

PRISON
POLICY INITIATIVE

2015-2016
ANNUAL REPORT

November 2016

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“PPI is one of the most imaginative research groups illuminating the dark recesses of our carceral landscape”

-Pete Brook
Prison Photography

Executive Director's letter

Dear Friends,

I co-founded the Prison Policy Initiative with big ideas about taking on some of the perverse incentives that fuel mass incarceration and transform the debate around criminal justice reform. Now, 15 years later, I'm proud to report that we are making great progress. You, our closest friends and supporters, have helped make this possible. I hope you will join me in celebrating this last year as we plan, together, for even larger steps towards a more just criminal justice system.

We formed the Prison Policy Initiative with two goals in mind: achieve real change on specific criminal justice reform issues and to make the larger point that the harm of mass criminalization extends far beyond the people who are locked up. I'm proud to say that this organization tackles complex issues like prison gerrymandering and the prison telephone industry, but also helps build the movement's general infrastructure by providing long-absent data and resources.

For example, detaining people because they are poor is an offensive idea; but until this year, it was difficult to prove that that is exactly what the American system of cash bail does. Seeking an answer, Bernadette Rabuy and Daniel Kopf found an obscure and underused government dataset and were able to show in our report *Detaining the Poor: How money bail perpetuates an endless cycle of poverty and jail time* (p. 13) that the typical bail amount in this country is the equivalent of eight months of income for the typical detained defendant. Our report not only proved the obvious, but we helped reframe the debate to show why modest changes in bail amounts won't be enough to reverse the tremendous rise in the population of people detained before trial.

And the Prison Policy Initiative is pushing the envelope in other ways. In November, Aleks Kajstura put each state's incarceration of women into a global context, demonstrating that even the most enlightened U.S. states are far out of step with the rest of the world. And in June, we updated our 2014 report making the same argument for the total population. We made the case – and the media and elected officials took up the argument – that all states need to make decarceration a priority.

We're also bringing about some real and immediate policy changes. A federal judge declared that prison gerrymandering violates the U.S. Constitutional guarantee of "One Person One Vote". (p. 4) (I was an expert witness in the case brought by our colleagues at the ACLU of Florida.) Sparked by our advocacy and relying on our research, the

The non-profit, non-partisan Prison Policy Initiative **produces cutting edge research** to expose the **broader harm of mass incarceration**, and then **sparks advocacy campaigns** to create a more just society.

Federal Communications Commission approved an historic new order that will lower the cost of calling home from prisons and jails. (p. 6) And we helped the state of Massachusetts roll back an outdated law that automatically suspended the driver's licenses of people convicted of drug offenses unrelated to driving. (p. 11)

We are growing in new ways and more traditional ones. Through our Young Professionals Network, we are continuing to take on new issues and address old problems in new and more effective ways. Stephen Raher took on the prison "email" industry with a groundbreaking new report (p. 9); and Jo Balme, Gabe Isman, and Jacob Mitchell helped us create animations and interactive visuals to illustrate the big picture of correctional control across the U.S. and how some sentencing laws work in unexpectedly harmful ways.

This year, we added two new board members. Daniel Kopf of our Young Professionals network (who co-authored four of our reports released over the last year) has joined our board, as has Washington and Lee University School of Law Professor Nora Demleitner. (Interviews on pp. 16–17.)

Our staff is also growing. This fall, Kim Cerullo joined us as a Policy & Communications Associate, and we added two new positions with Joshua Aiken joining us as a Policy Fellow and Wendy Sawyer joining as a Policy Analyst.

These successes over the last year — not to mention the addition of new staff to help us take on new projects — are the direct result of the investments made by you, our closest friends who read to the bottom of this letter. You've made this possible.

I'm proud of our accomplishments this year — and over the last 15 years — and honored you made it possible. I'm excited about our plans for this next year that will shed new light on how our system of mass incarceration works and why we need to change it. I thank you for helping the Prison Policy Initiative play a vital part in the larger movement against mass incarceration.

In gratitude,



Peter Wagner
Executive Director
November 7, 2016

Who we are

The non-profit, non-partisan Prison Policy Initiative **produces cutting edge research** to expose the **broader harm of mass incarceration**, and then sparks **advocacy campaigns** to create a more just society.

The Prison Policy Initiative was founded in 2001 to document and publicize how mass incarceration undermines our national welfare. Our team has grown to six dedicated staff members who, along with student interns and volunteers, shape national reform campaigns from our office in Western Massachusetts.

Staff

- Joshua Aiken, *Policy Fellow*
- Kim Cerullo, *Policy & Communications Associate*
- Aleks Kajstura, *Legal Director*
- Bernadette Rabuy, *Senior Policy Analyst*
- Wendy Sawyer, *Policy Analyst*
- Peter Wagner, *Executive Director*
- Annette Johnson, *Director Senior Vice President and Vice Dean, General Counsel, NYU Langone Medical Center*
- Daniel Kopf, *Director Writer, Priceonomics*
- Drew Kukorowski, *Clerk, Attorney, Council for Children's Rights*
- Eric Lotke, *President, Author of Making Manna.*
- Jason Stanley, *Director Professor of Philosophy, Yale University*
- Sarah Walker, *Director Co-founder, Minnesota Second Chance Coalition*
- Angela Wessels, *Treasurer*

Students, interns and volunteers

- Jo Balme, *Young Professionals Network*
- Corey Frost, *Alternative Spring Break*
- Gabe Isman, *Young Professionals Network*
- Elydah Joyce, *Research Associate*
- Yoo Eun Kim, *Smith College Work Study*
- Daniel Kopf, *Young Professionals Network*
- Corey Michon, *Alternative Spring Break*
- Jacob Mitchell, *Young Professionals Network*
- Rebecca Neubauer, *UNC School of Law student Pro Bono Program*
- Stephen Rahe, *Young Professionals Network*
- Emily Widra, *Smith College School for Social Work*
- Joseph Miles Wobbleton, *UNC School of Law student Pro Bono Program*

Consultants:

- Bill Cooper, *GIS Consultant*
- Bob Machuga, *Graphic Design Consultant*
- Jordan Miner, *Programming Consultant*

Board of Directors*:

- Amanda Alexander, *Director Child Advocacy Law Clinic, University of Michigan Law School*
- Neelum Arya, *Director Research Director, Epstein Program in Public Interest Law and Policy, UCLA School of Law*
- Rachel Bloom, *Director*
- Nora V. Demleitner, *Director Professor of Law, Washington and Lee University School of Law*

*Organizations for identification purposes only.

Advisory Board*:

- Andrew Beveridge, *Sociology, Queens College*
- Alec Ewald, *Political Science, University of Vermont*
- Barbara Fedders, *UNC School of Law*
- Alex Friedmann, *Prison Legal News*
- Barbara Graves-Poller, *The Legal Aid Society*
- Ruth Greenwood, *Senior Redistricting Counsel, The Campaign Legal Center*
- Joseph "Jazz" Hayden, *plaintiff, Hayden v. Pataki*
- Dale Ho, *Director of Voting Rights Project, ACLU*
- Daniel Jenkins, *democracy activist, plaintiff, Longway v. Jefferson*
- Bruce Reilly, *Formerly Incarcerated and Convicted People's Movement*
- Brigitte Sarabi, *Partnership for Safety and Justice*
- Heather Ann Thompson, *Director Professor of History, University of Michigan*
- Janice Thompson, *Midwest Democracy Network*
- Brenda Wright, *Dēmos: A Network for Ideas and Action*
- Rebecca Young, *Attorney*

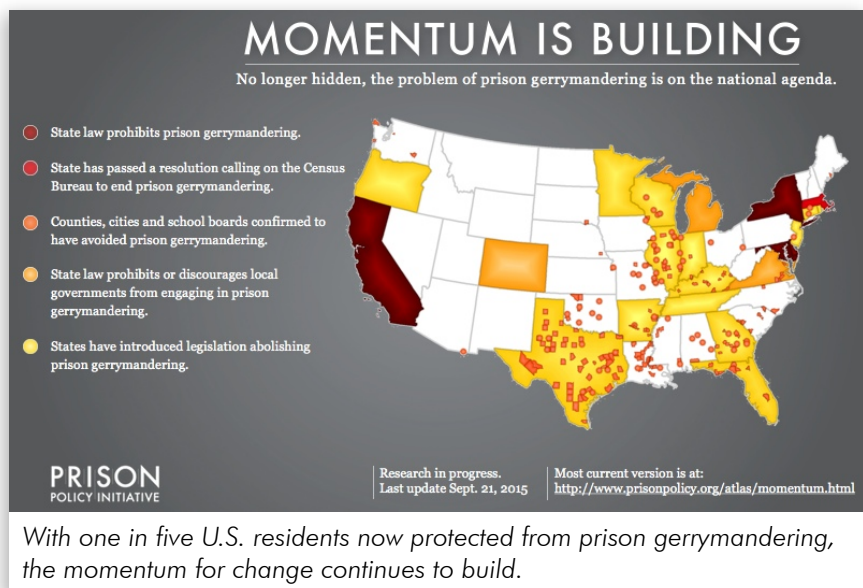
*Organizations for identification purposes only.

Protecting our democracy from mass incarceration by ending prison gerrymandering

<http://www.prisonersofthecensus.org/>

The Census Bureau's practice of counting more than two million incarcerated people where they are imprisoned awards undue political clout to the people that live near prisons at the expense of everyone else.

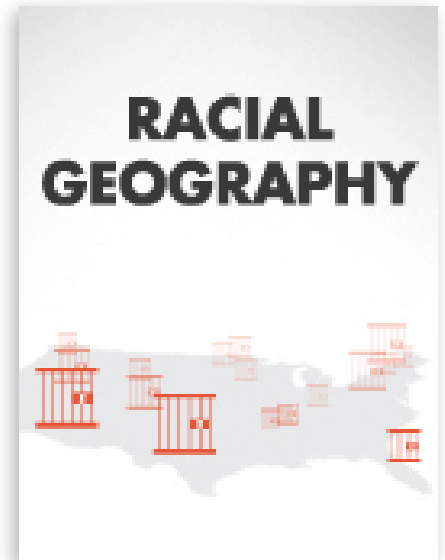
When our work began, no one knew that prison gerrymandering was distorting our democracy and impeding criminal justice reform. Today, our work has sparked successful legislation in multiple states, won major civil rights victories in the courts, and made the problem of prison gerrymandering a key issue for state legislators, local government officials, voting rights and civil rights advocates, researchers, and journalists.



This year marked great progress:

- Our campaign to convince the U.S. Census Bureau to count incarcerated people as residents of their home addresses in the 2020 Census went into high gear. **We organized 100,000 people** to call on the Census Bureau to end prison gerrymandering. The Census Bureau published two *Federal Register* notices about prison gerrymandering. 96% of the comments submitted in the summer of 2015 were supportive of reform. (The comments submitted in the summer of 2016 have not yet been published by the Bureau.)
- A federal judge declared **prison gerrymandering** in rural Jefferson County, Florida to be an **unconstitutional** violation of the principle of “one person one vote”. Our staff were expert witnesses in the case.

- We're winning in the state legislatures. In April, Tennessee passed legislation to allow rural counties to avoid prison gerrymandering. (Only Minnesota and Wisconsin remain as states that prohibit large numbers of local governments from modifying the Census Bureau data in order to avoid prison gerrymandering.) Other states are considering legislation that would end prison gerrymandering in state legislatures like New York, Maryland, Delaware and California have done.
- We explained the racial character of prison gerrymandering in states and counties throughout the country with a new report, *The Racial Geography of Mass Incarceration*, finding that the way the Census Bureau counts incarcerated people labels many prison-hosting counties as diverse when they are, in reality, anything but.



Bringing fairness to the prison and jail phone industry

<http://www.prisonpolicy.org/phones/>

Some children have to pay \$1/minute to talk to an incarcerated parent. Why? Because prisons and jails profit by granting monopoly telephone contracts to the company that will charge families the most.

For more than ten years, families trying to stay in touch with incarcerated loved ones had been calling on the Federal Communications Commission (FCC) to provide relief from exorbitant prison and jail telephone bills. Recognizing yet another way that mass incarceration punishes entire communities, we've made it a priority to help the FCC understand and regulate this previously hidden market.

On October 22, 2015, the FCC approved a series of historic regulations that would make calls home from prisons and jails even more affordable. As expected, the phone companies went running to the courts to try to stop the regulations from going into effect. The companies won a temporary stay of part of this historic order (other parts went in to effect on schedule).

We're continuing to support the FCC by supplying much-needed research on this billion dollar industry. In 2016, we submitted four briefings to the FCC on the industry's other dirty tricks and attempts to exploit loopholes:

- How phone companies can still undermine the fee limits by bundling phone services with other unregulated services.
- The third party transactional fees that require customers to pay up to \$11.95 for a single deposit.
- The need for regulating "single call products" that charge \$9.99-\$14.99 for a single call.
- Why one phone company isn't telling the truth about its ownership of an "independent" company behind the \$9.99/\$14.99 single call products.

We are also making sure the FCC doesn't forget about the new advanced communications services — like video visitation (p. 7) and electronic messaging (p. 9) — that threaten to further exploit families struggling to stay in touch.



Protecting family visits from the exploitative video visitation industry

<http://www.prisonpolicy.org/visitation/>

County jails and private companies work together to replace traditional in-person visits with expensive video chats and grainy computer images.

Video visitation, a technology that should make it easier for families to stay in touch, is actually being used to eliminate human contact and punish families. Our research provided the **first comprehensive national survey of the industry** and held the video visitation industry's promised benefits up to the harsh realities faced by families. Now in its second year, the campaign to protect in-person visits has achieved a number of important victories:

- Thanks in part to our research and advocacy, a new law in Texas recognizes that virtual visits are not the same as in-person visits. Each county jail in the state must now provide a minimum of two in-person visits per week. In April 2016, families were able to see their incarcerated loved ones at the **Travis County, Texas** jails face-to-face for the first time in three years.
- We spearheaded the call for regulation of the video visitation industry by submitting a detailed research briefing to the Federal Communications Commission. We argued that video visitation can be beneficial to families, but only if the service is affordable and used to supplement – not replace – in-person visits.
- We helped lead the campaign to pass SB 1157 “Strengthening Family Connections: In-Person Visitation”, a bill to protect in-person visits in California jails and juvenile facilities. Senior Policy Analyst and author of *Screening Out Family Time* Bernadette Rabuy traveled to California to testify in favor of the bill before the Senate Public Safety Committee. The bill successfully passed both chambers only to be vetoed by the Governor. We are working with our allies on other strategies to protection visitation in California.



- Our intern Emily Widra took on the facilities' claim that video and in-person communication are interchangeable. She did a deep dive into the current psychological research to produce a clear article demonstrating that when it comes to facilitating a meaningful connection, video falls short.
- We've kept this little-known industry in the press, generating investigative reports and personal op-eds, and we're continuing to win public support for the preservation of in-person visits.



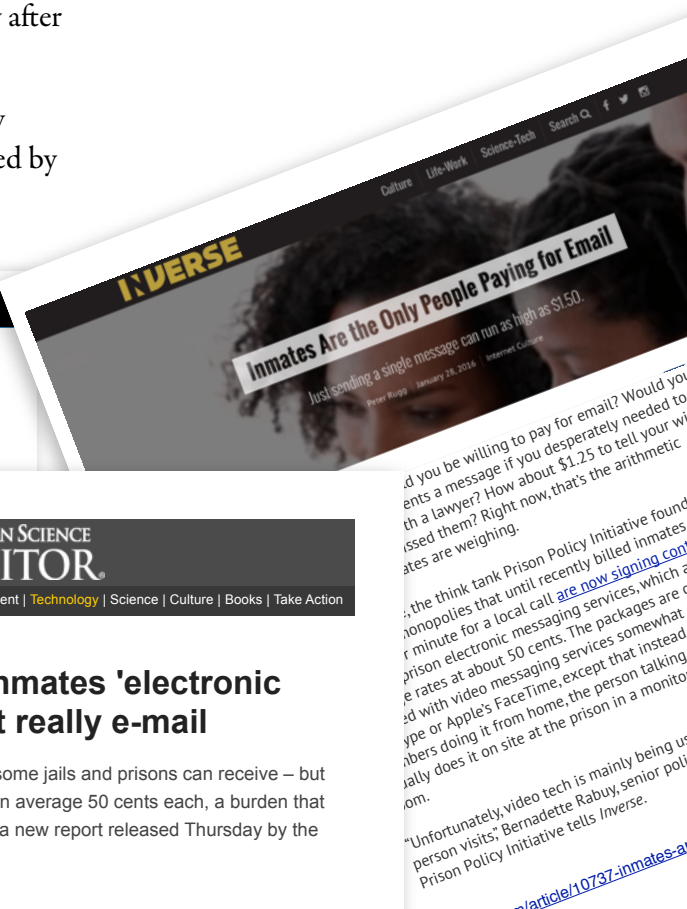
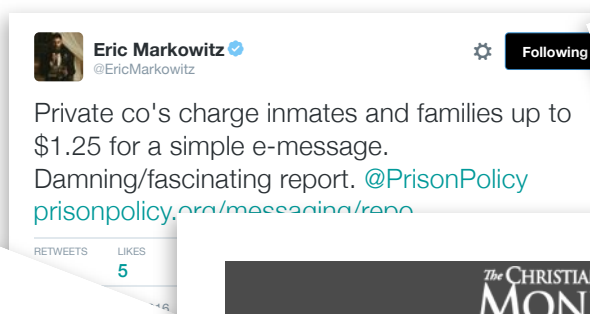
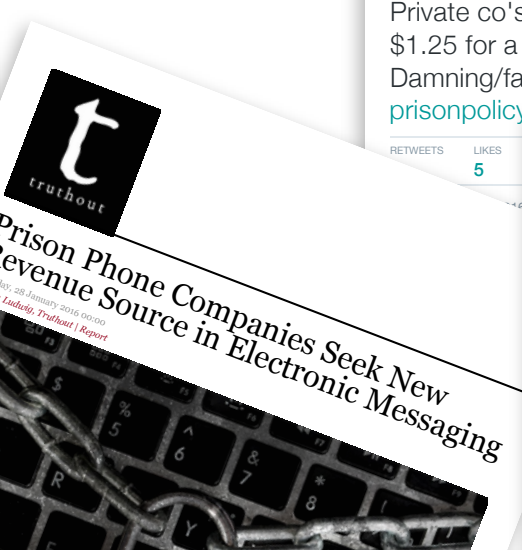
Exposing the jail and prison "email" industry

<http://www.prisonpolicy.org/messaging/>

Electronic messaging – new technology brings the same exploitation.

As the Federal Communications Commission began cracking down on abusively high prison phone costs, private companies came up with a new way to take advantage of families: electronic messaging (or “email in prisons”). Free world users enjoy the ability to send and receive emails of unlimited length at no cost. In correctional facilities, electronic messaging is a much different story.

- We published a report on the current state of the electronic messaging industry. *You've Got Mail: The promise of cyber communication in prisons and the need for regulations* finds that most electronic messaging is a poor excuse for email. Some services only allow for one-way communication, severely limit message length, and charge up to \$1.25 for a single message.
- We submitted our report, plus an additional research briefing, to the Federal Communications Commission to explain that, through regulation, electronic messaging can go from a poorly designed and expensive technology to a fair and reasonable tool for communication. We hope the FCC will take on this industry after they fully address the prison telephone industry.
- Through targeted media outreach, we exposed this previously unknown industry as another example of how families affected by incarceration are exploited for profit.



Protecting letters from home in local jails

<http://www.prisonpolicy.org/postcards/>

A number of sheriffs are experimenting with a counterproductive idea: banning letters from loved ones. For the past three years, we've been pushing back.

Controversial Maricopa County Sheriff Joe Arpaio began a misguided trend in 2007 when he **banned families from sending letters** to loved ones in jails, requiring personal correspondence to take place on postcards instead. Social science research and basic common sense say that incarcerated people must be able to maintain ties to family and friends in order to succeed upon release. With this harmful idea spreading to other jails at an alarming rate, we stepped up to the plate to protect letters from home. Fortunately, supported by our research, advocates around the country have successfully stopped a growing number of letter bans.

- Our report, *Return to Sender: Postcard-Only Mail Policies in Jails*, played a key role in supporting a successful campaign against a letter ban in Santa Barbara County, California. In September 2014, the jail announced that incarcerated people would once again be allowed to receive letters from loved ones.
- This year, we followed up with *Protecting Written Family Communication in Jails: A 50-State Survey*. This report serves as a tool against future letter bans by identifying the agencies that oversee jail mail standards in each state and spelling out their policies on written communication.
- The movement to end letter bans is growing. Just this year, sheriffs in Macomb County, Michigan and Flagler County, Florida **agreed to lift postcard-only policies**, and lawsuits are underway to challenge postcard-only policies in Knox County, Tennessee and Wilson County, Kansas.



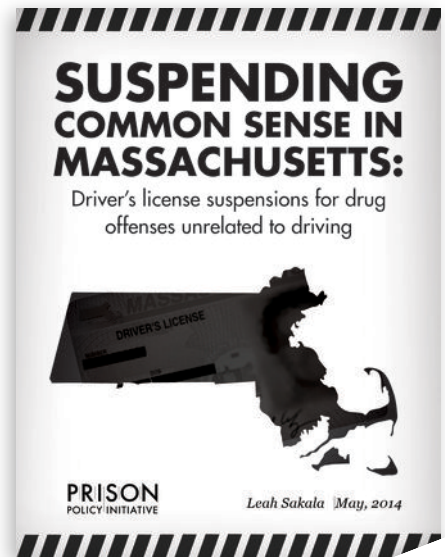
Working to end driver's license suspensions for drug offenses unrelated to driving

<http://www.prisonpolicy.org/driving/>

12 states and D.C. still suspend driver's licenses for any type of drug offense – even if the offense has nothing to do with operating a vehicle or road safety.

A backwards – and little-known – federal policy left over from the War on Drugs requires states to automatically suspend the driver's licenses of people convicted of drug offenses. We're making sure the remaining states have the information they need to repeal this costly and counterintuitive law.

- Our report, *Suspending Common Sense in Massachusetts: Driver's license suspensions for drug offenses unrelated to driving*, was the first to document why suspending the licenses of safe drivers makes roads more dangerous, wastes taxpayer and law enforcement resources, and prevents people with previous involvement in the criminal justice system from fulfilling personal, familial, and legal responsibilities that require driving.
- Common sense won out in Massachusetts this year. Armed with our research, our friends at EPOCA led a campaign that resulted in the elimination of the state's unnecessary license suspension law. Encouragingly, the bill received broad backing – from local sheriffs to the state's Attorney General – and endorsements from several major editorial boards.
- Stay tuned for our upcoming national report on the remaining states that need to finally opt out of this regressive federal law.



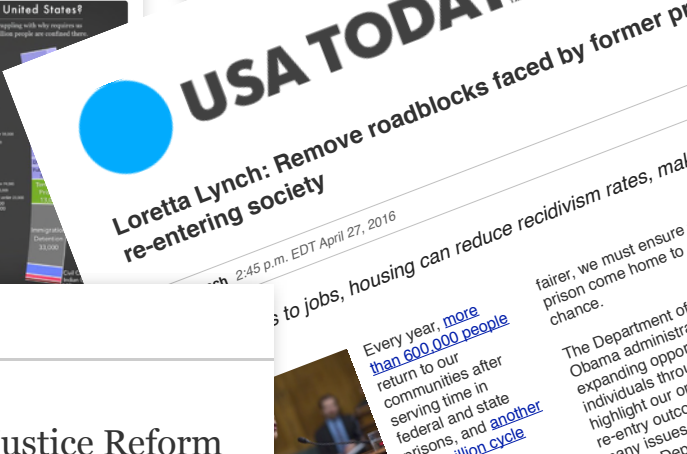
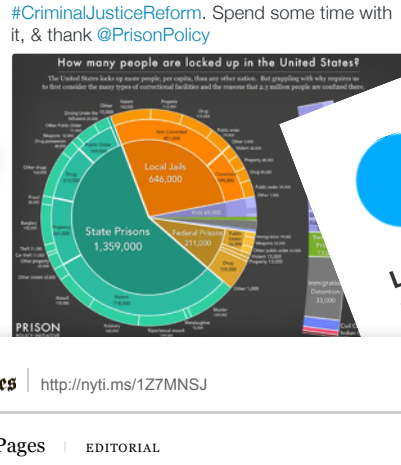
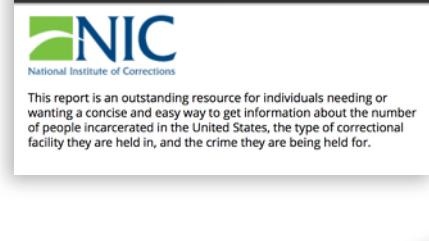
Pulling back the curtain on mass incarceration

We develop powerful ways to help the public understand that mass incarceration is both unprecedented and counterproductive.

With our creative research strategies and engaging graphics, we are laying the foundation for fairer and more effective justice policies.

Mass Incarceration: The Whole Pie 2016

Our annual "Whole Pie" report and graphic is probably the most popular visual in the recent history of justice reform. Our nation's leaders use the report's big picture view of the 2.3 million people locked up in more than 6,000 correctional facilities to advance their calls for justice reform, and the report helps advocates plan strategies to end the country's reign as the number one incarcerator in the world.

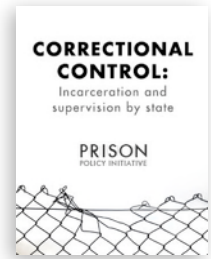


The Opinion Pages | EDITORIAL

States Lead the Way on Justice Reform

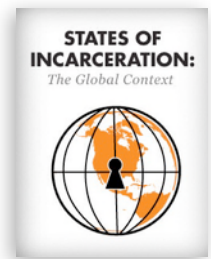
Correctional Control: Incarceration and supervision by state

Prison is just one piece of the correctional pie. When states are judged solely by their incarceration rates, we are ignoring the leading type of correctional control: probation. This report, for the first time, aggregates data on all of the kinds of correctional control: federal prisons, state prisons, local jails, juvenile incarceration, civil commitment, Indian Country jails, parole, and lastly, but importantly, probation.



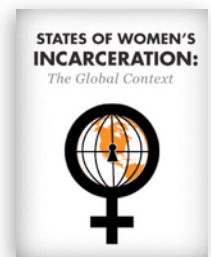
States of Incarceration: The Global Context 2016

Our report and infographic directly situate individual U.S. states in the global context. This updated version reveals that the use of incarceration in every state – even those with relatively progressive policies – is out of step with the international community. As a whole, the U.S.'s rate of incarceration is more than five times higher than that of most countries in the world.



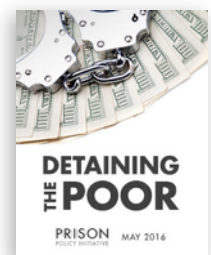
States of Women's Incarceration: The Global Context

Worldwide and in the U.S., the vast majority of people incarcerated are men. As a result, women's incarceration rates are often lost in the data. This report and infographic document how women fare in the world's carceral landscape by comparing incarceration rates for women in each U.S. state with the equivalent rates for countries around the world. The results are sobering; even the U.S. states that have comparatively low rates of incarceration for women out-incarcerate the majority of the world significantly.



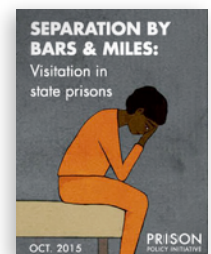
Detaining the Poor: How money bail perpetuates an endless cycle of poverty and jail time

70% of the people held in local jails are held pretrial, meaning they have not yet been convicted of a crime and are legally presumed innocent. To what degree is the system of money bail responsible for the large unconvicted jail population in the U.S.? Using an obscure and underused government dataset, we calculated that the typical money bail amount represents eight months of income for a typical defendant. The result is a modern-day debtors' prison system in which the constitutional principle of innocent until proven guilty only really applies to the well off.



Separation by Bars and Miles: Visitation in state prisons

Analyzing little-used government data, this report finds that extreme distances between prisons and the places that incarcerated people call home actively discourage family visits.



How widespread is suicide in jails?

As the tragic death of Sandra Bland put a spotlight on the problem of deaths in custody, we analyzed new Bureau of Justice Statistics data to determine that suicide is the leading cause of death in local jails and is all too common within the first few days of incarceration.

How do probation policies fuel mass incarceration?

Probation is often offered as an alternative to incarceration. But the terms and fees of this form of correctional control can be severe, trapping people in the criminal justice system with no end in sight. Furthermore, we found that the probation population is growing at a shocking rate — today more than half of the people under correctional control are on probation.

Why must the justice reform movement pay more attention to jails?

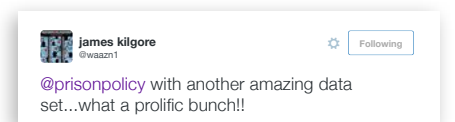
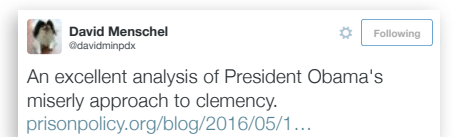
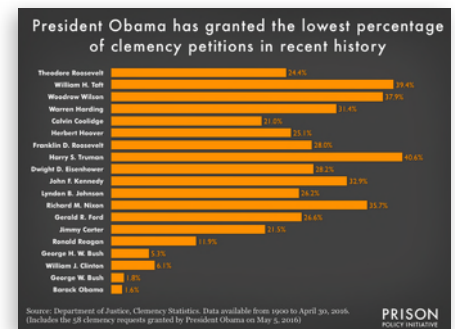
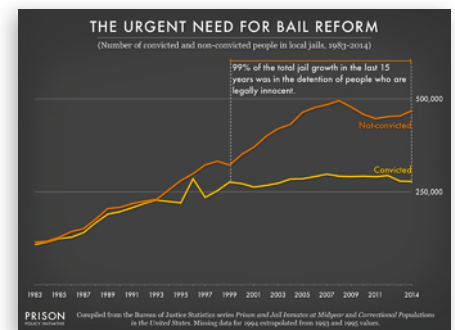
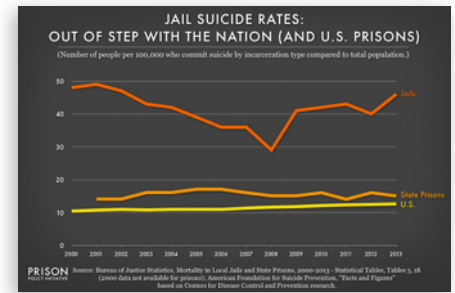
Compared to state and federal prisons, local jails receive little consideration. But with 11 million people cycling through each year, jails deserve to be front and center in criminal justice reform conversations. We compiled several Bureau of Justice Statistics datasets to discover an alarming reason why jails matter: 99% of jail growth in the last 15 years was in the detention of people who are legally innocent.

Are private prisons driving mass incarceration?

Private prisons are often blamed for the rise of mass incarceration, but our research shows that they are more of a symptom — following rather than leading the prison boom. While the profit motive undoubtedly creates room for abuse, we think it's important to clarify that the U.S. would have the largest prison system in the world with or without private prisons.

Has Obama's clemency initiative lived up to expectations?

The White House boasted that President Obama has commuted more sentences than all of the last six presidents combined, but we chose to measure his clemency initiative by a different metric. We calculated the percentage of clemency petitions granted by each president as far back as Theodore Roosevelt and found that Obama is on track to grant the lowest percentage in recent history.



Getting to know new board member Nora Demleitner

Nora Demleitner is a Professor of Law at Washington and Lee University School of Law.

Why did you decide to join the Prison Policy Initiative board?

Peter's courage and vision impressed me when he started the Prison Policy Initiative. He is the model of a law graduate on a mission, willing to do what it takes to make a goal become reality. He has built the Prison Policy Initiative from a fledgling single-issue one-man operation into a multi-faceted research and advocacy organization with great impact. How could I not want to be working with a smart and insightful group of people on issues of enormous importance to the country?

What does your work focus on? And what's the connection between that work and the Prison Policy Initiative?

My research focuses on sentencing and collateral sanctions, often with a comparative angle. I have worked on sentencing issues for over two decades, after a law school sentencing seminar and the prison project there inspired me to learn more and to help bring a different attitude to our criminal justice system. I joined the *Federal Sentencing Reporter* as an editor, and later became the lead author on a casebook on sentencing, *Sentencing Law and Policy*.

On my collateral sanctions work, I initially focused on felon disenfranchisement and then turned to restrictions on sex offenders. I also looked at the panoply of collateral sanctions that make it virtually impossible for someone with a criminal record to be ever again recognized as a full member of our society. That perpetual exclusion carries a host of negative consequences for the individual, their families and communities, and ultimately for all of us.

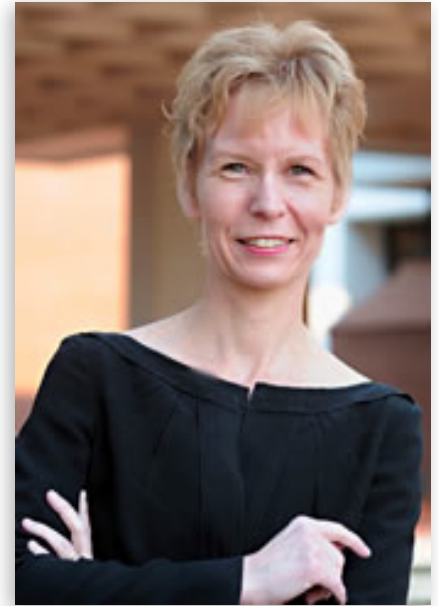
Frequently I compare our practices to those of other countries, especially in Western Europe. Our punitiveness and our unwillingness to accept someone who made a mistake back into society stand

out. We are our own worst enemy, and I want to support the Prison Policy Initiative in helping bring about necessary change. We need to learn from best practices here and abroad and infuse our criminal justice system again with humanity. Change is necessary as the current approaches too frequently penalize the poor and disadvantaged, minority and other diverse communities. Our criminal justice system cannot and should not be expected to remedy other social ills, ranging from failing schools to an ineffective mental health system.

What do you think is most unique about the Prison Policy Initiative and the projects it takes on?

The Prison Policy Initiative is the mouse that roars. How can such a small organization, located outside the typical locations for successful not-for-profits makes such a difference? I credit Peter's vision, the team he has built, tenacity and grit, an intuitive sense of how to proceed to make the most difference, and a drive for results. The Prison Policy Initiative has taken on topics of great import – the Census count of inmates or the actions of the prison phone industry, for example – and worked on changing unfair practices. That success breeds recognition and further success. It also focuses attention on exploitative and unfair practices in novel ways. The Prison Policy Initiative's attention is as often focused on improving the lot of the individual offender and their families as it is on protecting core values of our society, such as equal representation.

It is exciting to see an organization that is constantly keeping an eye out for topics that fit its mission. In addition, the Prison Policy Initiative has been spreading its wings in other ways. The relatively recent addition of the Research Clearinghouse, a database of empirical criminal justice reports, is one such example. I love the e-mails that assure that I won't miss leading reports and relevant information on a host of criminal justice topics.



What's something that you wish more people knew about the Prison Policy Initiative?

For the Prison Policy Initiative it is not about garnering accolades and acclaim. It is about results, about being a catalyst for positive change in the criminal justice area, and about distributing knowledge and insight.

Two things stand out for me: First, it has been invigorating to see how a single person with the drive to tackle injustice and abuse can do so successfully. What a role model Peter is! I wished more law students and young lawyers knew about him and his story.

Second, even those who may ideologically disagree or be uncertain about their position on some of the issues for which the Prison Policy Initiative advocates, should know about the Research Clearinghouse. It is an amazing resource, and I encourage everyone to sign up – today.

Supporting the Prison Policy Initiative makes you feel good because they get results on issues that matter.

Getting to know new board member Dan Kopf

Dan Kopf is a data scientist in California and a writer at Priceonomics who has been a member of our Young Professionals Network since February 2015. He is the co-author of several Prison Policy Initiative reports, including The Racial Geography of Mass Incarceration, Separation by Bars and Miles: Visitation in state prisons, Prisons of Poverty: Uncovering the pre-incarceration incomes of the imprisoned, and Detaining the Poor: How money bail perpetuates an endless cycle of poverty and jail time.

Why did you decide to join the Prison Policy Initiative board?

The Prison Policy Initiative does incredible work advocating for the end of mass incarceration and the humane treatment of those who are incarcerated – and they do it on a shoestring. I joined the board because I wanted to support, in whatever way possible, an organization I admire.

What does your work focus on? And what's the connection between that work and the Prison Policy Initiative?

I am a data journalist focused on reporting statistical trends in society. Just like the Prison Policy Initiative, my work entails communicating complex topics clearly and in a manner that excites the public.

What do you think is most unique about the Prison Policy Initiative and the projects it takes on?

I have been most impressed by the dedication and combination of skills of the staff. This is a group of people that have the rare combination of communication skills, facility with technology and data, and passion.



*"The Prison Policy Initiative does incredible work and they **do it on a shoestring.**"*

Dan Kopf

Supporting our work

<http://www.prisonpolicy.org/donate/>

The generous support of visionary foundations and individual donors has allowed the Prison Policy Initiative to grow from the idea of three enterprising students in 2001 into an innovative and efficient policy shop at the forefront of the criminal justice reform movement in 2016.

Our work is supported by a handful of foundations and a small network of generous individuals who allow us to seize timely new opportunities, like our work to protect in-person family visits from the predatory video visitation industry (p. 7), and to produce groundbreaking material that reshapes the movement for criminal justice reform, like our *Whole Pie* series (p. 12) which presents the first big picture view of the disparate systems of confinement that make the U.S. the number one incarcerator in the world.

If you would like to join these donors, you can donate online or send a paper check to PO Box 127 Northampton, MA 01061.

If you are a current supporter of our work, we ask you to allow us to count on your support in the future by becoming a monthly sustainer. Just go to <http://www.prisonpolicy.org/donate/>, select an amount and then how often you'd like it to repeat.

And if you ever have any questions about how to support our work or how your gift is being used, please don't hesitate to contact Peter, Aleks, Joshua, Wendy or Kim at (413) 527-0845.

We thank you for making our work — and our successes — possible.

Prison Policy Initiative budget report for 2015-2016 year

Income

Small Foundations	\$152,000
Large Foundations	\$75,000
Individual Donors	\$91,920
Consulting	\$48,289
Interest	\$2,583
Honoraria	\$2,450
Total	\$372,242

Expenses

Salaries, benefits, employment taxes for 3.5 FTE staff	\$248,664
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Consultants

Graphic Design	\$1,022
GIS/Mapping	\$780
Photography	\$375
Work study students	\$232
Research	\$1,712
Computer Programming	\$2,125
Subtotal consultants	\$6,246

Other expenses

Travel	\$3,023
Postage	\$2,337
Printing	\$591
Website and newsletter hosting	\$2,397
Rent & Utilities	\$11,105
Telephone & Fax & Internet access	\$2,583
Computer equipment	\$3,891
Insurance	\$2,046
Research Tools & Data	\$590
Supplies	\$4,603
Legal/Accounting Services	\$1,789
Staff development	\$1,712
Promotion & conference fees	\$1,437
Subtotal, other expenses	\$38,105

Total	\$293,014
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*"The Prison Policy Initiative is
the mouse that roars."*

Nora Demleitner