

POLICY OPTIONS FOR IMPROVING PUBLIC SAFETY, HOLDING OFFENDERS ACCOUNTABLE, AND CONTAINING CORRECTIONS COSTS IN WYOMING

Confidential Full Report to the Wyoming Governor's Office and Department of Corrections

November 2014

Background

At the direction of the Joint Judiciary Committee, the Wyoming Department of Corrections (WDOC), in coordination with the Wyoming governor's office, requested assistance from the National Governors Association Center for Best Practices (NGA Center) and the Pew Charitable Trusts (Pew) to assess drivers of the state's prison population and to identify potential policy options for improving public safety (MCCD), holding offenders accountable, and containing corrections costs.

In July and August of 2014, an analysis of WDOC data was conducted to identify factors related to the recent growth in Wyoming's prison population. The NGA Center and Pew, with assistance from the Michigan Council on Crime and Delinquency's Center for Justice Innovation, reviewed Wyoming's corrections policies and practices and met with WDOC leadership, the governor's office, and a wide range of stakeholders from across the state, including the judiciary, legislators, prosecutors, sheriffs, parole board officials, crime victim advocates, adult community corrections providers, public defenders and county officials.

This report summarizes the data analysis and provides policy options for consideration. The options presented reflect best practices and the latest research in corrections policy. Further, they are informed by stakeholder recommendations made to the WDOC and governor's office during a policy workshop that the NGA Center convened on August 30, 2014.¹

Key Findings: Prison Population Drivers

Three factors were considered in assessing drivers of Wyoming's prison population:

- **Admissions:** How many people are admitted to prison and what policies and practices affect admission rates?
- **Length of stay:** How long are offenders staying in prison, and what policies and practices affect release decisions and time served?
- **Re-entry:** How many inmates are released from prison, and what are the policies and practices that inform reentry approaches, post-release supervision, and community engagement?

Those three factors—the number of individuals admitted to prison, the length of time they stay, and the number of inmates released from prison—are the key determinants of a state's prison population.

¹ In summary, stakeholder recommendations include: 1) Ensure policy and practice are driven by accurate, timely data, and promote greater exchange of relevant data between WDOC and local communities; 2) Enhance community supervision through expanded resources and sanction options, and increase training for probation and parole officers; 3) Improve and increase mental health and substance abuse services for offenders; 4) Continue to use validated risk and needs assessment tools to target interventions for offenders but increase efforts to do so as early as possible in the justice process; 5) Improve collaboration between community resources and the criminal justice system, and promote community education on best practices and alternatives to incarceration; 6) Seek a greater role for victims in administrative decision-making; 7) Consider possible legislative action, such as reforming the state's Community Corrections Act, implementing a tiered felony scheme, and providing greater funding for justice system stakeholders.

Through that lens, Pew, the NGA Center, and MCCC analyzed corrections data provided by the WDOC. Findings of the analysis include the following:

- **The prison population is growing and has a large proportion of inmates who are low risk for reoffending:** The total prison population has increased 27 percent since 2005, and it is made up of a large proportion of low-risk offenders—37 percent in 2013.
- **Driving that growth are an increase in the number of low-risk offenders admitted to prison and an increase in the length of time inmates serve behind bars:** Overall, admissions to Wyoming prisons have risen 64 percent since 2000, and a growing proportion of those admissions are low-risk offenders—31 percent in 2013 up from 26 percent in 2005. Mean time served at release from prison has increased 9 percent since 2000 across all admission types, including new court commitments, and probation and parole revocations.
- **Admissions are up because more parolees are being revoked:** The proportion of released offenders who fail to meet the terms of their parole has grown: revocations accounted for 29 percent of terminations in 2013, compared to 21 percent in 2009.
- **The majority of offenders on supervision who recidivated were returned to prison for a technical violation:** Wyoming's recidivism rate, which measures the percent of offenders released from prison who return within three years, ranged from 23 to 24 percent over recent cohorts. Of those released from prison with supervision, the majority who returned to prison returned for a technical violation (defined as violations of conditions of supervision not resulting in new criminal charges).
- **The probation population has remained stable:** Admissions to probation and the total size of the probation population have remained fairly stable since 2009. Large proportions of probation admissions are drug offenders (40 percent in 2013) or low-risk offenders (38 percent in 2013). Most revocations occur within the first year of probation supervision.

In sum, Wyoming's prison population is growing because of sentencing and revocation decisions that have affected the number of offenders being sent to prison and their length of stay there. More people are entering Wyoming's prison system and staying longer even though they are low risk for reoffending and may be managed safely in the community. If current trends continue, analysis by the WDOC indicates that the state's prison system will require additional beds by 2017 at a 10-year taxpayer cost of approximately \$60 million for construction and operations.

Policy Options

To avoid running out of beds by 2017, the WDOC and governor's office are considering policies, practices, and programs that can reduce or reverse recent population growth. Toward that end, the following options can help the state strengthen its admission policies and practices, control length of stay, and improve reentry outcomes. The options aim to reserve prison space for violent and career criminals and hold low-level drug and property offenders accountable through community-based supervision, sanctions, and services. Further, they are informed by the data analysis and driven by three primary objectives: improving public safety, holding offenders accountable, and controlling corrections costs.

1. Options to Strengthen Prison Admission Policies and Practices

In previous attempts to control prison admissions, Wyoming has focused considerable resources on supporting residential facilities referred to as Adult Community Corrections (ACC) centers. The Wyoming Adult Community Corrections Act, which shares some of the characteristics of community corrections acts across the country, provides the statutory framework for those facilities.

The intent of most state community corrections acts is to keep admissions to prison of non-violent and low-risk offenders at a minimum with the goal of using limited corrections resources more effectively. By keeping non-violent, low-risk offenders in the community where they can be safely managed, states can reserve expensive prison space for serious offenders who pose the greatest risk to public safety.

Effective community corrections acts rely on local and state-level strategic planning to match offenders otherwise bound for prison with appropriate community-based programming.² Programming may include residential and community services that address a range of criminogenic needs, including substance abuse and mental health problems. Programs funded under community corrections acts, if properly designed, can save institutional bed space and costs by reducing recidivism. Importantly, non-institutional programs have consistently outperformed prisons and jails in their ability to reduce recidivism.³

Improving and expanding community corrections in Wyoming has the potential to empower and mobilize the state's communities to assist in solving the problem of increasing numbers of low-level offenders being sentenced or revoked to prison. A new community corrections framework in Wyoming could systematically focus state and local corrections resources on higher-risk offenders, where research shows the most effect on crime reduction can be made.⁴ Additionally, a new framework, modeled after the American Bar Association's Model Community Corrections Act, could become an effective way to avoid prison expansion and promote a new commitment by state and local planning to keep prison admissions at a minimum for low-risk offenders who can be safely managed and treated in the community.⁵ Long-term savings from prison-bed reductions could support the state in appropriately funding the range of services and sanctions that are needed to eliminate current gaps in services for offenders diverted from prison.

Further, expanded performance measurement can be incorporated into community corrections act reforms, allowing policymakers and the public to make more informed decisions about managing and funding state and local correctional programs.

Key Data Findings

A review of WDOC data shows that most admissions to prison were new court commitments, but a growing number are the result of parole violations. Parole violation admissions accounted for 10 percent of admissions in 2000, but they accounted for 19 percent of admissions in 2013. Together, parole and probation violations (26 percent of admissions) accounted for 45 percent of all admissions in 2013 (Figure 1).

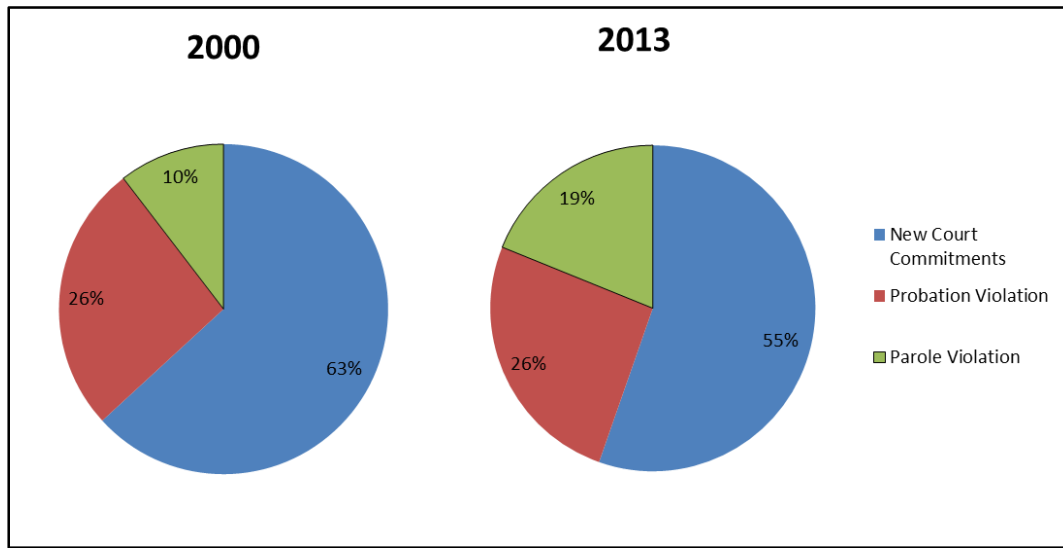
² U.S. Dept. of Justice, National Institute of Corrections, *Community Corrections Acts for State and Local Partnerships* (1992).

³ Steve Aos, Marna Miller, and Elizabeth Drake, *Evidence-Based Public Policy Options to Reduce Future Prison Construction, Criminal Justice Costs, and Crime Rates*, Washington State Institute for Public Policy (2006).

⁴ Edward Latessa, *What Science Says About Designing Effective Prisoner Reentry Programs*, Wisconsin Family Impact Seminar #26, Policy Institute for Family Impact Seminars (2008).

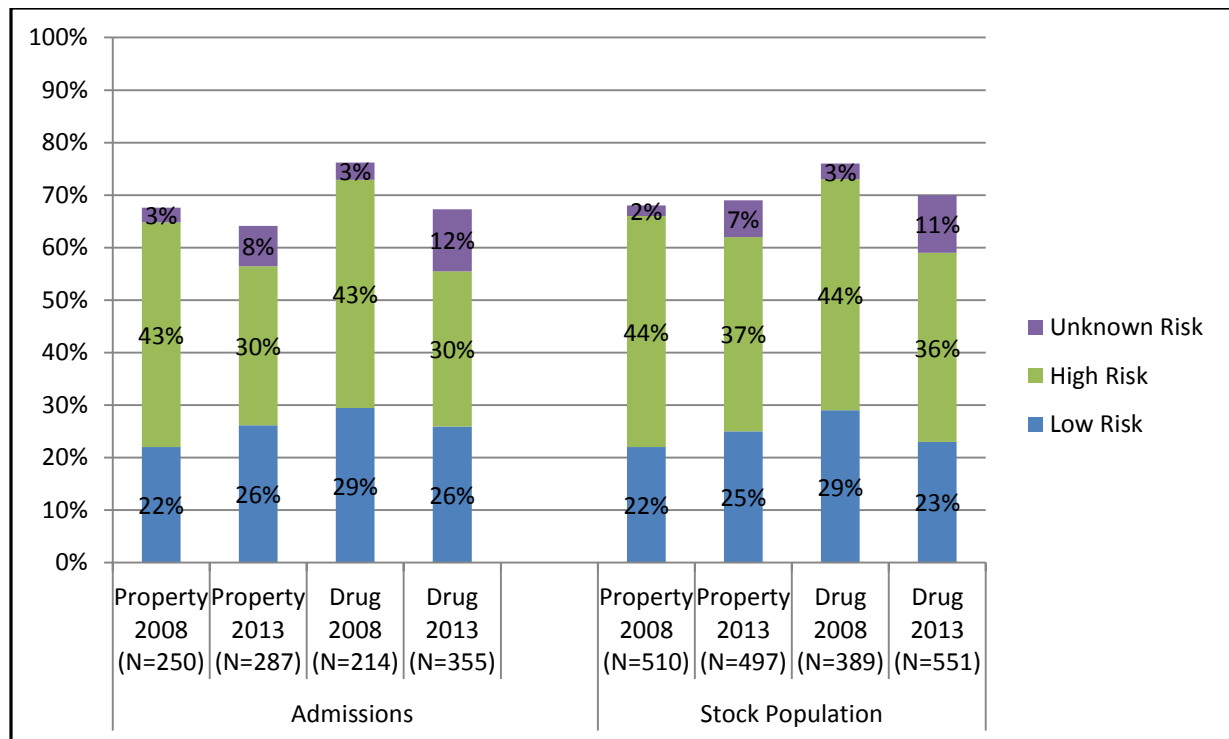
⁵ American Bar Association, House of Delegates, Model Adult Community Corrections Act (May 9, 1991).

Figure 1: Wyoming Prison Admission Sources



Approximately one-quarter of drug and property offenders that comprise prison admissions and the stock population are low-risk (Figure 2).⁶ (The “stock population” is a snapshot of inmates for all commitment types on a given day.) Overall, low-risk offenders across all crime types—not just drug and property offenders—accounted for 31 percent of admissions in 2013, up from 26 percent in 2005.

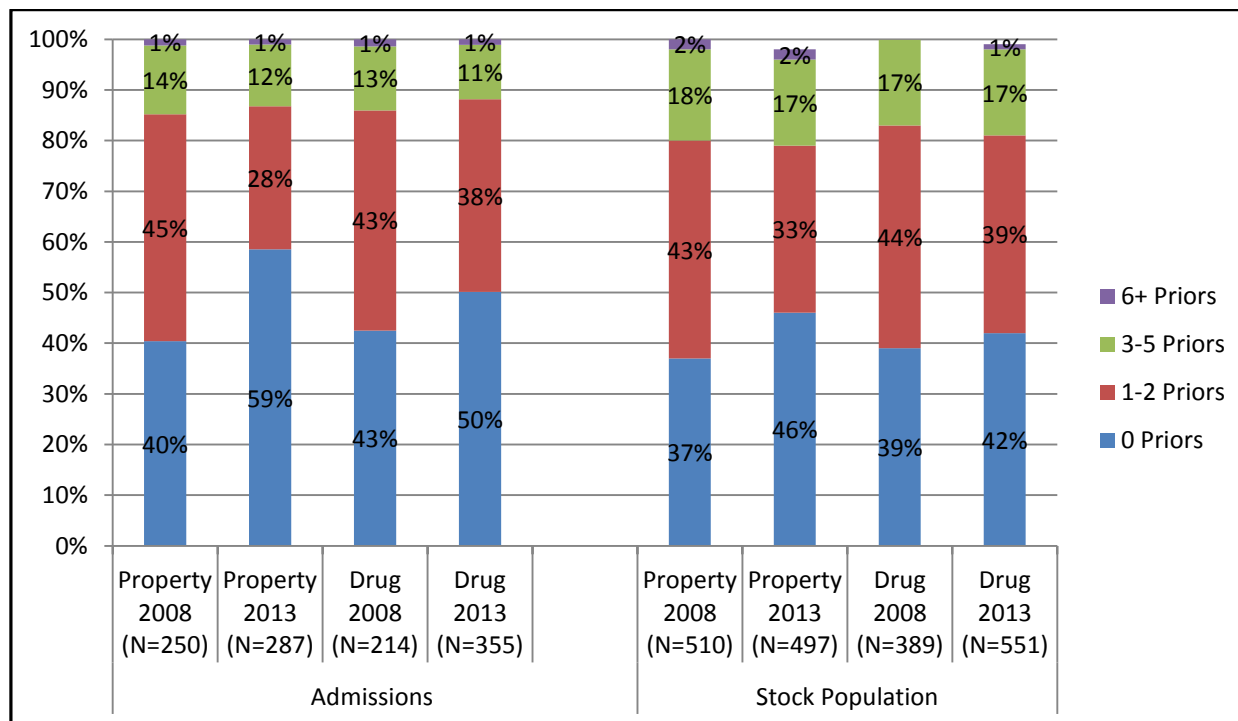
Figure 2: Risk Level by Offense Type – Wyoming Prison Admissions and Stock Population



⁶ Risk is assessed using the Northpointe COMPAS.

A large proportion of drug and property offenders in both prison admissions and the stock population have no prior adult felony convictions in the state of Wyoming: in 2013, 51 percent of all prison admissions had no priors, and nearly half the stock population had no priors. (See Figure 3.)

Figure 3: Prior Felony Offenses - Wyoming Stock Prison Population



In addition, a review of the top ten admissions offenses in 2013 shows that a large proportion of the top offenses are drug and property related. In 2013, drug offenses, larceny, forgery, and property destruction accounted for seven of the top ten admissions offenses.⁷ These top seven offense classifications accounted for 27 percent of admissions in 2013.

Executive-Based Options

- ***Option 1.1:*** Fund additional beds at the existing Adult Community Corrections (ACC) centers to provide more options for probation and parole violators who would otherwise be revoked and imprisoned in state facilities. Also, boost broader acceptance of those offenders by ACC center boards, which could be accomplished by offering boards a higher daily rate for certain classes of offenders. Current acceptance rates for both inmates/parolees and probationers have continued to increase; for the past year the average acceptance rates for the three programs are 88 percent and 75 percent for institutional referrals and court referrals, respectively. To avoid net widening (for example, expanding the number of offenders diverted to ACC centers who would not otherwise have been revoked to WDOC were it not for the availability of additional beds), the state could consider using specific offender eligibility criteria in making admission decisions. That approach can be considered as a stand-alone investment or coupled with Option 1.2.

⁷ 2013 Top 10 includes: 1) Burglary (simple); 2) Attempt or conspiracy to manufacture, deliver or possess drugs; 3) Driving vehicle under influence (fourth or subsequent conviction); 4) Larceny (value \$500 or more); 5) Unlawful manufacture or delivery of Schedule I or II drugs; 6) Unlawful manufacture or delivery of Schedule I, II or III drugs; 7) Forgery; 8) Unlawful possession of controlled substance (third or subsequent conviction); 9) Property destruction/defacement (value over \$500); 10) Second degree sexual abuse of a minor between 13-15 years.

- ***Option 1.2:*** In partnership with an existing ACC board, implement a pilot project based on a community corrections framework modeled after the American Bar Association (ABA) Model Community Corrections Act. Potential goals and offender eligibility criteria are addressed below. (See Option 1.4). A variety of federal, state, local, or foundation sources could be available to provide funding. Regular tracking and reporting on performance measures would inform future expansion of the pilot to other ACC sites.
- ***Option 1.3:*** Continue to expand the use of evidence-based principles in the state, and initiate an assessment process to identify and invest in the programs that most significantly result in positive outcomes and high returns on taxpayer dollars. The Pew-MacArthur Results First Initiative could support the state in that effort.

Legislative Options

- ***Option 1.4:*** Revise Wyoming's Adult Community Corrections Act (the Act) to reflect offender eligibility criteria consistent with the ABA Model Act. The revised Act would target otherwise prison-bound, low-risk offenders for community-based services, and incorporate the existing focus of Wyoming law on evidence-based principles and practices that have been shown to reduce risk and recidivism. Further, the Act would seek to reduce future criminality as measured by validated risk and need-assessment instruments. By revising the Act according to those objectives, Wyoming will be best positioned to develop a comprehensive plan for more system uniformity and predictability that results in less use of imprisonment, lower crime rates, and reduced costs.

Potential Goals of the Revised Wyoming Adult Community Corrections Act (based on the Model ABA Community Corrections Act)⁸

1. *To enhance public safety through the management or reduction of offender risk and achieve cost efficiencies by encouraging the development and implementation of evidence-based community sanctions and services as sentencing options.*
2. *To enhance the value of criminal justice services and ensure that they are cost effective and efficient by encouraging the development of a wider array of criminal sanctions at the community level.*
3. *To increase the community's awareness of, participation in, and responsibility for the administration of a justice system that follows evidence-based principles and practices.*
4. *To ensure that offenders are punished and treated in the least restrictive setting consistent with public safety and the gravity of the crime based on the results of validated, objective risk and need assessment.*
5. *To provide offenders with education, training and treatment to enable them to become fully functional members of the community upon discharge from criminal justice supervision.*
6. *To make offenders accountable to the community for their criminal behavior, through community service programs, restitution programs, and a range of locally developed sanctions.*
7. *To foster the development of policies and funding for programs that encourage jurisdictions to minimize the use of incarceration where other sanctions are cost effective, performance and evidence-based, and appropriate.*

⁸ American Bar Association, House of Delegates, Model Adult Community Corrections Act (May 9, 1991).

Potential Offender Eligibility Criteria of the Revised Wyoming Adult Community Corrections Act (based on the Model ABA Community Corrections Act)⁹

1. *High risk/high need misdemeanants as determined by a validated risk need assessment tool;*
 2. *Low and moderate risk felony offenders, as determined by a validated risk-need assessment tool, including drug abusers and other offenders with special treatment needs;*
 3. *Low and moderate risk parolees with special treatment needs that can be addressed through the range of community services and sanctions, such as drug treatment, that comprise a community's comprehensive community corrections plan;*
 4. *Violators of conditions of parole or probation whose conduct is either non-criminal or would meet the above criteria had the offender been charged with a criminal violation;*
 5. *High risk felony offenders who, although not eligible under the above criteria, are found by the court to be the type of individuals for whom such a sentence would serve the goals of this Act, considering additional factors that bear on the danger posed and likelihood of recidivism by the offender, including but not limited to the following: (a) that the offender has a sponsor in the community; and (b) that the offender either has procured employment or has enrolled in an educational or rehabilitative program.*
- Option 1.5: Introduce legislation establishing a jail-based sanction with treatment services for up to 90 days for probation violators. This jail-based sanction/treatment option would be included in the current Positive Reinforcements, Incentives, and Sanctions Matrix (PRISM) grid used by probation agents, with treatment costs paid for by WDOC.
 - Option 1.6: Focus supervision on high-risk offenders by reducing probationer caseloads through the continued use of evidence-based principles, and expand the use of W.S. 7-13-420(c), which allows the court to adjust the period of a probationer's supervised probation based on the probationer's positive progression towards the goals of the case plan and overall compliance with the terms of their supervision.
 - Option 1.7: Introduce legislation to employ targeted and proportional penalties for technical revocations of probationers, and cap incarceration at 90 days for the first technical revocation and 120 days for the second.
 - Option 1.8: Update property sentencing laws to focus correctional resources on major offenses. Currently, property offenders comprise a significant portion (29 percent in 2013) of Wyoming's annual prison admissions. Wyoming's felony theft threshold is set at \$1000 across all major offense types, including theft, shoplifting, forgery, and fraud. Felony sentences range from zero to ten years, with no differentiation for higher-level property crimes. Meanwhile, misdemeanants serve far shorter sentences, ranging from zero to six months. Other states have created higher felony theft thresholds with shorter sentence ranges to reduce total length of stay for lower-level property offenders while focusing prison resources on high-level property offenders and other violent or career criminals.
 - Option 1.9: Update drug sentencing laws to provide judges additional options to manage drug offenders. Wyoming has only two sentence levels for drug possession offenses and one sentence level for commercial drug offenses. Considering the high proportion of annual admissions for drug offenses (35 percent in 2013), Wyoming could reduce total length of stay for drug offenders, while addressing treatment issues where appropriate, and use prison space for more serious criminals by creating a range of drug sentences that better reflect crime severity.

⁹ Ibid.

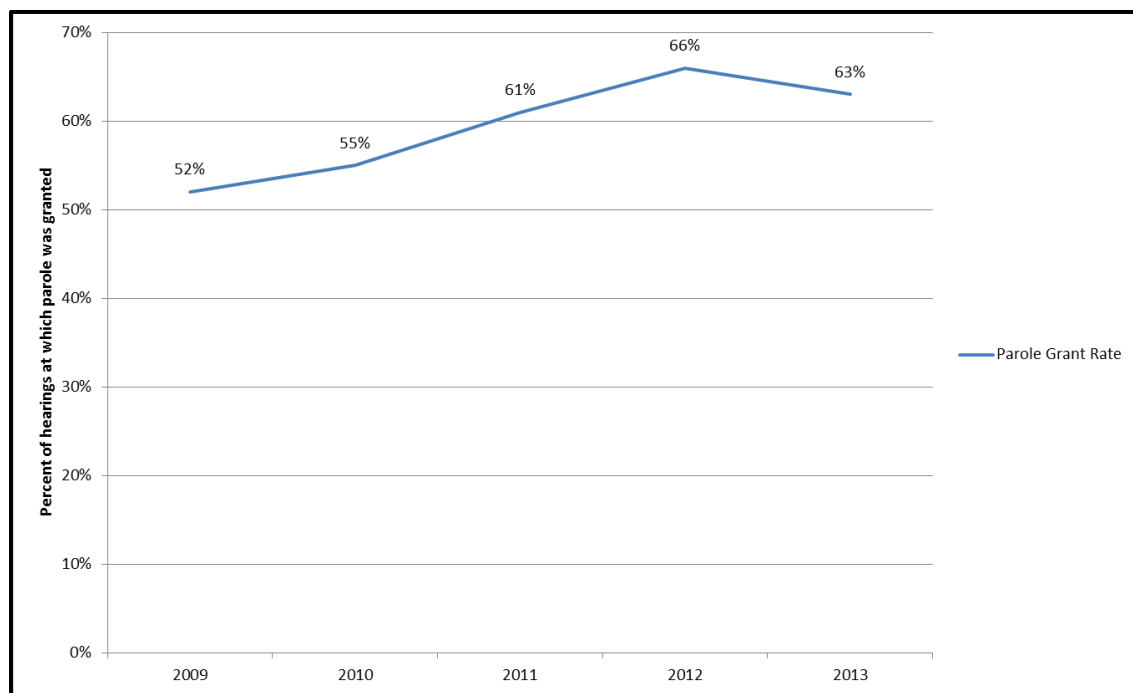
2. Options to Control Length of Stay

Wyoming is an indeterminate sentencing state requiring courts to prescribe a minimum and maximum term of confinement when imposing a sentence upon a person convicted of a felony. Once an inmate has served the minimum sentence, less any reduction for good time earned, he or she becomes eligible for parole. The parole board has discretion in determining if and when an offender will be released up until they complete the maximum possible sentence term.

Key Data Findings

Since 2009, the parole grant rate has increased 11 percent (Figure 4). In every year since 2009, more than 50 percent of parole eligible inmates were granted parole. However, that rate includes inmates who chose to waive parole review.

Figure 4: Parole Grant Rate



A 2011 internal parole board study indicated that on average, over 30 percent of prisoners each year between 2008 and 2010 waived their hearing.¹⁰ A follow-up study by the University of Wyoming found that, between 2008 and 2010, 437 inmates chose to waive their right to a parole hearing.¹¹ Both studies concluded that inmates with short sentences were more likely to waive their parole hearings than inmates with longer sentences. Specifically, inmates with a year and a half or less remaining on their sentence at the time of their parole hearing were more likely to waive their hearing than inmates with two or more years left on their sentences.¹²

In 2011, Dan Fetsco, currently executive director of the Wyoming Parole Board, addressed the issue of

¹⁰ B. Best, *Choosing Prison over Parole: Case Study of Wyoming Inmates*, Wyoming Board of Parole (2011).

¹¹ B. Best, E. Wodahl, M. Holmes, *Should I Stay or Should I Go? Inmates' Decisions to Waive Parole*, University of Wyoming (2011).

¹² Ibid.

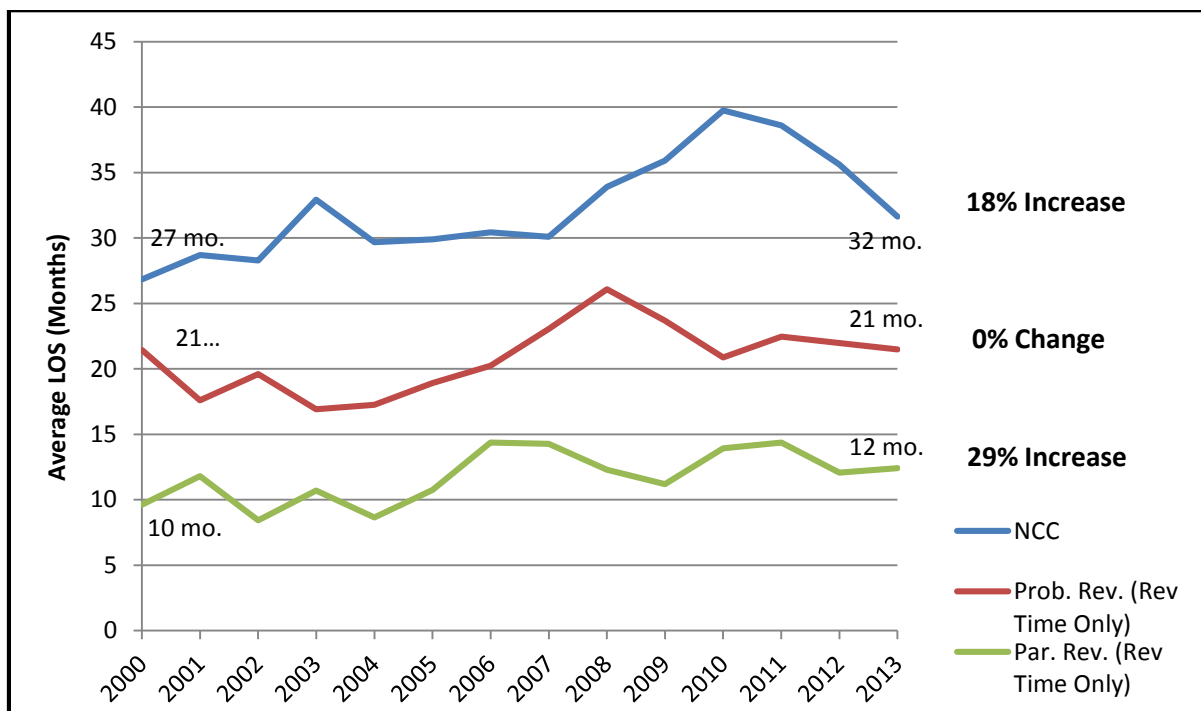
parole waivers in an article published in the Wyoming Law Review.¹³ Fetsco offers a concept for conditional release for Wyoming prisoners that could have a positive impact on the number of waivers. Fetsco proposes a merit-based early release program for inmates who complete rehabilitative programming and remained free of major disciplinary infractions.

Such a program could have at least two major benefits. First, it could decrease the number of offenders who are released directly from prison to the community without any form of transitional support. Second, it could help reduce the number of inmates waiving parole with 18 months or less left in their sentence. One possible explanation for why prisoners waive their parole hearings is that they do not want to live in the community and have to comply with terms of supervision. Because they are choosing to complete their sentences, state resources are spent housing them when they could be safely managed in the community. For those inmates, a conditional release program as Fetsco has proposed could increase program completion rates while also reducing corrections costs. (See Options 2.1 and 2.2.)

Since 2000, overall average length of stay (mean time served at release) by Wyoming prisoners increased 9 percent, reaching an average of 30 months in 2013. In 2000, inmates spent approximately 27 months in prison prior to release.

Mean time served has increased across all admission types (Figure 5). New court commitment admissions served the longest time, approximately 32 months in 2013 up from 27 months in 2000. Length of stay has also increased for parole revocation admissions. Parole revocation admission mean time served has increased from 10 months in 2000 to 12 months in 2013. Mean time served for probation revocation admissions has remained steady at 21 months.

Figure 5: Time Served for Parole Revocations



¹³ D. Fetsco, *Early Release from Prison in Wyoming: An Overview of Parole in Wyoming and Elsewhere and an Examination of Current and Future Trends*, Wyoming Law Review, Vol. 11, No. 1 (2011)

Executive-Based Options

- Option 2.1: Improve parole release processes by creating case plans for all parole-eligible offenders at admission to ensure needed treatment and services are completed before parole review. If prisoners complete programming earlier and perceive more predictability they may be less likely to waive parole.
- Option 2.2: Develop a demonstration of a Conditional Parole Release Program targeted for prisoners that are 18 months or more from release and that fit criteria developed for prisoners likely to waive their parole hearing. The demonstration will help determine the potential impact on waivers and the parole approval rate.

Legislative Options

- Option 2.3: Give the Parole Board authority to credit street time by default, instead of by confirmatory action as current statute requires, to reduce parole revocation sentence lengths.
- Option 2.4: If effective when implemented as a pilot, codify use of the Conditional Parole Release Program described above.
- Options 2.5: Create an alternative minimum sentence for inmates with zero prior felony convictions and current non-violent conviction who maintain a clean disciplinary record while incarcerated. This could be accomplished through good or earned time, or a lower percent-served requirement (for example, one half rather than two-thirds.)

3. Options to Improve Reentry Outcomes

Despite extensive attention to reforming prisoner reentry approaches in the last decade, the return-to-prison recidivism rates of former prisoners have not changed substantially in most states.¹⁴ However, states that have adopted new state and local organizational structures built around evidence-based principles have made great strides in reducing recidivism by lowering the number of technical and new crime parole revocations to prison.

Toward that end, the WDOC was awarded a three-year Transition from Prison to Community (TPC) technical assistance grant in 2009 under a partnership between the National Institute of Corrections (NIC), the Center for Effective Public Policy, and the Urban Institute aimed at improving the reentry and transition process for offenders released from prison into Wyoming communities. The mission of Wyoming's TPC Project, which is based on NIC's TPC Model,¹⁵ is to enhance public safety, reduce recidivism, and increase offender success through a seamless continuum of evidence-informed best practices. It centers on a shared philosophy of collaboration between the offender, the community and other stakeholders from the date of initial contact with the offender to final release from confinement and supervision.

¹⁴ The Pew Center for the States, *The State of Recidivism: The Revolving Door of America's Prisons*, The Pew Charitable Trusts Washington, D.C. (2011).

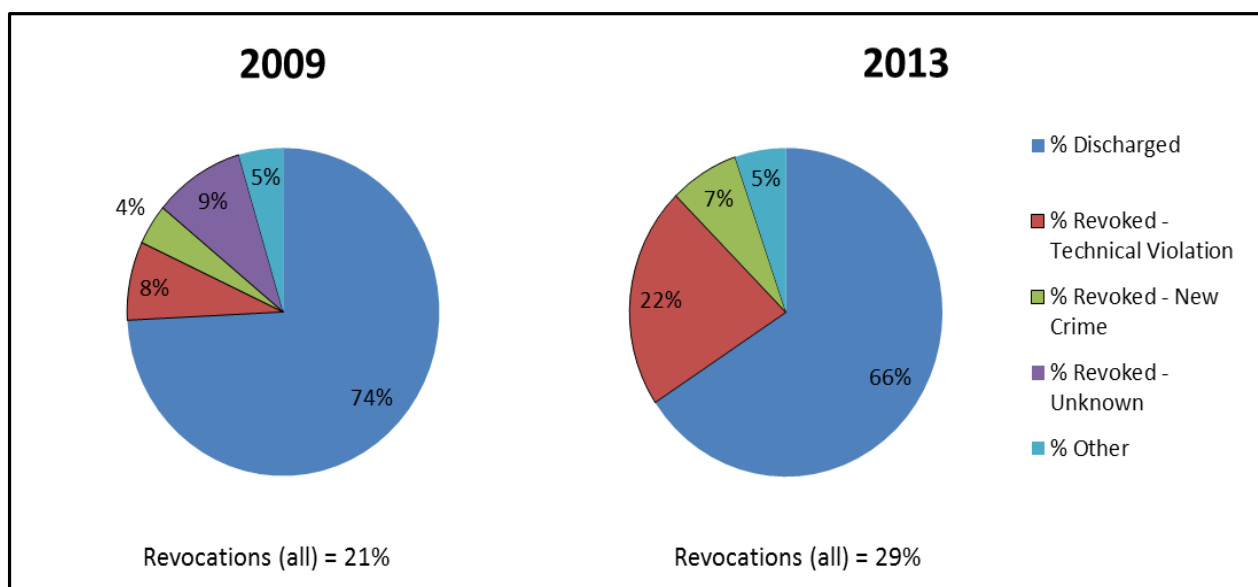
¹⁵ The National Institute of Corrections' TPC Model is a leading model for prisoner-reentry reform in the country and has helped foster much of the change to policy and practice witnessed in the United States over the past ten years. See National Institute of Corrections, *TPC Reentry Handbook: Implementing the NIC Transition from Prison to the Community Model*, Department of Justice, Washington, DC (2008).

Based on WDOC data showing that a high percentage of prison admissions are technical and new crime parole violators, a review of the WDOC reports on the TPC Project, and interviews with the WDOC leadership and management staff, there is a need to: strengthen the state's reentry framework; establish a more robust state-level process; work more cohesively throughout the agency; and engage communities more effectively both for case planning and public education.

Key Data Findings

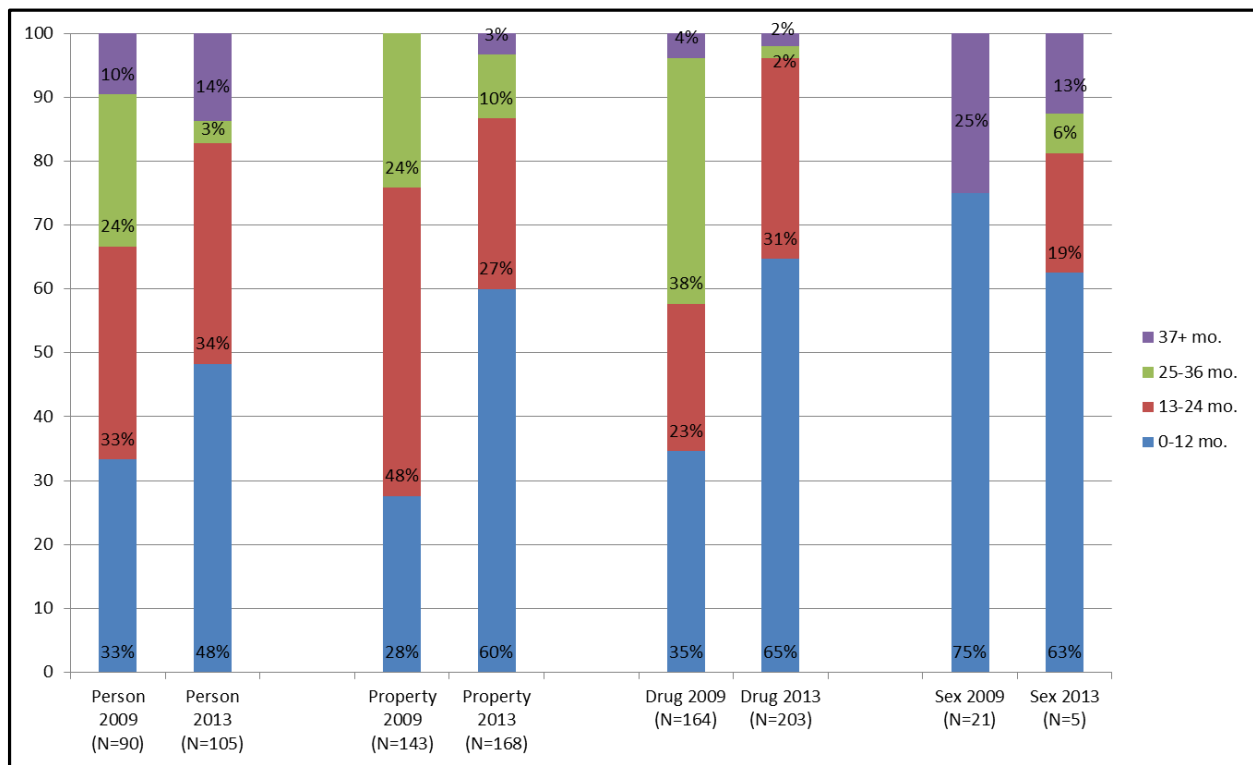
WDOC data reveal an increase in the parole failure rate. Further, an increasing proportion of parole terminations are due to a violation (Figure 6). The percent of terminations that are technical violation revocations has grown from 8 percent in 2009 to 22 percent in 2013, while the percent of new crime revocations has grown from 4 percent to 7 percent.

Figure 6: Parole Terminations by Type



Of the offenders revoked from supervision, an increasing proportion are being revoked prior to serving 12 months on parole (Figure 7). This pattern holds across all offense types in 2013.

Figure 7: Supervision Time Served Before Parole Revocation



Executive-Based Options

- ***Option 3.1:*** Using national best practices, improve the state-level reentry structure and increase the engagement of the Wyoming Sub-cabinet Reentry Council. That would include setting more aggressive goals for recidivism reduction and a greater focus on process. The state could consider adopting a more formalized structure for the council that clearly defines it as an “implementation steering team” to guide the state’s prisoner reentry reforms through local work groups and department-based resource teams.
- ***Option 3.2:*** Improve local stakeholder engagement for the TPC Project by developing a formal local organizational structure adapted from national best practices. That could help produce more community engagement for implementation of the case management process and assist with public education. Community engagement for reentry services, particularly for developing pre-release case plans, can produce a higher likelihood of success and a reduction in violations or revocations during the first year of community supervision.
- ***Option 3.3:*** Further review barriers that prevent or diminish access to community services by returning offenders, and gaps in those services.
- ***Option 3.4:*** Continue to refine the Positive Reinforcements, Incentives, and Sanctions Matrix (PRISM) to provide greater flexibility in delivering local community-based sanctions for technical violations. Further, limit prison time for those who commit serious violations, and expand local options for sanctions and services as much as possible within the bounds of existing executive authority.

Legislative Options

Although the following legislative options are specific to parolees, they also could be considered for probationers (See Options 1.5, 1.6, and 1.7):

- Option 3.5: Introduce legislation establishing a jail-based sanction with treatment services for up to 90 days for parole violators. A jail-based sanction/treatment option would be included in the current PRISM grid used by parole agents, with treatment costs paid for by WDOC.
- Option 3.6: Focus more agency resources on high-risk offenders by reducing parolee caseloads of low-risk offenders. That can be accomplished by expanding the availability of earned discharge credits for those who comply with the terms of their supervision.
- Option 3.7: Introduce legislation to employ targeted and proportional penalties for technical revocations of parolees, and cap incarceration at 90 days for the first technical revocation and 120 days for the second.

The **National Governors Association** (NGA), founded in 1908, is the collective voice of the nation's governors and one of Washington, D.C.'s most respected public policy organizations. Its members are the governors of the 55 states, territories and commonwealths. NGA provides governors and their senior staff members with services that range from representing states on Capitol Hill and before the Administration on key federal issues to developing and implementing innovative solutions to public policy challenges through the NGA Center for Best Practices (NGA Center).

The NGA Center is the only research and development firm that directly serves the nation's governors and their key policy staff. Governors rely on the NGA Center to provide tailored technical assistance for challenges facing their states, identify and share best practices from across the country, and serve as an information clearinghouse for an array of gubernatorial initiatives. Through research reports, policy analyses, cross-state learning labs, state grants and other unique services, the NGA Center quickly informs governors what works, what does not, and what lessons can be learned from others grappling with similar issues. The NGA Center is organized into five divisions with some collaborative projects across all divisions: Economic, Human Services and Workforce; Education; Environment, Energy and Transportation; Health; and Homeland Security and Public Safety. More information is available at www.nga.org

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The **Michigan Council on Crime and Delinquency** (MCCD), established in 1956, is dedicated to improving the effectiveness of policies and systems aimed at the prevention and reduction of crime and delinquency. MCCD's *Center for Justice Innovation*, specializes in adult corrections and justice policy issues and seeks to build capacity within state and local jurisdictions to improve both system and individual offender outcomes through the use of evidence-based practices. More information is available at www.miccd.org