, the Institute served as the facilitator of the Essex County JDAM Steering Committee, co-chaired by the Honorable Glenn Grant, Presiding Judge of the Family Court, and Anibal Ramos, Essex County Director of Community Services. This effort is focused on developing an appropriate spectrum of alternatives to detention, examining juvenile case processing procedures to increase efficiency, and setting up a data-driven culture of continuous improvement throughout the county’s juvenile justice system.

**Child Welfare**

In partnership with the New Jersey Office of the Child Advocate, the Institute filed a friend of the court brief with the New Jersey Supreme Court in the case of the State in the Interest of S.S. This case raised the question of whether children brought to Family Court under family-in-crisis petitions may be subjected to detention for violating court orders. The Supreme Court, in a unanimous opinion that agreed with our position, ruled that they may not. The Court also noted the “inherent tension between the judiciary’s power to enforce its own orders and its duty to provide appropriate protection for a juvenile.”

Our work with juvenile justice and child welfare will expand in the coming years.
### Assets

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New Jersey Institute for Social Justice, Inc.

**STATEMENT OF ACTIVITIES**
Year ending September 30, 2004

### Revenues

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### Expenses

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### Investment gain

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### Change in net assets

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<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,872,285</td>
</tr>
</tbody>
</table>

### Net assets — beginning

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>351,996</td>
</tr>
</tbody>
</table>

### Net assets — end

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8,224,281</td>
</tr>
</tbody>
</table>
New Jersey Institute for Social Justice, Inc.

STATEMENT OF CASH FLOWS

Increase (Decrease) in Cash and Cash Equivalents
Year ending September 30, 2004

Cash flows from operating activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$ 7,872,285</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by operating activities</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>14,689</td>
</tr>
<tr>
<td>Other—net</td>
<td>4,492</td>
</tr>
<tr>
<td>Noncash contribution of assets</td>
<td>(7,214,673)</td>
</tr>
<tr>
<td>Investment gains</td>
<td>(474,870)</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>(95,988)</td>
</tr>
<tr>
<td>Investment management fees</td>
<td>41,733</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>(488,879)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>(7,346)</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(174,000)</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>(96,048)</td>
</tr>
<tr>
<td><strong>Cash flows used by operating activities</strong></td>
<td>(618,605)</td>
</tr>
</tbody>
</table>

Cash flows from investing activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer from Board designated portfolio to cash and cash equivalents</td>
<td>704,330</td>
</tr>
<tr>
<td>Other—net</td>
<td>(5,408)</td>
</tr>
<tr>
<td><strong>Cash flows provided by investing activities</strong></td>
<td>698,922</td>
</tr>
</tbody>
</table>

Net increase in cash and cash equivalents $ 80,317

Cash and cash equivalents — beginning $ 372,476

Cash and cash equivalents — end $ 452,793
NJISJ STAFF

Ken Zimmerman is the founding executive director of the Institute. Ken is a civil rights attorney and litigator who worked as a policy maker in the federal government and as a legal services lawyer. Ken, a fair housing specialist, leads the Institute’s Regional Equity Initiative. Ken holds a JD from Harvard Law School and a BA from Yale University.

Ellen Brown is the director of strategic initiatives. Ellen is an economic development specialist and oversees institutional operations. She is responsible for the Institute’s Economic Opportunity Initiative. She holds an MBA from Columbia University and a BA from UCLA.

Rodney Brutton is the program director of the Newark/Essex County Construction Careers Consortium (N/ECCC). Rodney is a former community organizer and labor specialist. He holds an MS from Fairleigh Dickinson University’s Public Administration Institute and a BA from Kean University.

Ann Cammett is the reentry policy analyst. Ann is a former legal services attorney. She focuses on issues that affect returning prisoners and low-income families, particularly barriers to employment related to child support arrears and other debts. Ann holds a JD from City of New York School of Law and is a graduate of the School of Visual Arts.

Yahonnes Cleary is the Institute’s first John and Marcia Lowenstein community development fellow. Yahonnes has a background in economic development. His work focuses on access to financial services in urban communities. Yahonnes holds a master’s degree from Oxford University and a BA from Columbia University.

Rebecca Doggett is the Institute’s senior fellow. Becky’s multifaceted career includes work in the public and private sectors and the Newark Public Schools. She has a long history of community activism in Essex County and beyond. Becky is the architect of the Newark/Essex County Construction Careers Program and provides advice throughout the Institute’s initiative areas. Becky holds a BA from Upsala College and a master’s degree from NYU.

Seated: Rebecca Doggett (left) and Ellen Brown. Standing: Craig Levine (left), Ann Cammett and Rodney Brutton.
Kelly Dougherty is the Institute’s administrator. With extensive experience in administration, Kelly oversees all office operations including human resources and our early stages of development activity. Kelly holds an MPA from Seton Hall University and a BA from Drew University.

Nancy Fishman is the senior policy analyst. Nancy is a former legal aid attorney. She is responsible for the Institute’s work on prisoner reentry in the Equal Justice Initiative. Nancy holds a JD from Yale University School of Law, a master’s degree from Northwestern University, and a BA from Yale University.

Allen James is project director for the NJISJ’s New Careers Project, an employment program for individuals reentering the Essex County community after incarceration. Allen has over two decades of experience in social service program management, including ten years as deputy executive director of the Fortune Society.

Craig Levine is the Institute’s senior counsel and policy director. Craig is a former children’s rights attorney and is responsible for the Institute’s legal docket. He also oversees the Institute’s work on juvenile justice in the Equal Justice Initiative. Craig holds a JD from the New York University School of Law, an MPA from the Woodrow Wilson School of Public and International Affairs at Princeton University, and a BA from Yale University.

Rita Simmons is the Institute’s office manager/secretary/receptionist. Rita coordinates the work of the office including special events and travel. Rita holds an AA from Elizabeth Seton College.
Lowenstein Community Development Fellow

We are thrilled that the generous support and foresight of John and Marcia Lowenstein allowed us to create the position of the John and Marcia Lowenstein community development fellow. This position specifically targets individuals who are at the start of their careers and is intended to provide them with significant exposure to the intersection of community development and the policy-making process. We are very excited to be able to offer this type of opportunity within the Institute.

Yahonnes Cleary is our inaugural fellow.

Funding Partners

The JEHT Foundation
John and Marcia Lowenstein
The MCJ Foundation
New Jersey Department of Corrections
New Jersey Department of Labor
New Jersey Department of Law and Public Safety
The Port Authority of New York and New Jersey
The Prudential Foundation
The Schumann Fund for New Jersey
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