



# Annual Report Sold Form 1 2016-2017

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Senator Walter Rand Institute

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Senator Walter Rand Institute for Public Affairs





#### ◆◆ Letter from the Directors

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- Planning Study for Ending Food Insecurity in Bridgeton City

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- Live Healthy Bridgeton Coalition
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- Youth for Success Initiative Evaluation

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- Dr. Gwendolyn Harris's Retirement from the Walter Rand Institute

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# Letter from the Directors



It was a momentous year for the Walter Rand Institute. Executive Director Dr. Gwendolyn Harris retired from her distinguished 40-year career in public service, having quadrupled the size of the Institute and dramatically expanded its impact in Southern New Jersey and beyond. We are honored to follow Gwendy's leadership and to continue to grow the important work that WRI delivers for the region. The transition has been smooth, as evidenced by the pace of productivity across the organization.

As an applied research and action organization dedicated to population health, criminal justice and public safety, organizational community and development, we are proud of all we accomplished this year on behalf of our community. We thank the committed staff, students, faculty, and advisory board members who made it happen.

Notably, WRI released "Is South Jersey Getting its 'Fair Share' of Public Goods?," a report that examines differences in distribution

of State resources to counties in North, Central, and South Jersey. The report inspired media attention, debate and advocacy that continues today. WRI presented the research at the Forum for South Jersey and a New Jersey Government Relations special session, as well as at events for the South Jersey Chamber of Commerce, the Southern New Jersey Development Council and the

launched an investigation of breast cancer treatment, outcomes and disparities across sub-populations in South Jersey and how the region compares to the state as a whole. In addition, we conducted a planning study to end food insecurity in the City of Bridgeton, and created a food distribution model to help meet the goal. WRI also served as the convener for the "Live Healthy Bridgeton Coalition," a partnership of public, private, and nonprofit organizations dedicated to improving the city's health outcomes; we helped to create their Blueprint for Action and are now supporting implementation of the plan. The Institute also launched an evaluation of Cooper University Health Care's efforts to improve access to and integration of primary and behavioral healthcare services for veterans. These projects show the growing momentum of WRI's population health work in FY 2017; we are excited for what lies ahead in the coming year.

The Institute's criminal justice and

## "We are honored to follow Gwendy's leadership and to continue to grow the important work that WRI delivers for the region."

Southern New Jersey Freeholders' Association. A follow-up study, to be released in FY 2018, delves deeper by examining distribution of State funds directly to municipalities as well as counties.

WRI also released the "Don't Sugar Coat It" report, which detailed important study examining South Jersey's accelerating Type II diabetes crisis. The Institute

public safety program is also growing. This year, WRI continued to facilitate the state's first county-wide juvenile delinquency prevention planning and implementation effort in New Jersey, in Cumberland County. WRI did similar work for the Burlington County Juvenile Delinquency Prevention Planning Board, and also provided technical assistance for other juvenile delinquency

prevention planning efforts statewide. The Institute completed an analysis of the Camden Police crime Department's citywide intervention efforts and trained the department on key crime analysis methods. We initiated an evaluation of Youth for Success, an initiative spearheaded by The Boys and Girls Club of Vineland in partnership with Big Brothers Big Sisters that strives to keep at-risk youth out of the juvenile justice system. At the 2016 American Society of Criminology conference and the Conference for Critical Intersections of Crime and Social Justice, WRI delivered presentations on plugging the school to prison pipeline and keeping youth out of the juvenile justice system.

The Institute's work in community and organizational development also yielded impressive results. eight-year South The Jersey Strengthening Families Initiative evaluation continued in FY 2017, as WRI staff and students examined impact of social service organization collaboration on child well-being, financial stability of families, and relationships between children and their caregivers. WRI presented results from this project at several academic conferences, including the Annual Meeting of the Jean Piaget Society, the for Association Psychological Science Annual Convention, the Biennial Meeting of the Society for Research in Child Development, the International Convention of Psychological Science, and the Annual Meeting of the New England Psychological Association. included the impact of incarceration on fatherhood, adolescent wellness and rural poverty and the effect of collaborative social support on family strength. WRI's South Jersey Community Data Access Program continued to provide stakeholders with information and analysis necessary to better understand and address policy issues impacting the region. In FY 2017 the Institute laid the foundation for the evolution of this program; stay tuned as WRI begins to provide interactive data and services to accompany the effort.

WRI's Advisory Board, in addition to providing essential strategic guidance throughout the year, sponsored the 16th Annual Walter and Leah Rand Awards and Scholarship Dinner, held May 4th at the Scotland Run Golf Club. The South Jerseyan of the Year awardees Jennifer Hansen, Founder and Chair, The Hansen Foundation; Dr. Kris Singh, President/CEO of Holtec International; and Joseph Derella, Freeholder Director, Cumberland County, were key to the event's success. At the year's final event, on June 13, Rutgers University and the New Jersey community celebrated Dr. Gwendolyn Harris' retirement. Luminaries from across the state attended, providing a fitting sendoff for an important leader who has been a force for positive change across New Jersey.

This annual report reflects the hard

work and continuous growth of the Walter Rand Institute for Public Affairs. We thank you for your support and for helping us deliver on our mission of improving the lives and life chances of people in Southern New Jersey.

Sincerely,

Sarah R. Allred, Faculty Director Darren A. Spielman, Executive Director

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# Completed Projects

The Walter Rand Institute for Public Affairs is an applied research and action organization dedicated to population health, criminal justice and public safety, and community and organizational development. We build knowledge for policy and practice in

Southern New Jersey and beyond. The projects below showcase the best efforts of WRI's employees, its organizational collaborations, and the diverse stakeholders WRI partners with in South Jersey. Projects completed during FY 16-17 appear in this section.

#### ◆◆ COPS Community Policing Crime Analysis & Consultation

WRI analyzed Camden County Police Department's Citywide Crime Intervention Efforts, which included Calls for Service, Cameras/ Eye in the Sky Program, and Liquor Establishment Checks. WRI also conducted evaluations on some of the Department's police operations, such as its Foot Patrols Initiative and five of its major multijurisdictional task force efforts. As well, WRI examined overall arrests and compared them to reported incidents and clearance rates. WRI also provided training to the Department's crime analysts on Street Segment Analysis, Predictive Analysis, and Risk Terrain Modeling Analysis.



#### ◆◆ Planning Study for Ending Food Insecurity in Bridgeton City

With funding from the Pappas Family Foundation, WRI created a plan for the development of a food distribution program in the City of Bridgeton, and then Cumberland County. WRI conducted a national review of food distribution models and a demand analysis with community members to identify those models likely to be most

effective. WRI then prepared an operational plan and completed a report highlighting the past summer's efforts and potential implementation for summer of 2018.





From new efforts in research and evaluation to existing projects that continue to foster development in South Jersey, the programs below represent WRI's current endeavors. With programs assisting six counties across the region, the work of WRI enables stakeholders from a wide cross-section of specializations, including but

not limited to: health-care professionals, law enforcement, municipal employees and volunteers, academics, policy makers, and teachers to realize local community goals. Projects or programs that began in or will continue past FY 16-17 are included in this section.

#### Burlington County Juvenile Delinquency Prevention Planning

The Burlington County Delinquency Prevention Planning Board (BCJDPPB) is a county-wide juvenile delinquency prevention planning and implementation initiative funded by the NJ Office of the Attorney General. With WRI's facilitation and technical assistance, BCJDPPB brings together stakeholders from diverse sectors in order to reduce juvenile delinquency and prevent those already involved in the juvenile system from becoming involved in the adult criminal justice system. Focused on Burlington City, Pemberton Township, and Willingboro, WRI collects, analyzes and presents data and works with coalition members to establish and implement high impact strategies. Early outcomes include 35.7% reduction in juvenile arrests since 2014, a nine-fold increase in the use of Station House Adjustment to divert youth from the juvenile justice system, and training of 255 Pemberton Township School District staff members in Trauma Informed Care, establishing communication

between the Police Department and School District to identify youth who have experienced trauma.



#### ◆◆ Cumberland County Positive Youth Development Coalition (CCPYDC)

Funded by the NJ Office of the Attorney General and the Cumberland County Freeholders, CCPYDC is the first county-wide juvenile delinquency prevention implementation planning and effort in the state. With WRI facilitation and technical assistance, CCPYDC brings together a diverse set of stakeholders representing education, law enforcement, social services, faith-based institutions, and youth-serving organizations in order to reduce juvenile delinquency and prevent those already involved in the juvenile system from becoming involved in the adult criminal justice system.

The Coalition began in the city of Vineland in 2009, and expanded

to the nearby municipalities of Bridgeton and Millville in 2013. Members review current data on delinquency and crime, as well as other key indicators that can lead to juvenile justice issues, identify needs, and work together to strategize and implement initiatives to address those needs. The initiative has yielded positive results:

- Decreased juvenile arrests in the county by 44.5% from 2012 to 2016.
- Increased the use of Stationhouse Adjustment (SHA) -- a juvenile diversion effort to hold youth accountable while preventing a formal complaint with the court,

thus keeping youth out of the juvenile justice system -- by 296% from 2012 to 2016. The recidivism rate for SHA youth in 2015 was only 13%.

• Combined with the efforts of the County's Juvenile Detention Alternative Initiative, CCPYDC helped close the Cumberland



#### ◆◆ Live Healthy Bridgeton Coalition

The Live Healthy Bridgeton Coalition is a partnership of public, private, and nonprofit organizations focused on improving health outcomes for the residents of Bridgeton, NJ. The Robert Wood Johnson Foundation, New Jersey Health Initiatives funded effort encourages communities to address health issues holistically. The Coalition's mission is to engage community partners in building a culture of health by implementing policies, programs, and practices that address the issues adversely affecting health outcomes. WRI works as a neutral convener and

facilitator, and provides technical and research assistance to the Live Healthy Bridgeton Coalition. WRI has supported the coalition in identifying gaps in service and regional duplications as they relate to the determinants of health outcomes and developing strategies address those challenges. Recently, the Coalition completed its Blueprint for Action, which identifies target areas for improvement over a three-year period. The Blueprint for Action seeks to address health outcome determinants including poverty; income; environmental

factors; access to healthy food; employment; and safe, stable, affordable housing.



#### ◆◆ South Jersey Community Data Access Program

The South Jersey Community Data Access Program is a critical component of WRI's mission to provide stakeholders with the information and analysis necessary to better understand and address policy issues impacting the region. Central outputs include county and municipal data profiles. These profiles are publically available on WRI's website and capture recent data and trends in areas including education, income, land use, housing, crime, and poverty

in user-friendly infographics. WRI has developed 199 municipal infographics covering Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Salem and Ocean counties, as well as eight county-wide profiles.

The data profiles are intended to provide valuable information for stakeholders and citizens across the region, many of whom serve communities and local governments with limited access to the data and resources necessary for planning and implementing development projects. Profiles are updated as new data are released. WRI plans to include other areas of public interest over the coming year, as well as interactive data and services to accompany the effort.



#### ◆◆ South Jersey Strengthening Families Initiative Evaluation

Commissioned by Pascale Sykes Foundation, WRI is conducting an eight-year evaluation of the South Jersey Strengthening Families Initiative, assessing the impact of social service agency collaboration on child well-being, financial stability of families, and relationships between children and their caregivers.

WRI examines the ways in which social service delivery organizations participation in collaboratives mitigates the negative impact of service fragmentation in resourcedeprived environments in South Jersey. The evaluation studies social service organizations in Atlantic, Cumberland, Gloucester Salem counties and uses a variety of qualitative and quantitative research methods to measure the impact of the effort on individual families over multiple years.

This past year, WRI has presented findings from the evaluation national and international conferences, including at the International Convention of Psychological Science in Vienna, Austria.



#### Youth for Success Initiative Evaluation

WRI is evaluating the implementation and impact of the Youth for Success (YFS) Initiative. YFS Cumberland spearheaded by County, The Boys and Girls Club of Vineland in partnership with the CCPYDC strives to keep at-risk youth out of the juvenile justice system. The New Jersey Office of the Attorney General funds the initiative.

YFS is a three-year program helping youth overcome below-average test scores, high dropout rates, poverty,

and gang violence. The Initiative works with 50 at-risk middle and high school students from Bridgeton, Millville, and Vineland. The program is working with Family Success Centers in Bridgeton and Vineland, as well as schools and law enforcement agencies from each municipality, connecting youth and their families with services such as counseling, tutoring, and substance abuse treatment. The initiative aims to 1) keep youth in school, 2) reduce future negative interactions with

law enforcement, and 3) enhance positive social behaviors.





From fundraisers to forums, celebrations to presentations, WRI involves itself in the public life of South Jersey residents through a wide variety of events. Program Year 2016 saw the of new, exciting opportunities as well. Though this is not an

all encompassing list of all public engagements WRI participated in, the events below serve as a snapshot of the many ways WRI expanded its presence in the local community this past year.



#### ◆◆ 16th Annual Walter & Leah Rand Awards and Scholarship Dinner

On May 4th, 2017, WRI held its 16th Annual Walter and Leah Rand Awards and Scholarship Dinner. The event was held at Scotland Run Golf Club, with over 170 people in attendance and nearly \$57,000 raised. Vice President Thomas Marcille presented the South Jerseyan of the Year – Private Sector award to Dr. Kris Singh, President and CEO, Holtec International. Roger Hansen, CEO of Ole Hansen & Sons and father of the honoree, presented the South Jerseyan of the Year – Not-for-Profit Sector award to Jennifer Harnsen, Founder and Chairperson, The Hansen Foundation. Dr. Edward Salmon, Chairman, Salmon Ventures LTD, presented the South Jerseyan of the Year - Public Sector award to Joseph Derella, Freeholder Director, Cumberland County.

The event began with a cocktail



reception, where WRI students skillfully networked with respected figures in the South Jersey community. Chairwoman of WRI's Advisory Board, Carolyn Heckman, welcomed the crowd and introduced Phoebe Haddon, Chancellor of Rutgers University-Camden, who spoke about the Walter Rand Institute and its impact on students, the campus, and the region. Master of Ceremonies, the Honorable Louis Assembly Greenwald, Majority Leader, 6th Legislative District,

spoke about Walter Rand Institute's recent research report: Is South Jersey Getting Its "Fair Share" of Public Goods?. After Majority Leader Greenwald's presentation, WRI's Executive Director, Gwendolyn L. Harris, gave an update on the Institute including its recent growth and burgeoning impact in the fields of population health, criminal justice and safety, and community and organizational development.

After the awards presentation, the Honorable Judge Charles Rand spoke about his father's legacy. At close of the event, WRI Advisory Board Chairwoman Carolyn Heckman called all WRI staff and students to the podium and presented Gwendolyn Harris with an award for her exemplary leadership and 10-year tenure with the Walter Rand Institute.



# ◆◆ The Forum About South Jersey - Is South Jersey Getting Its 'Fair Share'?

Fellow Shauna Shames, in collaboration with Graduate Assistant and Ph.D candidate Spencer T. Clayton presented findings from their report. Over 70 people attended the Walter Rand Institute for Public Affairs' Forum About South Jersey to learn more about the allocation of public goods in New Jersey.

It has long been speculated that South Jersey, in comparison to the Central and Northern regions of the State, does not receive a representative share of public funding when one considers

On December 6th, 2016 WRI Faculty population size and taxable property value. Professor Shames' and Clayton's study controlled for both these factors and determined that South Jersey does, in fact, receive disproportionately less, "...public goods, either as state aid, state assumption of project costs within the county, or general public benefits transportation infrastructure, education, and good public health," than the rest of the state.

> Forum attendees listened attentively to the presenters' key findings as well as a response panel of experts which included: Colleen Maguire, Executive

Director, Pascale Sykes Foundation; Albert Kelly, Mayor of Bridgeton, NJ, CEO, Gateway Community Action Partnership, Inc.; and Christine Caruso, Deputy Director-Division of Local Government Services, Department of Community Affairs, State of New Jersey. The report garnered intense media attention and has inspired ongoing advocacy and debate.

#### ◆◆ Dr. Gwendolyn Harris's Retirement from the Walter Rand Institute

On June 13th Rutgers University and the New Jersey community celebrated Dr. Gwendolyn Harris' retirement from a distinguished career in public service. More than 75 luminaries gathered to help Dr. Harris launch her life's next chapter.

Chancellor Phoebe Haddon presided over the event. Assemblywoman Pat Egan Jones, State Senator Nilsa Cruz-Perez, and Assemblyman Arthur Barclay honored Gwendy with a resolution from the 5th District, as did Freeholder Samuel Frisbee from Mercer County. Carolyn Heckman, Vice President at Inspira Health Network and Chair of the Walter Rand Institute's Advisory Board, lauded Gwendy and read a resolution in her honor from US Congressman Donald Norcross.

Jerome Harris, Gwendy's husband, spoke beautifully in her honor as did Richard Roper, a friend and member of the Rutgers University Board of Governors.

Gwendy's career in public service

spanned more than forty years, highlighted by founding Newark Emergency Services of Families, Inc., as well as serving as Chief of Staff, Business Administrator and Department Director during the Palmer Administration in Trenton, New Jersey, and as Commissioner of the New Jersey Department of Human Services during the McGreevy administration.



Gwendy joined the Walter Rand Institute in 2007 and became executive director in 2011. Under Institute leadership the expanded its involvement

Southern New Jersey through applied research, neutral convening and community development. She more than doubled the Institute's budget and full-time staff, and the Institute has active projects in Burlington, Camden, Gloucester, Salem, Atlantic, and Cumberland Counties.

Gwendy is also the immediate past Chair of the Board of Trustees of Mercer County Community College where she served as a trustee since 2004, and outgoing Vice Chair of the Board of Directors for the Capital City Redevelopment Corporation.

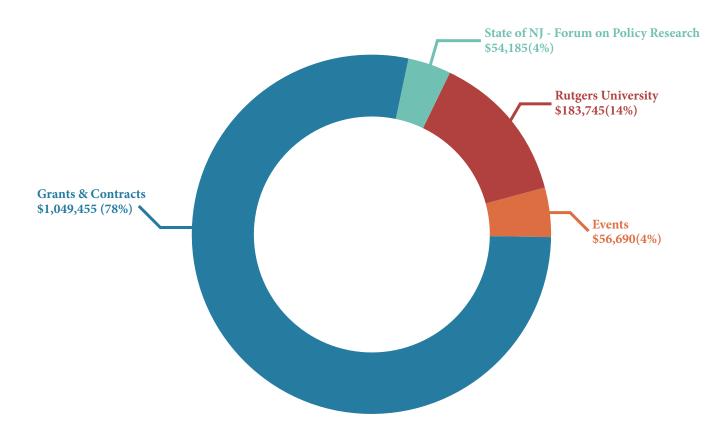
Congratulations to Gwendy on her high impact career as a force for positive change across New Jersey.



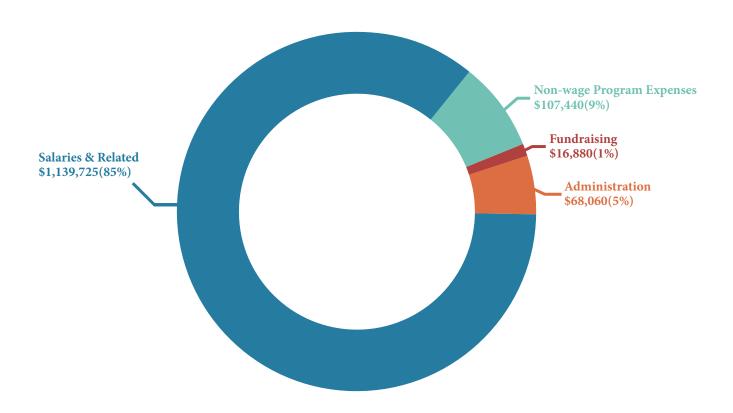
We thank all of our clients and funders who make it possible for WRI to work diligently on behalf of the region, delivering high impact research and initiatives, bringing the expertise of the university to bear in local communities, and providing meaningful real-world

experiences for our student employees. We applaud our Advisory Board whose fundraising efforts allowed us to establish the Endowed Graduate Scholarship for Southern New Jersey Initiatives at the Walter Rand Institute for Public Affairs and continually grow student opportunities at the Institute.

## \*\*Revenue\*\*



# •\*Expenses ••



#### ◆◆ Funders & Clients

**AECOM** Archer Law BB&T Bank Boys & Girls Club of Vineland Steve & Phyllis Barsky Kate Brennan Honorable Robert Campbell Community Foundation of South Jersey Cumberland County Board of Chosen Freeholders **Cumberland County Improvement** Authority County of Camden County of Cumberland The Derella Family Honorable Pat Egan Jones John Emge Juvenile Justice Commission - State of New Jersey

Flaster/Greenberg PC Susan Gerber Glenn Insurance, Inc Megan Griffault Gwendolyn Harris Richard Harris Carolyn Heckman Holtec International Inspira Health Network Honorable Albert Kelly Licata & Tyrrell, PC Local 255 Carpenters Union Michael Moynihan Leah Murphy NJ State Chamber of Commerce Ernesto "Rick" Ortiz Office of the Attorney General - State of New Jersey

**Enlightened Solutions** 

David & Alice Epler

Ottinger Golf Group Ralph Padilla Pappas Foundation Pascale Sykes Foundation Provost Michael Palis Chris Perks Phonenix Strategies Honorable Charles Rand Cory Rand Jim Rhodes Robert Wood Johnson Foundation **Julie Ruth** Salmon Ventures Honorable Michael Santiago Sheet Metal Workers Union Local 19 South Jersey Port Corporation Tony Surace TD Bank, NA Tonio Burgos & Associates Volunteers of America Delaware Valley



People WRI's talented committed staff, students, faculty, and advisory board members deliver transformative work for the Southern New Jersey region.

#### WRI Faculty Fellow, Shauna Shames



Dr. Shauna Shames is an assistant professor in the Department of Political Science at Rutgers-Camden. She conducted research examining differences in distribution of State resources to counties in North, Central, and South Jersey. The report, Is South Jersey Getting its 'Fair Share' of Public Goods?, inspired media attention, debate and advocacy that continues today. Dr. Shames' primary area of academic interest is American

political behavior, with a focus on race, gender, and politics. Dr. Shames holds a PhD in Government from Harvard University and a BA from Harvard in Social Studies and Women's Studies.

#### WRI Faculty Fellow, Dr. Michael S. Hayes



Dr. Michael S. Hayes, an assistant professor in the Department of Public Policy and Administration at Rutgers-Camden, is following up on the Institute's well-received report Is South Jersey Getting it's 'Fair Share' of Public Goods, and is exploring whether there are disparities in the distribution of state aid to local governments and school districts across and within regions in New Jersey. Dr. Hayes' past research includes examinations of the effects of traumatic community events on student achievement, tax and expenditure limitations on school districts' fiscal decisions and educational outcomes, and school district income taxes on property values and educational resources.

Dr. Haves received his PhD in Public Administration and Policy from the School of Public Affairs at American University in 2014.

#### 🔸 WRI Faculty Fellow, Dr. Bonnie Jerome-D'Emilia



Bonnie Jerome-D'Emilia, an associate professor at Rutgers School of Nursing-Camden was selected as a Faculty Fellow to research focuses on breast cancer screening effectiveness and treatment variation in the southern counties of New Jersey as compared to the rest of the state. Her work involves evaluating breast cancer screening and treatment in New Jersey, particularly in regards to insurance status, and she recently completed an analysis of fiveyears of breast cancer screening and

treatment data from Cooper University Medical Center in collaboration with Rutgers' Mathamatics Department.

Dr. Jerome-D'Emilia holds a PhD in Health Services Organization & Research from Virginia Common-wealth University School of Health Administration, an MPH in Health Administration from Columbia University School of Public Health, and a nursing degree from State University of New York at Downstate College.

#### ◆◆ WRI Advisory Board

Comprised of experts from the public, private, and nonprofit sectors, WRI's Advisory Board provides support through fundraising, networking, policy guidance, and promotion of the Institute's mission and vision.

#### **Executive Committee**

Carolyn Heckman (Chair) Michael Egenton Megan Griffault Michael Moynihan James H. Rhodes (Vice-Chair) Vincent P. Sarubbi, Esq.

#### **General Members**

Nicholas Asselta Dennis Culnan Jr. Robert Curley, III Sam Donelson Hon. Patricia Egan Jones Sidney Hargro James Kehoe Hon. Albert Kelly Joseph Kelly

Ian Leonard Jane Massey Licata, Esq. Daniel Lombardo Leah C. Murphy Chris Perks Hon. Charles Rand Cory A. Rand Jonathan Young



#### WRI Faculty Council

WRI's Faculty Council affords insight into academic research and guidance for WRI's staff and student employees. The Council plays an active role in linking the Institute to Rutgers-Camden's three-fold mission of education, research, and service and provides an academic bedrock upon which WRI crafts programs and services for the South Jersey community at large.

Robert L. Atkins DuWayne Battle Brandi Blessett Victoria Chase I-Mina Chiu Eric Chwang

Lauren Daniel Noha Emara Richard A. Harris Philip L. Harvey Paul Jargowsky Michelle Meloy

Christopher Nave Julie Ruth Jane A. Siegel Lauren Silver Richard Stansfield



#### WRI Staff

**Executive Director (Retired)** Gwendolyn L. Harris, Ph.D.

**Executive Director** Darren Spielman, Ph.D.

**Faculty Director** Sarah Allred, Ph.D.

**Senior Project Administrator** Tracy A. Swan, MPA, MCJ

**Senior Project Coordinators** 

Kristin M. Curtis, MA

**Research Analyst** James Morgante, Ph.D.

**Research Project Coordinator** 

Paul Smith, MPA

**Project Coordinators** Karen Cruz-Rosado

Kurt Schmenger, MA Angelyce Purnell

**Research Project Assistants** 

Madeliene Alger, MA Jessica McConnell, MA Dennis Pelaez-Robles

**Administrative Coordinator** 

Monica Rears

#### WRI Student Employees & AmeriCorps VISTA Members

The development of citizens well-versed in policy research, implementation, and evaluation is fundamental to the continued work of WRI. In light of this imperative, WRI employs students from Rutgers-Camden to work alongside staff on varied projects and administrative tasks, and are involved in every facet of the organization.

Celestina Anino Caitlin Boehmcke Jorge Carvalho-Pereira Athena Choyce Spencer Clayton Sarah Filippi-Field

Bryana Foxx-Parham Matthew Galey Bessy Gallicchio Straso Jovanovski Brianna McKenzie Anthony See

Brian Slusarz Lauren Snow Shelby Tucker Michael Zier



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