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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
Dear Friends,

As I write this letter, the presidential primary season is underway, and it’s striking how different this election season is. For the first time in recent memory, candidates for president are realizing that if they want to be taken seriously, they must be able to talk about how to end mass incarceration. Some of these candidates have more detailed proposals for criminal justice reform than others, but overall, their proposals are light years ahead of what was proposed in 2016 or previously.

Alongside the positive talk from the presidential candidates — and frustrating inaction in Congress — has been a flood of action in the states to reform our harsh and unfair justice system. A growing number of state and local lawmakers are learning that to reduce jail and prison populations nationwide, they must take the lead.

For the Prison Policy Initiative team, this news isn’t just encouraging; it’s vindicating. Since our founding in 2001, we’ve known that there are two broad ways that data can advance the movement to end mass incarceration. The first is by conveying the harms of tough-on-crime policies to a mass audience. The second is by helping state and local decisionmakers craft fairer, more just policies. The progress we’re seeing now — and the victories we’ve had over the last year — are proof that these strategies work.

Over the last 12 months, we released 10 major publications and 27 research briefings. Our research continues to both advance the national conversation around justice reform and help local decisionmakers change the system from the ground up. For example, our report State of Phone Justice: Local jails, state prisons and private phone providers gave state advocates and policymakers detailed data on what their jails charge for simple phone calls, and provided a path to securing fairer rates. Two of our other reports, Does our county really need a bigger jail? and Grading the Parole Release Systems in All 50 States, used a similar strategy to prompt challenges to jail construction plans and to advance parole reform. (See p. 9, 8, and 17.)

We’ve also been able to fill long-standing data gaps about the human costs of mass incarceration, such as how often unaffordable money bail separates parents from their young children. These data points are critical to keeping the urgency of criminal justice reform in the national conversation. For example, this year we found that:

- Formerly incarcerated people are 10 times more likely to be homeless, and only 4% of formerly incarcerated people hold a college degree. (See p. 5.)
- 1 in 4 immigrants in detention are held in locally-run jails, in beds rented to ICE. (See our report Mass Incarceration: The Whole Pie.)
- The number of women experiencing police use of force has quadrupled since 1999. (See p. 7.)
• 13 states in the hottest parts of the country lack universal air conditioning in their prisons. (See p. 15.)

• Two-thirds of women who can’t afford bail are parents of minor children. (See p. 7.)

It’s been gratifying to see our work — and the work of our allies — building consensus for decarceration and driving state-level reforms. For example:

• Washington and Nevada ended prison gerrymandering, and eight state legislatures considered similar bills. (See p. 13.)

• Since our 2017 research revealed that medical copays in prisons can cost an incarcerated person one-third of their monthly income for a single office visit, California and Illinois have ended medical copays in prisons and jails, and Texas replaced its notorious $100 yearly fee with a much lower per-visit fee. (See p. 15.)

These successes have given us even more reason to be optimistic. We still have a long road ahead, but our movement is rapidly gaining allies and momentum. And as an organization, your support has us poised to add several more staff, growing our research capacity and making our strategic communications work even more effective.

I’m proud of our accomplishments this year and honored you made it possible. 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
October 17, 2019
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 growing team of interdisciplinary researchers and organizers, along with student interns and volunteers, shapes national reform campaigns from our office in western Massachusetts.

Staff
- Wanda Bertram, Communications Strategist
- Alexi Jones, Policy Analyst
- Aleks Kajstura, Legal Director
- Wendy Sawyer, Senior Policy Analyst
- Peter Wagner, Executive Director

Part-time staff
- Bernadette Rabuy, Senior Policy Analyst
- Emily Widra, Researcher

Student interns and volunteers
- Summer Allen
- Stephen Raher, Young Professionals Network
- Roxanne Daniel, Smith College
- Daiana Griffith, Mount Holyoke College
- Stephen Raher, Young Professionals Network
- Maddy Troilo, Smith College
- Alison Walsh

Consultants
- Bill Cooper, GIS
- Elydah Joyce, Illustrations
- Bob Machuga, Graphic Design
- Jordan Miner, Programming

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  Professor of Law, Washington and Lee University School of Law
- Annette Johnson, Director
  Senior Vice President and Vice Dean, General Counsel, NYU Langone Medical Center
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- Dale Ho, Director of Voting Rights Project, ACLU
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- Eric Loke, Attorney, researcher, and author
- Bruce Reilly, Formerly Incarcerated and Convicted People’s Movement
- Brigette Sarabi, Partnership for Safety and Justice
- Heather Ann Thompson, Professor of History, University of Michigan
- Jason Stanley, Professor of Philosophy, Yale University
- Janice Thompson, Midwest Democracy Network
- Angela Wessels
- Brenda Wright, Demos: A Network for Ideas and Action
- Rebecca Young, Attorney

*Organizations for identification purposes only.

Recent alumni
- Lucius Couloute, Policy Analyst
- Mack Finkel, Research Analyst
- Jorge Renaud, Senior Policy Analyst
Pulling back the curtain on mass incarceration

https://www.prisonpolicy.org/national

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

With creative research strategies, engaging graphics, and highly-readable reports, we’re laying the foundation for fairer and more effective justice policies.

Mass Incarceration: The Whole Pie 2019
We released our richest snapshot yet of who is locked up in the U.S., where, and why. This yearly report’s “whole pie” chart — which has become the most widely used graphic in the criminal justice reform field — is now accompanied by 23 other data visuals and hundreds of key data points to guide policymakers. And for the first time, our report also includes a “myth-busting” section, highlighting causes of mass incarceration that get too little attention as well as simple stories that receive too much.
Nowhere to Go: Homelessness among formerly incarcerated people

We calculated the first national estimates of homelessness among people who have been to prison, finding that formerly incarcerated people are 10 times more likely than the general public to lack a place to call home. Our report explains the crisis and offers policy solutions, showing that explicit discrimination and poverty have created a housing crisis. Our data indicates that the risk of homelessness is highest for people recently released from prison, those experiencing “cycles” of incarceration and release, and women, particularly women of color.

Getting Back on Course: Educational exclusion and attainment among formerly incarcerated people

It’s well known that the U.S. criminal justice system “funnels” youth from schools to prisons, but what happens after that? We provided the first national snapshot of education among formerly incarcerated people, revealing that they rarely get the chance to make up the education they’ve missed: 25% of formerly incarcerated people have no educational credentials at all, 33% have a GED rather than a traditional high school degree, and less than 4% have a college degree. In a job market that increasingly demands college degrees, excluding incarcerated people from education means locking them out of success.
Breaking down the impact of mass incarceration on women

https://www.prisonpolicy.org/women.html

Women are the fastest-growing segment of the incarcerated population, but data about their experiences behind bars isn’t readily available. We’re working to change that.

Understanding the injustices experienced by incarcerated women is more timely than ever, as policy issues that particularly affect them — like money bail and mental health treatment — receive more attention. Our research is helping state and federal lawmakers take bolder action to reduce the number of women behind bars.

Women’s Mass Incarceration: The Whole Pie 2018
Women in the U.S. experience a starkly different criminal justice system than men do, but data on their experiences are difficult to find and put into context. For the second year running, we filled this gap in the data with a rich visual snapshot of how many women are locked up in the U.S., where they are incarcerated, and for what offenses. This updated report also features a close-up view of women in local jails. Author Aleks Kajstura later testified before members of Congress about our findings in this major report and others.

Legal Director Aleks Kajstura testifies before members of the House Judiciary Committee about the mass incarceration of women and girls.
Policing Women: Race and gender disparities in police stops, searches, and use of force

Despite growing attention to policing over the past few years, the experiences of women and girls with police are still overlooked. So we released a sweeping analysis of gender differences in arrest trends, as well as gender and racial disparities in stops, searches, and use of force. Our analysis finds that women make up a growing share of arrests, and that the number of women experiencing use of force has more than quadrupled since 1999 (while doubling for men). Race plays an important role as well, with Black women most likely to be stopped in traffic, arrested during a stop, and subjected to police force.

More highlights of our work on women’s incarceration include:

- Publishing a state-by-state analysis of women released from prisons and jails each year. Our analysis reveals a glaring need for resources to support recently-released women, most of whom are mothers, and who suffer from disproportionately high rates of poverty and homelessness.
- Investigating the impact of money bail on women with minor children. We found that two-thirds of women in jail because they can’t make bail are parents of children under 18. Money bail, our analysis shows, isn’t just criminalizing poverty — it’s tearing vulnerable families apart.
- According to a WOSU analysis of ODRC data shows more than 5,500 drug possession charges were doled out to women over just the last decade. Women for seven years, and now oversees all women sentenced under the “War on Drugs” in the 1970s and further fueled by the 2000s epidemic. Prison populations surged across the country, putting more men and women behind bars — one of the largest female prison populations in the state, and one of the largest female prison populations in the country.

Nearly 2 million women are released from jail/prison each year. There aren’t enough resources to help them.
Shining a light on local jails

https://www.prisonpolicy.org/jails.html

One out of every three people who were behind bars last night was confined in a jail, two out of every three correctional facilities are jails, and almost every person (95%) released from a correctional facility today was released from a jail.

Jails are literally mass incarceration’s front door, yet the scant attention paid to jails and jail policy is itself a key impediment to reform. We’re putting the need for jail reform directly into the national conversation.

Does our county really need a bigger jail? A guide for avoiding unnecessary jail expansion

As counties and cities across the U.S. struggle with overcrowded jails, our report provides a long-needed tool: a handbook for reducing jail crowding without building more jail space. Jail populations have tripled nationwide in the last three decades, we explain in our report, but this jail growth is rooted in reversible policy failures like money bail. Our report helps counties uncover the root causes of jail overcrowding, then recommends policy strategies to solve these underlying issues rather than simply expanding the jail.

Pretrial policies drive jail growth

Number of people in local jails by conviction status, 1983-2016

Pretrial detention is responsible for all of the net jail growth in the last 20 years.

For sourcing details, see the methodology at www.prisonpolicy.org/reports/piz2018.html
Bringing fairness to the prison and jail phone industry

https://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.

Since 2013, we’ve been lobbying state legislatures, departments of corrections, and the Federal Communications Commission to provide relief from the exorbitant rates and fees charged by prison and jail telephone companies.

This year, our work fueled important regulatory victories, sparked a wave of local reporting across the U.S., and helped push this issue onto the policy platforms of multiple presidential candidates.

We released State of Phone Justice, a major report uncovering the cost of phone calls in over 2,000 local jails. Our report allows readers to compare the cost of calls in thousands of locally-run jails and state-run prisons, and goes into unprecedented depth on the state of the prison and jail phone market. Our report explains why, even as many state prisons have negotiated for lower phone rates, county sheriffs continue to sign phone contracts that prey on low-income detainees and enrich private phone providers.

Editorial: Jails should not treat inmates like profit centers

Chula Vista police said the study is misleading because it included only rates for direct collect calls and those paid with credit cards.

Chula Vista police said the study is misleading because it included only rates for direct collect calls and those paid with credit cards.

Editorial: Jails should not treat inmates like profit centers
To accompany *State of Phone Justice*, we released two more analyses of prison and jail phone exploitation. In the first, we explained how phone providers creatively circumvent state and federal regulations to offer jails large portions of their revenue. Second, we explained how the cost of jail phone calls falls hardest on people in jail who have not been convicted of a crime, and who therefore must use phone calls to organize their defense before trial.

Beyond publishing this critical 50-state research, we also used our expertise to help win meaningful new regulations:

- We successfully objected to the proposed merger between Securus and ICSolutions, a merger that would have effectively handed the market for prison and jail phone services over to two industry giants. The two companies dropped their attempted merger in April, after the FCC and the Department of Justice signaled that they would likely block the deal.

- We intervened in a regulatory proceeding in Iowa, calling for lowering the cost of calling home from Iowa jails, and mobilized the media to bring powerful public attention to obscure regulatory decisions.

- We are helping several major counties get fairer deals with their jail phone providers. We are optimistic that these efforts will become a national template for all counties to follow.

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**FOR IMMEDIATE RELEASE**

Wednesday, April 3, 2019

Securus Technologies Abandons Proposed Acquisition of Inmate Calling Solutions After Justice Department and the Federal Communications Commission Informed Parties of Concerns

Securus Technologies Inc. (Securus) confirmed yesterday that it has abandoned its plans to acquire Inmate Calling Solutions LLC (ICS). The Department of Justice’s Antitrust Division had previously informed the companies that it had significant concerns that the merger would eliminate important competition in the market for inmate telecommunications services (ITS).

Securus and ICS are two of the four major ITS providers in the United States. Correctional facilities across the United States rely on specialized telecommunications companies to provide both basic phone service to inmates and the important security features the facilities require. In addition, ITS are an important source of revenue that supports the facilities' operations. These services are an important lifeline between the inmates in these facilities and their loved ones.

"Securus and ICS have a history of competing aggressively to win state and federal prison business. As such, it is not possible to have a thriving market with only two providers," said a Justice Department spokesperson.

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"Des Moines Sunday Register"
Protecting family visits from the exploitative video calling industry

https://www.prisonpolicy.org/visitation/

County jails collude with private companies to replace traditional in-person visits with expensive, low-quality video chats.

Video calling, a technology that should make it easier for families to stay in touch, is being used to eliminate human contact and create profits for both private companies and local jails. As a leader in the movement to regulate the industry, we’ve continued our fight to protect families and enact lasting change:

• As telecom companies peddle tablet computers to even more prisons and jails, we analyzed several “tablet contracts,” exposing how tablet technology is enabling correctional facilities to cut in-person visits and other essential services.

• We published an analysis of a disturbing trend: families being completely cut off from their loved ones in jail when video calling technology breaks down. Our analysis provides a new and valuable argument in the fight to preserve family contact.

• We supported legislation in California that would require all jails to provide in-person visits, and to award contracts to the company providing services at the lowest cost to families.

• We supported U.S. Senator Tammy Duckworth’s (D-IL) federal bill that would require the FCC to regulate the exploitative video calling industry.

To help advocates fight the industry in their states and counties, we’ve published a toolkit of resources. And we’ve maintained pressure on this corrupt industry by keeping it in the press.
Protecting our democracy from mass incarceration by ending prison gerrymandering

https://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 people who live near prisons at the expense of everyone else.

When our work began in 2001, no one knew what prison gerrymandering was, never mind how it distorts our democracy and criminal justice system. Today our work is sparking legislation, winning victories in the courts, and making the problem of prison gerrymandering a key issue for lawmakers, voting and civil rights advocates, researchers, and journalists.

This year’s highlights:

- We helped Washington and Nevada become the fifth and sixth states to end prison gerrymandering. Both states passed laws ensuring that they will count incarcerated people as residents of their hometowns for redistricting, not as residents of the places where they are incarcerated.

- We continue our work to end prison gerrymandering state by state in the legislatures. A bill to end prison gerrymandering passed the state senate in New Jersey, and similar bills were considered in eight other states: Illinois, Pennsylvania, Rhode Island, Texas, Louisiana, Oregon, Wisconsin, and Connecticut. New legislation is on the horizon in still more states, including Florida, Colorado and Arizona.

- We continue to explain how prison gerrymandering impacts political representation and not federal funding, a common misconception that holds back efforts to eliminate the practice.

With one in five U.S. residents now protected from prison gerrymandering, the momentum for change continues to build.
Could How We Count Prison Inmates Affect Political Power? A Look At Prison Gerrymandering

The Supreme Court recently ruled on political gerrymandering, the practice of cutting up voting districts to benefit one party over another. Advocates are advocating for an end to another type of gerrymandering.

How Prisons Inflate Rural Voters’ Power

There’s a gerrymandering problem that Democrats aren’t talking about, and it’s happening in rural parts of the country.

The Trump administration suffered its worst legal defeat yet last month when the Supreme Court effectively forced it to keep a citizenship question of the 2020 census. Had the effort succeeded, fewer immigrants and noncitizens would have participated in the census, thereby weakening a decades-old tactic of federal statistics and congressional districts. More than 200,000 households reportedly were being asked to prove their citizenship.

Prison gerrymandering is a problem that’s grown with the rise of prison populations.

The Philadelphia Inquirer

The Way the Census Counts Prison Populations Seriously Distorts Redistricting

By Mekela Panditharatne

A new study by the Prison Policy Initiative finds that the way the Census Bureau counts prisoners results in significant population distortions in districts.

JURISPRUDENCE

California’s Proposition 17, which would restore voting rights to felons, has been challenged in court.

Proposition 17, passed by California voters in November 2020, would allow people who have completed their sentences, including parole, to vote. The measure could affect 1 million people.

The California Republican Party and two Republican lawmakers have sued to block the measure, arguing that it violates the U.S. Constitution’s Equal Protection Clause by giving convicted felons a voting advantage.

The lawsuit was filed in federal court in San Francisco. A hearing is scheduled for August 24.

The lead plaintiff is Republican Assemblyman Tom Lackey, who represents a district in Los Angeles County.

The measure, which would take effect in November 2022, would make California the first state to restore voting rights to felons who have completed their sentences.

The constitutionality of the measure has been challenged by the Republican Party, which argues that it would violate the Equal Protection Clause because it provides a voting advantage to felons.

The plaintiffs argue that the measure would not have a discriminatory impact because it would apply to all felons who have completed their sentences.

The case is Lackey et al. v. Harris, No. 3:21-cv-01646-DMN-MAE.

Gerry McNamara, a plaintiff in a similar case in New York, said the measure would give felons an unfair advantage.

McNamara, who was sentenced to prison in 2001 and is currently on parole, said he is concerned about the impact of the measure on communities of color.

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The case is Lackey et al. v. Harris, No. 3:21-cv-01646-DMN-MAE.
Exposing the healthcare crisis in prisons and jails

https://www.prisonpolicy.org/health.html

Every year an individual spends in prison takes two years off their life expectancy. We’re gathering the data to hold prisons and jails accountable.

Too many prisons and jails, shielded from public view, are neglecting to provide basic medical services to the people in their care. We’re giving advocates and journalists what they need to expose these abusive practices and fight for policy change.

- Following our groundbreaking 2017 analysis of states charging medical copays to incarcerated people, three states took action to change the practice. Texas reduced its notorious $100 copay, and Illinois and California ended copays in prisons completely.

- We published an article explaining why failing to provide air conditioning in prisons often amounts to cruel and unusual punishment. Even though prison populations include many people vulnerable to heat-related illness, 13 states in the hottest parts of the country lack universal A/C in their prisons.

- With the national opioid epidemic killing recently incarcerated people at disturbing rates, we published an article explaining why prisons and jails should provide medication-assisted treatment — the “gold standard” of opioid treatment — to the people in their custody.
Reducing the burdens and “net-widening” effects of probation and parole

https://www.prisonpolicy.org/probation_parole.html

Though they are considered “lenient” punishments, probation and parole frequently channel people back into prisons and jails for minor offenses — or, worse, for merely being poor.

Are states using probation and parole as tools for true criminal justice reform? Or are they imposing needless restrictions on people under supervision, squeezing money from poor families, and punishing behaviors that shouldn’t even be crimes? Our reports are shining a light on state supervision systems so that these systems — which hold twice as many people as prisons and jails combined — receive proper scrutiny.

Correctional Control: Incarceration and supervision by state

When it comes to ranking U.S. states on the harshness of their criminal justice systems, incarceration rates only tell half of the story. 4.5 million people nationwide are on probation and parole, and several of our seemingly “less punitive” states put vast numbers of their residents under these other, deeply flawed forms of supervision. In this report, we calculated each state’s rate of total “correctional control,” and explained how systems intended as “alternatives” to incarceration can become drivers of incarceration if used incorrectly.

Rates of correctional control

Per 100,000, Idaho has more people in its correctional system than almost any other state

By TOMMY SIMMONS, tsimmons@idaho.press
Dec 15, 2018

Idaho has a higher rate of people on probation or parole and incarcerated than almost every other state in the country, according to a new report.

The report, released this month by the think tank Prison Policy Initiative, examined the rates of correctional control among each of the states.
Grading the Parole Release Systems of All 50 States
How fair is your state’s parole release system? We gave each state a letter grade and broke down our evaluation point-by-point, providing a first-of-its-kind tool for understanding parole and how it works (or doesn’t work). What most parole release systems have in common, we found, is not a set of rules or principles: It’s dysfunction, randomness, and a lack of transparency, all of which work against incarcerated people attempting to earn their freedom.

Eight Keys to Mercy: How to shorten excessive prison sentences
More than 200,000 people in state prisons today are serving life or “virtual life” sentences, often as a result of draconian sentencing laws. But even when governors and legislators want to bring these individuals relief, they’ve had no handbook for doing so — until now. Our report presents the most effective ways for states to shorten long sentences in a broad, sweeping manner, including innovative ways to expand parole.

More highlights of our work on probation and parole include:

- Analyzing the incomes of the 3.6 million people under probation supervision in the U.S., and revealing that many states are charging monthly fees that people on probation simply can’t afford to pay.

- Challenging states’ practice of consulting prosecutors during the parole release process — even when the prosecutor’s knowledge of the applicant is years or decades out of date.

How fair is your state’s parole release system? We gave it a letter grade.
Research Library &
Legal Resources for Incarcerated People

https://www.prisonpolicy.org/research.html &
https://www.prisonpolicy.org/resources/legal

Beyond producing original research, the Prison Policy Initiative edits several databases to empower activists, journalists, and policy makers to shape effective criminal justice policy.

Our searchable Research Library contains more than 3,000 entries with empirically rigorous research on criminal justice issues ranging from racial disparities to sentencing policy to recidivism and reentry.

- In the last year, we’ve added 219 new entries with the most recent cutting-edge research on justice reform issues. You can get the newest additions delivered right to your email inbox by signing up for our Research Library newsletter at www.prisonpolicy.org/subscribe.

- Our Legal Resource Guide for Incarcerated People also continues to grow in popularity. We work with legal services providers to update their entries in our guide each year so that we can assure the incarcerated people who write to us, their loved ones on the outside, or the staff of other policy and legal organizations that the referrals on our list are all accurate.
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 2019.

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 poor families from the predatory prison and jail phone industry (p. 9), and to produce groundbreaking material that reshapes the movement for criminal justice reform, like our Whole Pie series (p. 4) which presents the essential 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 https://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, Wendy, Alexi or Wanda at (413) 527-0845.

We thank you for making our work — and our successes — possible.
### Prison Policy Initiative budget report for 2018-2019 year

#### Income

<table>
<thead>
<tr>
<th>Category</th>
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#### Expenses

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<tr>
<td>Salaries, benefits, employment taxes for 6 FTE staff</td>
<td>$511,366</td>
</tr>
<tr>
<td>Consultants</td>
<td></td>
</tr>
<tr>
<td>Graphic/information design</td>
<td>$3,713</td>
</tr>
<tr>
<td>Programming</td>
<td>$2,090</td>
</tr>
<tr>
<td>Research</td>
<td>$27,358</td>
</tr>
<tr>
<td><strong>Subtotal, consultants</strong></td>
<td><strong>$33,161</strong></td>
</tr>
<tr>
<td>Other expenses</td>
<td></td>
</tr>
<tr>
<td>Computer equipment</td>
<td>$7,346</td>
</tr>
<tr>
<td>Insurance</td>
<td>$2,251</td>
</tr>
<tr>
<td>Legal/Accounting services</td>
<td>$2,456</td>
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<tr>
<td>Postage</td>
<td>$3,147</td>
</tr>
<tr>
<td>Printing</td>
<td>$461</td>
</tr>
<tr>
<td>Promotion &amp; conference fees</td>
<td>$1,857</td>
</tr>
<tr>
<td>Rent &amp; utilities</td>
<td>$12,257</td>
</tr>
<tr>
<td>Research tools</td>
<td>$473</td>
</tr>
<tr>
<td>Staff development</td>
<td>$1,484</td>
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<tr>
<td>Supplies</td>
<td>$5,593</td>
</tr>
<tr>
<td>Taxes</td>
<td>$269</td>
</tr>
<tr>
<td>Telephone, fax &amp; internet service</td>
<td>$2,231</td>
</tr>
<tr>
<td>Travel</td>
<td>$5,727</td>
</tr>
<tr>
<td>Website &amp; newsletter hosting</td>
<td>$3,300</td>
</tr>
<tr>
<td><strong>Subtotal, other expenses</strong></td>
<td><strong>$48,850</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$593,377</strong></td>
</tr>
</tbody>
</table>

*Several of these large foundation grants are for work that extend outside the current fiscal year.*