NEW JERSEY INSTITUTE FOR SOCIAL JUSTICE
MISSION STATEMENT

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 program of the Institute focuses on expanding access to economic opportunity for low-income and minority residents of Newark and other urban areas in the state; promoting local, regional and state government that is effective, equitable and accountable to the concerns of urban residents and their communities; and ensuring the civil rights and other basic entitlements of minorities and low-income individuals in the state. The Institute advances this non-partisan agenda through policy-related research and analysis, development and implementation of model programs, advocacy efforts (including litigation when appropriate) and sustained public education.
This year’s record is due to a staff both prodigiously talented and sacrificially committed, led by Interim Directors Trustee Richard R. Rogers and Chief Operating Officer Ellen Brown. In the face of an overwhelming debt of gratitude to Richard, Ellen, and the staff, we, I, nevertheless, say thank you.

Between these stories of remembrance and record of accomplishments, lies an inevitable challenge to build upon the legacy we have been given. While I did not know Alan Lowenstein, his commitment to action leading to real and tangible improvements in the lives of N.J.’s citizens, communities and families resonates deeply. The Institute will continue to be guided by his words.

We offer an invitation for those new to our work to join in the labor. As always, we welcome your ideas, program insights, research questions, policy analysis, community collaboration, financial support, and stories representing still unrequited facets of Alan Lowenstein’s continuing legacy of public service.

With appreciation,

Cornell William Brooks, Esq.
A year has passed since the death of Alan V. Lowenstein, the founder of the New Jersey Institute for Social Justice. Time seems to both magnify and soften the loss. Magnify, because we miss his steady guidance, sense of humor and perspective on long-standing issues of inequity and injustice viewed over a long life. Soften, because we can begin to see that his values have indeed been seeded in the Institute and are now taking deep root.

For us, Alan’s life was an illustration of service, action, equity, integrity, intellectual honesty, independence, bridge building, high expectations, courage, a willingness to take risk and word as bond. We are blessed to have been founded by an individual who so clearly lived his beliefs.

The way he lived his life gave us an institutional value system that acts as a guiding beacon to all that we do. We are profoundly grateful for the trust Alan placed in us as we work to carry his vision forward.

As we developed this remembrance of Alan and his wife Amy, the stories we heard reflect his commitment to making the world a more just place where doing the right thing was the norm and where justice—what is fair, and right, and appropriate and deserved—is an entitlement of all.

Alan passed away about a month before the Institute’s second annual gala. That event became a continuing memorial to Alan where one presenter after another took the opportunity to share memories of him, large and small, with others who would appreciate and understand.

“While extraordinarily generous, more important than funding was the example he provided and tried to live up to every day.” Nicholas deB. Katzenbach, Esq. NJISJ Board

“Alan lived a life of achievement and humility.” John Farmer, Jr., Esq. NJISJ Board

COURAGE

Peter Shapiro, the former Essex County Executive and the youngest person ever to hold the office shared “Alan was fearless; he was someone who did not run for cover. He told me how difficult it was to be a reformer and taught me how reform can be a source of strength.” While a partner at one of the largest law firms in the state, Alan walked the streets of Newark wearing a sandwich board in search of signatures to support the movement for local government reform. Alan embraced creation of more representative government in Newark while knowing with near certainty that this involvement would cost him, a husband and father of three young children, his law practice. In Alan’s view, it was the right thing to do. When questioned about this choice, Alan simply said, “I gave my word.”
“...he felt certain pressures from the Newark business community because he was determined to change the political structure of Newark. He was determined to speak his mind in terms of how Newark should be governed, and, when people put pressure on him, he did not cave to the pressure, but he always responded by doing the right thing...” 

Theodore V. Wells, Esq., NJISJ Board

“There has been no lawyer with more dedication to social justice than Alan Lowenstein has had, he’s always been something of a maverick, he’s always wanted to attack problems that others didn’t want to attack...” Nicholas deB. Katzenbach

FOR ALAN, LAW, PUBLIC MISSION, SERVICE AND PHILANTHROPY WERE INEXTRICABLY INTERTWINED. 

“...bridge is the right metaphor for the different communities Alan Lowenstein served, both civic and legal. Alan was always involved in both and saw the relationship between both worlds...his was a commitment to public interest law that was equal to the very highest quality of law for clients...” 

Douglas Eakeley, Esq., NJISJ Board

African American and Hispanic organizations—maybe that would impede my ability to become a partner. So I had a discussion with Alan and he told me, “whoever told you that is a fool, number one, and number two, doesn’t know our firm at all”. Alan was never one to mince words.

COMMITMENT

Zulima Farber, a former NJ Attorney General and Public Advocate recalled as a young attorney at Lowenstein Sandler, the many lunches she had with Alan where the topic of discussion was politics and civic issues and all the things that gave meaning to the legal profession. ‘Before I became a partner, someone suggested that I continued to be involved in so many extra curricular activities as an associate— politics, women’s organizations, done politically, philanthropically and being involved in social change issues as well as serving on nonprofit boards. He said that it enhances lawyers. Ted and I just really took it seriously. Later, when I was an attorney for New Jersey Bell, I was asked to join an advisory committee for the United Way—I had two children under two and felt that I was already juggling a lot. But I remembered what Alan said—you can’t just practice law—it reminded me how important it is to be connected to community and provide whatever resources and expertise we can and to give our assistance and service.

OPPORTUNITY—TO OPEN DOORS AND TO CREATE MORE SEATS AT THE TABLE

Many remember how Alan reached out to them personally creating opportunities that changed their lives and that caused them to feel a responsibility to provide the same opportunities for others. Philip Thigpen, a former Essex County Freeholder and chair of the Democratic Committee of Essex County remembers meeting Alan in the late 1950’s. At that time, he recalled ‘I had no official capacity. I had no money or anything. I was just a guy who was on the first rung of moving up the ladder in government. Alan always took time with me, and included me in meetings that I would never have had access to. One night, the governor was campaigning in Newark, and in a car was Alan Lowenstein, John Clancy, Governor Bob Meyner and myself. That was high-powered company. You know what that did for me? Alan gave me a better perspective on young people than I would have had ordinarily; I always try to remember that. Alan gave me a helping hand and mentored me. I was able to serve as a freeholder in Essex County and to move up. I don’t know that any of that would have happened without Alan priming the pump.

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“To put your name and money behind an effort to promote justice is an act of courage and a very special kind of philanthropy…” Robert Curvin
former NJISJ Board

And you must Act. From our point of view, perhaps the most remarkable example of Alan’s will to act is the Institute itself. We are the beneficiary of an extraordinary act of faith by Alan and Amy Lowenstein when they created the Institute in Alan’s words ‘as a hope and a prayer rather than a sure thing’. Alan and Amy assembled a committed and influential board, provided the financial underpinnings and made clear the willingness to support difficult and challenging causes. They infused it with an optimistic view to always reach for the stars and even if you don’t attain them and things don’t work out, you learn from it.

Alan and Amy hoped to establish an organization able to operate with independence. Born of the recognition that many of the most difficult problems in society find their origins in ignorance, inertia, and mutual distrust among parties who may interact on the basis of unfounded assumptions—yet, at the same time, the belief that people of good will would respond to pragmatic, fact-based persuasion and this could build bridges, create unlikely partnerships and generate lasting solutions. Alan and Amy blessed us with a tolerance to take risks for the possibilities of change—they set high expectations but did not allow the potential for failure to stop us from trying.

In an interview in 2006, Alan reiterated the need, ultimately, to act when he stated “if nothing is done to implement the goals of a nonprofit organization and if the sole purpose of the Institute is to come up with ideas and reports, sooner or later, people are going to say, ‘that’s great, but what have you accomplished?’ This orientation has become a part of our fabric. Cornell Brooks, the Institute’s second executive director has highlighted this principle as his guiding beacon in his inaugural letter in this annual report.

We continue to receive Alan’s guidance. He said “there are three important points that I hope the Institute will always maintain: that it will be totally independent and will, from time to time, take different positions in the belief that they are in the best interests of the state; that it will be honest; and that the selection of social purposes to be achieved will be on a doable basis”.

Alan and Amy Lowenstein set an example for their children to do the right thing even (and especially) when nobody was looking—an extraordinary measure of integrity. In listening to their children describe the important values that their parents imbued in them, we find that we have somehow received the same instruction. Independence, Honesty, Action. These will be our guiding beacons. Alan and Amy’s spirit will live in the Institute.

For current Institute staff and those who come after, we will be forever grateful. This report describes our efforts to foster reform, open opportunity and promote justice. We will work every day to live up to the hope that they imparted to us.
ECONOMIC OPPORTUNITY

The Institute’s Economic Opportunity Initiative works to ensure that urban areas and urban residents fully participate in regional economic growth through both good employment opportunities and business development. This report describes our work in the construction and trucking industries.

CONSTRUCTION PROGRAM

What does an additional $8,000/year mean? If you are low-income, it makes all the difference in the world—it means the ability to purchase a home in Newark rather than rent and it means the ability to buy computers for your children; when $8,000 is combined with family health benefits, it means that regular, preventative doctor visits can replace emergency room visits for health care services. And, when income and benefits are combined with a career in the construction trades—it means the opportunity to plan for the future over the long term.

HELDRICH CENTER—INDEPENDENT EVALUATION

$8,000 per year is the amount of additional income earned by graduates of the Institute’s Newark/Essex Construction Careers Consortium (NECCC) who joined the construction trades. The NECCC prepares graduates for apprenticeships in one of Essex County’s 17 building trades unions with up to 10 weeks of intensive and highly-targeted academic preparation in math, reading and critical thinking; introduction to the building trades; and workplace and life skills training. NECCC participants are low-income men and women of color who reside in the greater Newark area more than half of whom had previously been unemployed. Over 12% had spent time in prison.

The Heldrich Center for Workforce Development at Rutgers University conducted an independent evaluation of NECCC including a rigorous analysis of pre and post program income using wage data from the NJ Department of Labor. Their findings were presented in a major report released in September 2007.

The bottom line—NECCC works. The program has made real differences in the lives of individuals and in the stability of their families and neighborhoods. Moreover, amidst staggering state and local deficits, the Heldrich Report demonstrated not only what works for those desperately seeking work, but as importantly, suggests how increasingly scarce tax dollars may be used cost-effectively to lower unemployment, increase wages, and grow tax receipts.

The Heldrich Center researchers centered on the question: Does the NECCC training improve the earnings of graduates? The answer was a resounding yes. Two years after completing the program the adult graduates average earnings had increased 100 percent over their earnings two years before enrollment. As apprentices, our graduates also receive health and other benefits for themselves and their families along with regularly scheduled wage increases—living wages in less than 2 years! Even graduates who did not secure a union apprenticeship experienced substantial wage growth.

Journeyworkers are able to earn wages that place them solidly in the middle class with good career opportunities and the potential to own their own construction businesses.

“Our Researchers found clear evidence that the NECCC training leads to significant increases in the trainee’s earning power. The Newark/Essex Program clearly deserves the attention of other training providers throughout the country.” Carl Van Horn

Director, Heldrich Center for Workforce Development, Rutgers University
TRUCK DRIVING AT THE PORT OF NEWARK AND ELIZABETH

We continued work initiated in 2006 to link Newark residents to employment opportunities at the Port of Newark based on research findings commissioned by the Newark Alliance. This research found a specific need for entry-level workers for Port-based trucking companies—good, living wage jobs with entry requirements within reach of many Newarkers.

INSURANCE—A CATCH 22
Over the year, we discovered an issue that prevented local residents from taking this opportunity—insurance for new drivers. Insurance company policies require that truck drivers at smaller trucking companies based at Port Newark have 2 years of driving experience in order to provide affordable coverage to the trucking company. This insurance provision meant that it was nearly impossible for potential drivers to get this experience. A classic Catch 22—how can a new driver gain experience if the companies that want to employ them cannot secure insurance?

CONNECTING NEWARK RESIDENTS WITH JOBS IN A NEW INDUSTRY SECTOR

DeVELOPING A SOLUTION
The Institute worked together with the Commissioners of the NJ Departments of Banking and Insurance and of Labor and Workforce Development; the Newark One Stop Career Center; the Newark Alliance; and the Association of Bi-State Motor Carriers to establish a program including training, supervision and mentorship to serve as an alternative to the two-year experience requirement. Several insurance companies have indicated a willingness to accept this program. In 2008, we will pilot the program. If successful, this will open up an important and growing industry sector with good jobs for Newarkers.

FROM ASPIRANT TO FULL MECHANIC
Graduates of our Newark/Essex Construction Careers Consortium have excelled in the building trades. Those pictured below represent at least 20 graduates from our early classes who have now achieved full mechanic or journeypersons status. Three of the journeypersons and one fourth-level apprentice entered the trades as teenagers right out of high school, and two were raising families when they started. They have now purchased their first homes in Newark.

Entering a construction trade as a first-year apprentice is a highly competitive process. There are usually 10 applicants for every apprentice slot available. Full mechanic or journeyperson status is achieved after 3–5 years of work and study as an apprentice. We celebrate our graduates who have achieved or are near achieving this important goal. The construction industry underwrites the cost of the 3–5 year apprentice period. These journeymen are proof that the industry’s investment has paid off.

Left to Right: Rebecca Doggett, NISS Senior Fellow; Qasim Rashid, Insulators Local 32; Saeed Warden, Plumbers Local 24; Shonda Walker, Insulators Local 32; Roscoe Houston, Carpenters Local 1342 (4th year); Andrew DelPeeche, Ironworkers Local 11; Al Williams, NECCC Project Director
The Institute's Regional Equity work aims to ensure that necessary services and resources are equally available in urban areas as they are in suburban parts of the state.

### Regional Equity

The Institute's Regional Equity Act remains largely untested. The Act holds promise to both increase the stock of affordable housing and predatory lending flourishes in urban areas is the absence of affordable financing for major home repairs.

One of the primary reasons that predatory lending flourishes in urban communities, as New Jersey and the rest of the country began to experience skyrocketing foreclosure rates. The Institute's engagement on this issue is a natural outgrowth of our long-term work on predatory lending, sustainable homeownership and other issues around access to affordable and appropriate credit in New Jersey communities. The map shows the concentration of subprime loans in foreclosure in Essex County. Foreclosure filings in New Jersey in the first quarter of 2007 were more than double the number in the first quarter of 2005. The Center for Responsible Lending predicts that the crisis will ultimately result in more than 57,000 New Jersey homeowners losing their homes to foreclosure.

At the statewide level, the Institute partnered with New Jersey Citizen Action and the Housing and Community Development Network of New Jersey to draft a legislative proposal. The legislation aims to keep homeowners in their homes whenever possible, by creating financial incentives for loan “work-outs,” increasing financial resources for homeowner counseling and short-term financial assistance, providing an opportunity for former homeowners to remain in their homes as renters until the property is sold.

### Foreclosure Prevention Task Force

At the local level, the Institute joined the City of Newark and the Essex County Division of Housing and Community Development to convene a working group of experts and advocates to address the problem of subprime mortgage foreclosures in Newark and surrounding areas. Foreclosures, concentrated in particular neighborhoods in urban Essex County, lead to rippling negative consequences impacting not only the individuals facing the loss of their homes, but also other residents facing declining property values and problems associated with the presence of foreclosed and vacant buildings. The Newark/Urban Essex Foreclosure Prevention TaskForce immediately attracted widespread and enthusiastic interest from community groups and local and regional government and focused on research, public education and outreach, counseling, financial product development and legal advocacy.

### East Orange Home Repair Finance Program

One of the primary reasons that predatory lending flourishes in urban areas is the absence of affordable financing for major home repairs.

In the city of East Orange, the Institute has worked together with the municipal government’s office of Housing and Economic Development and Hudson City Savings Bank to develop a multifaceted home repair package for city residents including an affordable 30-year loan; a professional review of the construction process; and homeowner maintenance and financial education for loan recipients. The program allows the City of East Orange to offer services that preserve and stabilize aging housing stock in neighborhoods throughout the city and provides residents with an affordable source of financing. The first loans are expected to be issued early in 2008. These loans will respond to the needs of East Orange residents who have been on the city’s waitlist for assistance to stabilize or address safety issues. The Institute will document the program for potential expansion and duplication in other communities throughout the County and the state.

### Abandoned Properties Act

New Jersey’s Abandoned Property Act remains largely untested. The Act holds promise to both increase the stock of affordable housing and reduce urban blight by giving municipalities stronger tools to identify abandoned properties and transfer them to appropriate non-profit community development organizations.

The Act applies to residential properties that have not been legally occupied for at least 6 months and are in need of rehabilitation, nuisance remediation, or have failed to pay property taxes. Once properties are identified and placed on the abandoned properties list, municipalities can use two important tools to return the properties to productive use: (1) they may hold an expedited tax sale in which purchase of the building is conditioned on criteria such as an agreement to use the building for affordable housing; or (2) they may use spot blight eminent domain power to take possession of the building. Important eminent domain and due process concerns could be raised by the utilization of the statute. The Institute solicited from the Gibbons Fellowship Program a thoroughgoing memo on the substantive and procedural due process questions that are not addressed by the statute. The memo is now a resource for municipalities interested in utilizing the statute.
Equal treatment under the law is the basis for faith in the fairness of our legal system and is necessary for a healthy civil society. In many urban communities, this fundamental tenant is questioned. The Equal Justice Initiative works toward reshaping the state's criminal justice policy to assure equal access to justice and expansion of cost-effective, innovative reform strategies and programs to make the state a safer and better place to live. Two areas of work are highlighted here involving men and women returning to the greater Newark area from prison.

**COMING HOME FOR GOOD — THE NEW CAREERS PROJECT**

One of the most difficult issues facing individuals coming home after prison is the ability to find work. The New Careers Project is a pilot demonstration program, initiated in March 2006, which works to address this issue by preparing and connecting ex-offenders to employment opportunities. The New Careers model combines immediate, short-term work experience with comprehensive case management, employment readiness and life skills training, job placement, and post-placement retention support. Within days of their release, the New Careers program is available to assist individuals with transitional work and a valuable array of supports.

The program’s outcome goals for participants are (1) full-time job acquisition; (2) sustained employment with one or more employers; and (3) avoidance of criminal activity and consequent re-incarceration. In 2007, it’s first full year of operation, the Project enrolled 71 men and women; placed 63 participants in short-term jobs; and placed 37 participants in permanent jobs.

Thanks to a new partnership launched in 2007 between New Careers and the City of Newark, program participants are employed in light construction, landscaping, and maintenance in Newark’s neighborhoods to improve communities that have often been victimized by crime and neglect.

New Careers’ success depends upon its working relationships with a wide range of local service providers, including Integrity House, Newark Emergency Services for Families, Offender Aid and Restoration, Goodwill Industries, Prodigal Sons and Daughters, American Friends Service Committee, and others. Integrated as it is, New Careers’ community-linked approach is a testament to the power of local agencies working together for a common cause.

**CASE STUDY/ THE STORY OF K. S.**

For the first time in 30 years, in 2007 Newark’s summer recreation centers opened on time. New Careers participants helped to make it happen. The Director of the Division of Public Buildings for the City said, “I am thrilled to give people coming home to Newark an opportunity to be part of the City’s effort to create safe havens in their community.” K.S. was part of the work crew who repainted the interior and exterior of two different centers. Despite her 15 years as an experienced painter, K.S. found it difficult to find work after coming home. K.S. joined New Careers four months after she left prison and began her short-term work with the City in June 2007. After completing the transitional work K.S. was hired as a painter by a local painting company, developers of residential and office space in the Lincoln Park neighborhood.
NEW ALLIES AND OUTREACH

In the future, the Campaign is targeting expansion beyond its initial signatories and core supporters to bring on new allies including the private business sector, law enforcement, unions, victims’ rights groups, and legislators who have been uninvolved in reentry-related issues to date. To fuel this strategic diversification of the Campaign’s supporters and increase visibility, the Campaign will conduct a range of research and cost-benefit analysis to demonstrate the economic and social benefit of targeted reentry reforms.

SECOND CHANCE CAMPAIGN WEBSITE

The Institute recently launched a Second Chance Campaign website, www.secondchancenj.org, to serve as the central hub of the Campaign’s public awareness efforts.

OTHER EQUAL JUSTICE WORK— ADDRESSING GANGS IN NEW JERSEY

To assist in the development of the State’s Crime Plan, the Institute completed and disseminated Do No Harm, a paper reviewing the status of gang prevention initiatives across the nation. The paper emphasizes evidence-based strategies that can be used to make gang activity less violent and pervasive and recommends approaches that can improve outcomes for gang affiliated men and women returning to their communities after incarceration. Do No Harm will form the basis of a film scheduled for early 2008 that will feature the voices of local government, clergy, academics, families, law enforcement, schools, the nonprofit sector and gang members themselves on options to reduce gang violence.
The law is a powerful tool for social change. The Institute is in the process of expanding its legal program. Our legal program employs the full range of legal tools—strategic litigation, policy analysis, legislative research and advocacy, and others—in support of the Institute’s essential goal of helping New Jersey’s cities and their residents achieve their potential. Some of our recent activities are summarized below.

The Institute’s Legal Program is supported by a generous grant from the Lowenstein Sandler law firm.

COMMUNITY COURT

“Problem-solving courts” seize low-level criminal offenders’ interactions with the justice system as moments of opportunity to address their underlying problems, thereby serving the interests of justice as well as the needs of the community.

Partnering with the Center for Court Innovation (CCI) and the Newark Municipal Court, the Institute led a detailed feasibility study to determine whether Community Court principles and practices might help Newark’s Municipal Court to become more responsive to the needs of the City’s neighborhoods and residents including a structured process of community engagement to involving hundreds of Newark residents from across the city. The result of this effort will form the basis of a proposal to the Mayor, Administrative Office of the Courts, and other officials for implementation in 2008.

DRUG COURT VICTORY

In September 2007, the New Jersey Supreme Court held unanimously, in State v. Meyer, that criminal defendants sentenced to probation may be referred to the state’s Drug Court program. This program, which employs intensive residential treatment and close supervision, plays an important and cost effective role in reducing the “revolving door” nature of the criminal justice system by addressing the addiction that underlies much criminality. Its two-year recidivism rate of 14% compares to a rate in excess of 50% for those imprisoned. The Institute filed a brief as amicus curiae and helped prepare the Supreme Court argument. We were pleased to partner with the Lowenstein Sandler firm on this effort.

NATION’S FIRST PRO BONO LEGAL ASSISTANCE PROGRAM FOR EX-OFFENDERS

A major focus of the Booker Administration in Newark has been removing the myriad obstacles to successful reentry faced by individuals returning to the city from prison or jail. A task force was formed comprised of members of the Booker Administration, volunteer attorneys, Seton Hall Law School, Volunteer Lawyers for Justice (VLJ), Legal Services of New Jersey, Essex-Newark Legal Services, the Newark Alliance, and the New Jersey Institute for Social Justice, to look specifically at the unmet legal needs of individuals returning home to Newark and Essex County. Among the challenges identified were a tangle of legal problems that frustrate individuals’ efforts to find work, secure housing, improve their skills and education, reunite with their families, pay child support and otherwise play a responsible role in the community.

To respond to this need, the Newark Reentry Legal Services (Release) Network was developed. Release matches clients with volunteer attorneys trained to handle matters commonly encountered by recently incarcerated individuals. During its six-month pilot phase, Release volunteers screened several hundred requests for assistance and paired clients with lawyers as appropriate.

LICENSE REINSTATEMENT PROGRAM (LRP)

In our work with partner organizations we discovered the impact of the large numbers of drivers whose licenses had been suspended for non-driving related reasons. In Essex County, the ability to drive is essential to obtaining many jobs, particularly in areas not accessible by public transportation. To address this issue, we continued the implementation of a pilot program in the Essex County Superior Court that enables the consolidation of multiple fines from jurisdictions within Essex County into a single affordable payment plan. An individual’s license is reinstated when payments are commenced. This produces the dual benefit of enabling that person to secure and maintain employment and providing revenue that would otherwise not be received by the issuing municipality.

REDUCING UNNECESSARY DETENTION FOR JUVENILES

We remained engaged with the Juvenile Detention Alternatives Initiative (JDAI), both statewide and in Essex County. This effort ensures that secure detention is only used in cases where such an intervention is necessary to protect public safety or ensure court appearance. Unnecessary juvenile detention is highly correlated with numerous negative life outcomes. In Essex County, where the Institute has served as facilitator for the local JDAI, the use of detention has declined by nearly 51%, from an average daily population of 244 in 2003 to 128 in 2007. We also contributed to the development of a Risk Assessment Instrument (RAI) which will render detention decisions more fact-based and uniform statewide.

INSTITUTE INTERN PROGRAM

The Institute had the pleasure of working with the next generation of talented public interest advocates through supervising law student and graduate student interns from Harvard, New York University, Princeton, Rutgers, Seton Hall, and Yale. The Institute also organized activities events during the summer for interns working at other public interest institutions in Newark, including the ACLU, the Education Law Center and the City of Newark.
We thank the community and our sponsors for making the event a huge success. That evening, we celebrated our remarkable honorees: the Honorable Deborah T. Poritz, former Chief Justice of the New Jersey Supreme Court, was presented with the second Amy and Alan V. Lowenstein Social Justice Award for her lifetime of achievement and for having served as the first woman Chief Justice of the New Jersey Supreme Court; Ken Zimmerman was recognized for his outstanding work as the founding Executive Director of NJISJ; Anthony Coscia, Chairman of the Port Authority of New York and New Jersey, received the Corporate Leadership Award for incorporating economic development objectives throughout the work of that agency and their early and ongoing support of our construction careers program; and Gus Heningburg was the recipient of the Community Builder Award in recognition of his tireless efforts over many decades to bring economic opportunities to urban, minority and women workers and to minority- and women-owned businesses. The gala surpassed all expectations in terms of new sponsors, levels of sponsorship, new friends in attendance, overall attendance, and feedback about the evening. We are grateful that so many joined with us that evening.

In June 2007, we held our second annual gala dinner where we raised both funds and friends.

We expect to publish future issues of the Institute Insider semi-annually.

The Institute Insider, the NJISJ newsletter, which debuted this year keeps supporters, community leaders, community partners, and others abreast of developments at the Institute. We expect to publish future issues of the Institute Insider semi-annually.
NJISJ STAFF MEMBERS

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Nichele Wilson  
Case Manager New Careers Project

SAYING GOOD BYE

2007 brought three staff changes to the Institute. We are proud to have had the opportunity to work with these exceptional individuals and we are excited to see where their talents take them next.

Rodney Brutton, Director, Essex County Construction Careers Program. Rodney was the first NJISJ Newark/Essex Construction Careers Consortium Director and built the program which has been praised as a model program with national significance. Rodney left the Institute in March of 2007 to become the Director of the Newark Workforce Investment Board and Director of Workforce Development for the city of Newark.

Nancy Fishman, Director, Equal Justice Program. Over her more than six years with the Institute, Nancy built the Institute’s Equal Justice Initiative Through her vision, compassion, and tireless effort, the Institute was positioned as a statewide authority on issues related to the reentry of ex-offenders into our communities. Nancy left the Institute in the summer of 2007 to become Project Director of the Criminal Justice Mental Health Consensus Project with the Council of State Governments Justice Center. We miss her everyday.

John W. Bartlett, Legal and Policy Counsel. Together with Institute staff, John worked to shape our evolving legal program. John left NJISJ in the fall of 2007 to return to work at Lowenstein Sandler. His professional input and his sense of humor have been missed.

Left: Rodney Brutton  
Middle: Nancy Fishman  
Right: John W. Bartlett  
Staff Photos: Akintola Harif
# STATEMENTS OF ACTIVITIES

**September 30, 2007 and 2006**

## STATEMENTS OF ACTIVITIES

### INCOME

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support</td>
<td>$3,300,029</td>
<td>1,603,905</td>
</tr>
<tr>
<td>Grants</td>
<td>1,065,553</td>
<td>963,427</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>4,500</td>
<td>8,060</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,109,547</td>
<td>676,620</td>
</tr>
<tr>
<td>Other Income</td>
<td>22,999</td>
<td>17,110</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$5,302,628</td>
<td>3,271,132</td>
</tr>
</tbody>
</table>

### FUNCTIONAL EXPENSES

<table>
<thead>
<tr>
<th>Services</th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$748,278</td>
<td>624,775</td>
</tr>
<tr>
<td>Equal Justice</td>
<td>666,593</td>
<td>607,059</td>
</tr>
<tr>
<td>Economic Opportunity</td>
<td>148,907</td>
<td>312,531</td>
</tr>
<tr>
<td>Regional Equity</td>
<td>325,654</td>
<td>152,666</td>
</tr>
<tr>
<td>Legal</td>
<td>195,997</td>
<td>154,375</td>
</tr>
<tr>
<td>Management &amp; general</td>
<td>185,411</td>
<td>171,045</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$2,270,840</td>
<td>2,022,451</td>
</tr>
</tbody>
</table>

### INCREASE (DECREASE) in net assets

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase</td>
<td>$3,231,788</td>
<td>1,248,681</td>
</tr>
<tr>
<td>Net Assets—beginning of the year</td>
<td>8,576,047</td>
<td>7,327,366</td>
</tr>
<tr>
<td>Net Assets—end of year</td>
<td>11,807,835</td>
<td>8,576,047</td>
</tr>
</tbody>
</table>

Audit available upon request

## STATEMENTS OF FINANCIAL POSITION

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$3,939,865</td>
<td>352,394</td>
</tr>
<tr>
<td>Investment Securities</td>
<td>7,137,203</td>
<td>7,130,178</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>8,312</td>
<td>5,000</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>11,219,594</td>
<td>7,629,844</td>
</tr>
<tr>
<td>Property and equipment less accumulated depreciation</td>
<td>72,892</td>
<td>84,709</td>
</tr>
<tr>
<td>Other Assets</td>
<td>897,527</td>
<td>1,218,489</td>
</tr>
<tr>
<td>Security Deposit</td>
<td>11,643</td>
<td>11,643</td>
</tr>
<tr>
<td>Cash surrender value of life insurance policies</td>
<td>-</td>
<td>118,019</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$12,201,656</td>
<td>9,062,704</td>
</tr>
</tbody>
</table>

### LIABILITIES & NET ASSETS (Deficit)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>393,821</td>
<td>465,429</td>
</tr>
<tr>
<td>Net Assets (deficit)</td>
<td>4,637</td>
<td>(84,134)</td>
</tr>
<tr>
<td>Board designated</td>
<td>10,688,807</td>
<td>7,431,692</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>1,114,391</td>
<td>1,218,489</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>11,807,835</td>
<td>8,576,047</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td>$12,201,656</td>
<td>9,062,704</td>
</tr>
</tbody>
</table>

Audit available upon request
And you must act.

Alan V. Lowenstein
NJISJ Founder