

A photograph of three men in a meeting. The man in the center, with light skin and short dark hair, is looking down with his hand on his forehead. The man on the left, with dark skin, is also looking down. The man on the right, with dark skin, is looking down and has his hands clasped in front of him. They are all wearing light-colored shirts. The background is a plain, light-colored wall.

ANNUAL REPORT 2018 — 2019

 The Marshall Project

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From Our President and Board Chair

Criminal justice is a bigger part of our national political conversation than at any time in decades. That's what journalism has the power to do: raise the issues, and get people talking.

In 2013, when trying to raise funds for The Marshall Project's launch, we told prospective supporters that one of our ambitious goals was for criminal justice reform to be an integral issue in the presidential debates one day. "I would hope that by 2016, no matter who the candidates are... that criminal justice would be one of the more pressing and important topics," Neil said in an interview with the Huffington Post.

Fast forward to today, and it seems as though our dreams have been realized. In this electoral season, criminal justice reform is commanding as much, or more, attention than foreign policy or taxes. Democratic presidential candidates have floated proposals from the decriminalization of marijuana to sentencing reform to the creation of a federal review board for police shootings. President Trump touts his support for the First Step Act, a federal law that modestly eases the plight of those incarcerated in the federal prison system.

Politicians are responding to changes in public opinion. Solid majorities in both parties believe that our country relies too much on incarcerating people. Many "red" states are experimenting with criminal justice reform.

Here at The Marshall Project, we take a small bow for our role in helping change public perception of criminal justice. Since our launch five years ago, we've published



more than 1,350 articles with more than 140 media partners. Netflix has turned our Pulitzer-winning story, "An Unbelievable Story of Rape," into an eight-part miniseries. We've reached millions of Americans, helped change laws and regulations and won pretty much every major journalism prize out there.

But here's the rub. When we launched The Marshall Project, criminal justice reform was not part of the national conversation, and there were approximately 2.2 million people behind bars in America. Today, the topic is being taken seriously as never before across a wide political spectrum and there are... still approximately 2.2 million people behind bars in America.

Yes, the trend is favorable, but the reality is that America is still the world's biggest jailer, widespread racial disparities have depressingly deep roots and, as our morning newsletter reminds you, there's something in our criminal justice system to be aghast at pretty much every day.

Whether the issue is criminal justice, immigration or voting rights, there remains a crying need in our country for nonpartisan reporting, exposure and debate. Thank you for your interest in our work—and please read on.

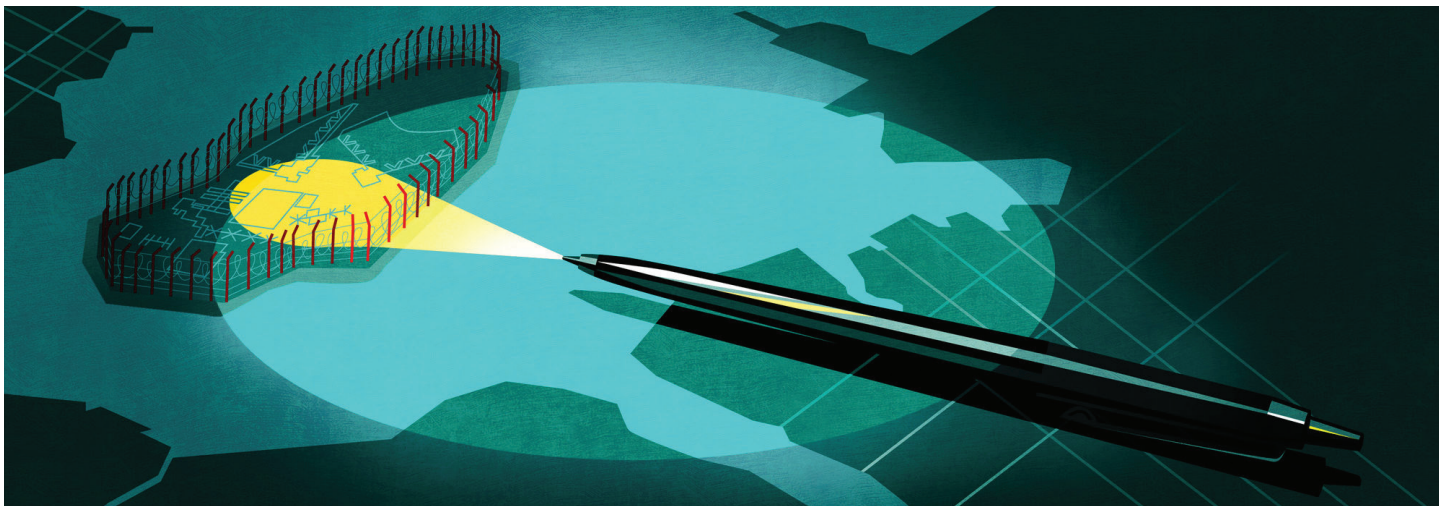
With our best wishes,

A handwritten signature in black ink that reads "Carroll Bogert".

Carroll Bogert
President

A handwritten signature in black ink that reads "Neil Barsky".

Neil Barsky
Founder and Board Chair



DARIA KIRPACH for The Marshall Project

Journalism With Impact

Our journalism influences policymakers, inspires other media and provides essential oxygen to advocacy campaigns. Highlights from the past 18 months:

Most criminal cases end in a plea deal, so in the handful of states with restrictive rules about discovery—the evidence backing up criminal charges—many defendants are forced into a high-stakes choice. New York was one of those states that had not redressed the long-standing and lopsided discovery advantage for prosecutors. **“Undiscovered,”** our investigation into the state’s discovery rules, ran on the front

“Old, Sick and Dying in Shackles” revealed that the federal Bureau of Prisons barely used its “compassionate release” program—intended to allow extremely sick or elderly inmates to get out on parole—approving just 6% of applications over five years. The story ran on the front page of The New York Times, and Human Rights Watch and Families Against Mandatory Minimums cited our story when advocating reform of

“Your article helped to put the issue on the map with Gov. Cuomo’s office. It’s been an important part of getting us close to enacting these reforms.”

JOHN SCHOEFFEL, THE LEGAL AID SOCIETY

page of The New York Times and pushed Gov. Andrew Cuomo to support reform. In April 2019, the state overhauled its pretrial discovery rules for the first time in 40 years, requiring prosecutors to turn over evidence before a plea decision.

“Too Sick for Jail – But Not for Solitary” exposed the devastating toll of Tennessee’s “safekeeper” law, which allowed mentally ill, pregnant, ailing and juvenile prisoners to be locked in isolation in prison while awaiting trial. Our investigation, published in partnership with The Tennessean and USA Today, led directly to the first reforms to the law in 150 years. Pretrial solitary confinement is now banned for juvenile and pregnant inmates.

the federal program. Many of their policy recommendations were incorporated into the First Step Act—significantly, prisoners can now appeal the Bureau of Prison’s denial or neglect of a request for compassionate release.

Tales of family separation have dominated this year’s headlines, but few people know that incarcerated parents have been losing their rights to raise their children for years. To understand this devastating collateral consequence of incarceration, we analyzed child welfare records documenting thousands of affected families for **“How Incarcerated Parents Are Losing Their Children Forever.”** In Indiana, a group of incarcerated women used our story to push for legislation

allowing parents serving time to keep their parental rights. In May 2019, the bill was signed into law.

In 2015, **“Attica’s Ghosts,”** our Pulitzer Prize-nominated exposé of brutal abuse by guards in Attica Prison, published in partnership with the New York Times, resulted in a Department of Justice investigation and the three guards at the heart of the story taking a plea deal. In April 2018, we published a feature with Vice by one of our incarcerated contributing writers, who has lived in Attica, describing

if they never fired a shot. Our investigation **“Can It Be Murder If You Didn’t Kill Anyone?”** focused on California, where many women and young people received long sentences under the state’s felony murder rule. Last September, Gov. Jerry Brown signed a bill restricting the rule and making hundreds of inmates eligible for reduced sentences.

Last April in **“The Price of Innocence,”** reporter Joseph Neff told the story of Henry McCollum and Leon Brown, two intellectually disabled brothers who spent 30 years on death row

“The Marshall Project’s story on the felony murder rule... helped the bill’s author push legislation through and gain attention to the subject. We have a much better law as a result.”

ALEX MALLICK, CO-EXECUTIVE DIRECTOR OF RE:STORE JUSTICE

the effect our story had: after surveillance cameras were installed throughout the prison, reported violent incidents between staff and inmates fell dramatically.

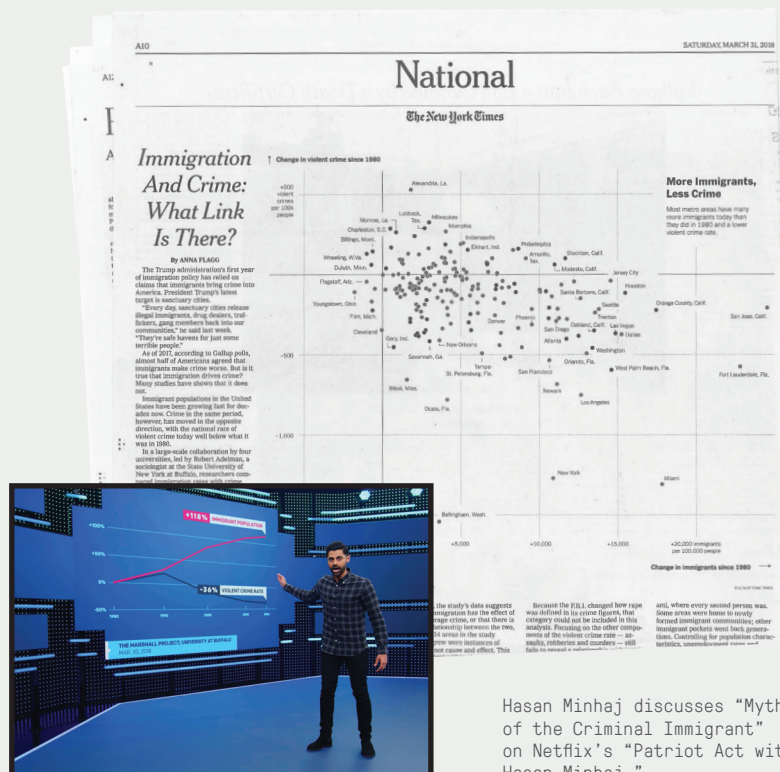
The felony murder rule holds that anyone involved in serious crimes that result in death can be held liable for murder, even

in North Carolina for a murder they didn’t commit. Upon their release, the compensation they received for their wrongful conviction was siphoned off by the very people charged with their care, including their lawyer, Patrick Megaro. After The Marshall Project reported on the brothers’ plight, Megaro was charged with misconduct by the North Carolina state bar.



MYTH-BUSTING DATA JOURNALISM

Our strong data reporting and visually-driven storytelling give The Marshall Project one of its greatest competitive advantages. In our widely shared and cited **“Myth of the Criminal Immigrant”** and **“Is There a Connection Between Undocumented Immigrants and Crime,”** which both ran with The New York Times’ The Upshot, we showed that the link between immigration and crime exists in the imaginations of many Americans, but nowhere else. Senior data reporter Anna Flagg analyzed crime rates and population data and revealed that the areas with the largest increases in immigrants all had reduced levels of crime, including violent crime.



Hasan Minhaj discusses “Myth of the Criminal Immigrant” on Netflix’s “Patriot Act with Hasan Minhaj.”

Q&A: Our New Editor-in-Chief

Susan Chira joined The Marshall Project as editor-in-chief in April 2019. Previously, she worked for The New York Times from 1981 to 2019 in a variety of senior capacities, including posts as foreign editor, Sunday Review editor and deputy executive editor.



What motivated you to leave The New York Times to join The Marshall Project?

I had a very fulfilling 38-year career at The Times and will always be proud of that essential journalistic institution. I was drawn to The Marshall Project by the opportunity to lead a newsroom devoted to issues of social justice; to help guide the careers of a diverse staff—in experience, age, genders, race and ethnicity; and to learn about non-profit journalism, which I'm convinced must succeed if accountability journalism is to survive.

What do you think a single-issue nonprofit like The Marshall Project can accomplish that a big newsroom cannot?

We have the luxury of single focus and have developed a cadre of experts who find stories, data and trends that can often be overlooked by a big newsroom, which must toggle among a huge variety of subjects. Because we are small, we are extremely collaborative and able to share many of our experts' knowledge and sources. Even though big newsrooms have extraordinary resources, it's rare that they have 16 reporters who pursue one core subject, as we do.

What role do you see media playing in transforming criminal justice in the U.S.?

We were founded as events like Ferguson and debates about issues like the death penalty catapulted the

structural inequities, broken systems, financial waste and human devastation of the criminal justice system to national attention. Our journalism is not activism; we report what we find and have no partisan lens. Yet journalism is an act of shedding light on problems and giving voice to people and perspectives often silenced. Journalists believe if they do their jobs right, readers can't look away. How or whether they decide to act is out of our control, but we owe them our consistent attention.

What role does The Marshall Project play in a media environment that seems completely obsessed with electoral politics for the next year?

That's actually a great opportunity for us. Criminal justice and immigration are central to the upcoming election. We are producing a series of guides on the most important issues that come up (or that are ignored) in political discussion; we plan efforts to poll people who are incarcerated to add their voices to the debate; and we have multiple opportunities to use this national spotlight to highlight stories and ideas that may otherwise be overlooked.

What topics and issues are you ambitious for us to cover in the upcoming year?

We'll continue to build on our award-winning work in such areas as prison conditions, why so many people are ensnared in the criminal justice system and the plight of those who

are released from prison. We will focus on race, gender and economic inequality as key structural underpinnings of our systems of criminal justice and immigration. We'll include subjects like domestic violence, juvenile justice, misdemeanors and collateral consequences, policing, white collar crime, probation and parole and re-entry.



THANK YOU, BILL

This was a big year for The Marshall Project: our founding editor-in-chief, Bill Keller, retired after helping to build the country's leading destination for criminal justice news. Under his stewardship, The Marshall Project grew to a staff of 36 people and won every major journalism award, including the Pulitzer Prize. Bill has now transitioned into his new role as a member of our board of directors.





Bill Keller and Senators Cory Booker and Rand Paul discuss criminal justice reform. CREDIT: NATHAN MITCHELL

Bringing Our Journalism to Lawmakers

FIRST STEP ACT

The adoption of the First Step Act marks the first meaningful criminal justice reform at the federal level in more than a decade. The new law should reduce the sentences of about 9,000 people in federal prison and make job training and educational opportunities for incarcerated people more widely available. These reforms were made possible in part by heightened media scrutiny of criminal justice issues—the mission of The Marshall Project.



From left: Carroll Bogert, Reps. Hakeem Jeffries and Doug Collins.

Our reporters have been covering the First Step Act from bill to law. We examined what reforms the legislation actually entailed at a time when most media outlets were writing about the novelty of its bipartisan support. We were the first to reveal that President Trump's 2020 budget didn't include sufficient funding for the First Step Act. And we shone a spotlight on a tragic group of people whose first steps to freedom were also their last: those whose sentences were shortened only to be turned over to immigration detention. We keep a sharp eye out for the "second step" in reforming our criminal justice system.

BOARD MEETING

In March 2018, the board and leadership of The Marshall Project traveled to Washington, D.C., to meet with a bipartisan group of lawmakers and talk with them about their progress on criminal justice reform. Some of our interlocutors were the key architects of the First Step Act, including Sens. Mike Lee and Cory Booker and Reps. Doug Collins and Hakeem Jeffries.



SPEAKER SERIES

In September 2018, we launched a monthly speaker series designed to bring new and different voices to the Washington conversation, entitled "What's the Story? Criminal Justice and Narrative Change." Each event has featured prominent Americans from fields such as entertainment, fiction-writing, business and religion—as well as people who have been incarcerated—to explore how they create and disrupt narratives in their own fields.



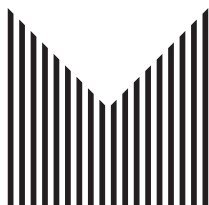
From left: Sherrilyn Ifill, David Simon, Tayari Jones and Ken Frazier



Left: ANDREW SPEAR for The Marshall Project. Right: image courtesy of Edovo.

Voices From Inside the System

The biggest “news desert” in America is the one behind bars. In 2019 The Marshall Project launched a new print publication, “News Inside,” to offer our high-quality journalism to incarcerated readers.



The project is spearheaded by Lawrence Bartley, who entered the justice system at 17 years old and joined The Marshall Project after 27 years behind bars. He curates a selection of our stories for people inside the criminal justice system with an eye toward “news you can use.”

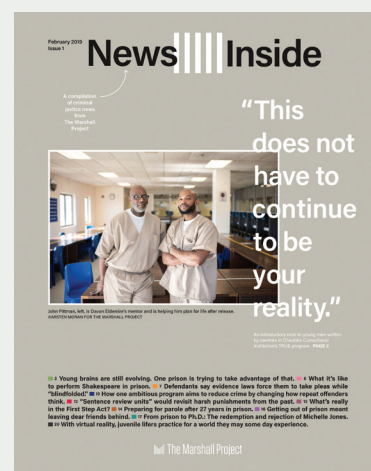
The pilot issue of “News Inside” launched in 30 facilities across 19 states this February. Lawrence’s outreach efforts have opened doors into facilities across the country and led to a partnership with a tablet company servicing jails and prisons. We are now reaching people in 251 facilities across 36 states—and even one facility in Canada.

“I wanted to share our rich articles with my information-poor former community, particularly those who believe study is a chance for redemption. I know the frustrations of a hungry mind in prison,” wrote Bartley in the inaugural issue. “‘News Inside’ is my attempt to feed that hunger with credible information about the world of criminal justice—free of charge and free of hassles.”



AUDIENCE SNAPSHOT

Average monthly pageviews	625,862
Email subscribers	45,180
Twitter followers	78,978
Facebook followers	67,941
Instagram followers	5,495
Members	2,739



WHAT READERS OF ‘NEWS INSIDE’ ARE SAYING:

“Mr Bartley, I’m excited about what you’re doing at The Marshall Project—you have inspired me even more to use my own past as corrections for the future.”

—Julius “Kimya” Humphrey, Sr., CA

“I just read issue 1 of News Inside from February 2019 and I am feeling inspired. I relate with a lot of the feelings of the people incarcerated in the stories I read and I crave more of that sort of dialogue.”

—John Zackrzewski, NY

“[News Inside is] very interesting to us that are incarcerated and I hope you keep up the good work. We need more magazines to keep us in tune with the prison system.”

—Khaliq Abdul-Ghaffar, NY



CORNELIA LI for The Marshall Project

Life Inside

Our acclaimed National Magazine Award-nominated series, *Life Inside*, features first-person essays by incarcerated people and others who've had first-hand experiences with the U.S. criminal justice system—from prosecutors and police officers to the spouses of prisoners.

Life Inside has been around as long as The Marshall Project itself. From the beginning, we knew that although our reporters could shine a light on problems in the criminal justice system, we also wanted to feature personal stories that only people who have lived or worked in the system could tell—the man kept in solitary confinement for so long that he developed agoraphobia, the corrections officer addicted to his job, the father and son with adjoining cells.

Publishing these personal narratives has allowed us to reach millions of people with stories that only those who have lived or worked in the criminal justice system can tell. Now, they will reach even more readers. In July, we launched a weekly newsletter that delivers these remarkable essays directly to our reader's inboxes. As part of our commitment to high-quality visual journalism, each edition also includes an illustration inspired by the essay.



John J. Lennon. KARSTEN MORAN for The Marshall Project.



WRITERS INSIDE

Five of the contributing writers listed on The Marshall Project's masthead are incarcerated. Two of them are establishing wider journalistic careers. John J. Lennon, incarcerated at Sing Sing prison in New York, has written for us about Attica prison (where he was previously incarcerated) and about a fellow inmate whose insanity defense helped change the way mental illness is addressed

in the criminal justice system. He also wrote our very first *Life Inside* column. Lennon's work has appeared in publications including *Esquire*, *New York magazine*, and *Men's Health*, among others. He was a 2019 finalist for the National Magazine Award for feature writing.

Rahsaan Thomas has written three columns for The Marshall Project's "*Life Inside*" column about his experiences in San Quentin prison in California. He's a staff writer for the *San Quentin News* and a member of the Society of Professional Journalists. In January 2019 he became the new co-host of the hit podcast "*EarHustle*," from Radiotopia.

Diversity & Inclusion

The Marshall Project is committed to building and maintaining a diverse workforce, not only because our name is a tribute to a hero of equal justice, but because we best serve our audience by bringing a variety of experiences and vantage points to bear on the issues we cover.

We regard diversity as integral to our overall responsibility to produce the best possible journalism about the U.S. criminal justice and immigration systems, which disproportionately affect communities of color.

WHAT WE'RE DOING

In 2018 and 2019, our primary focus was on identifying more diverse pools of talent and expanding the networks we use for hiring. We had our first needs-blind internship program, which included three positions funded by The Marshall Project. We worked with the Chips Quinn Scholars Program for Diversity in Newsrooms to identify top candidates and make these jobs points of entry for talented young journalists of color.

Including people with direct experience of the justice system is central to our concept of diversity. We hired two formerly incarcerated staff members and added our first formerly incarcerated board member, as part of our ongoing commitment to including the voices and perspectives of the justice-involved in our work.

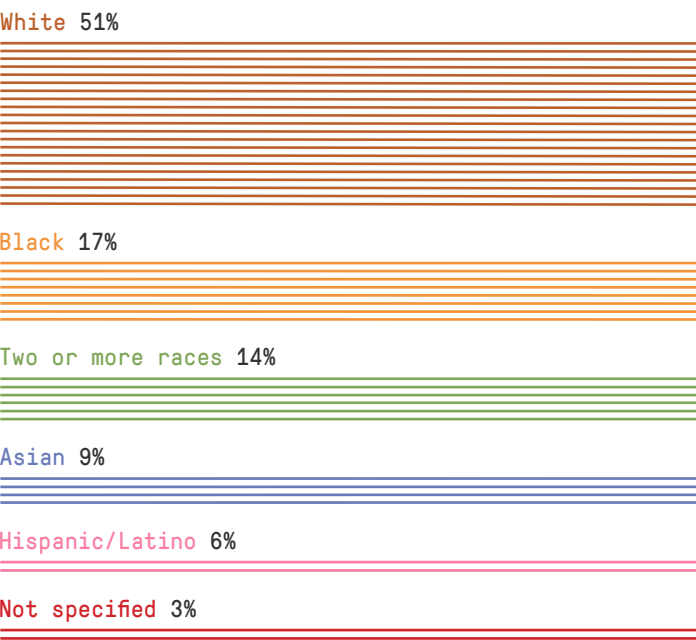
We also continue to promote diversity on an ongoing basis. We post our job openings on the websites of major black and Latino journalist associations and reach out to journalism students at historically black universities. We teach workshops and staff career booths at the National Association of Black Journalists, the National Association of Hispanic Journalists and the Asian American Journalists Association conventions. But our responsibility goes beyond hiring, which is why we renamed our staff task force the "Diversity and Inclusion Committee," to underscore that this focus is also about creating a newsroom culture that embraces open dialogue and nurtures the talents of each individual employee.

Our board of directors is 71% white, 21% black and 7% Asian; the gender breakdown is 71% male and 28% female. These figures do not add up to 100% because they have been rounded.

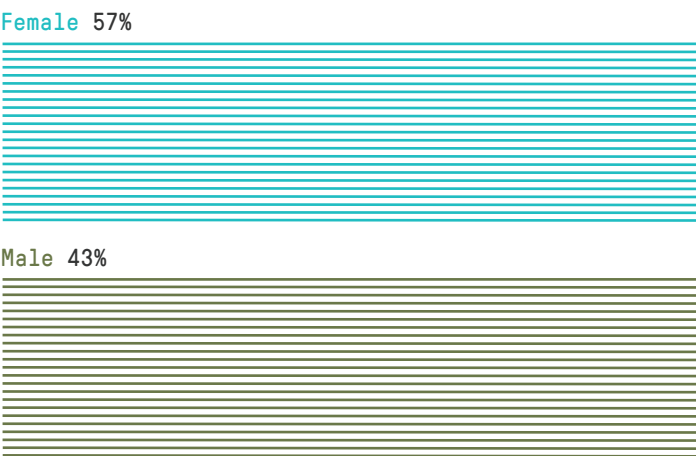
BY THE NUMBERS

A breakdown of race, ethnicity and gender at The Marshall Project as of January 2019.

RACE



GENDER





Seeing is Believing

The criminal justice system doesn't like to give up its secrets. People who aren't directly affected by the system rarely see inside. Our job as journalists is to make the system visible to the wider public.

It's hard to get cameras into courtrooms and prisons, harder still to make these places look visually stimulating. But publishing more visual journalism is a crucial element of our strategic plan.

Over the past 18 months, we've worked with a diverse group of visual journalists to create new kinds of stories: data visualizations that help our audience "see" the numbers; videos that draw viewers in and introduce them to

people impacted by the criminal justice system; photo essays that intimately portray how the system feels from the inside. Where we can't get cameras in, we use illustrations to enliven our stories and enrich the imaginations of our readers.

Our visual stories have reached thousands of new readers, enabled several new partnerships with video-first media and won some of the top prizes in the journalism business.

Clockwise from top left: Emily Kassie for "How Incarcerated Parents Are Losing Their Children Forever," Eli Reed for "The King of Dreams," Harris Mizrahi for "When You're the Only Cop in Town," Edmund D. Fountain for "The Hardest Lesson on Tier 2C," Emily Kassie for "Banished."



AWARDS

The Marshall Project has won a number of awards in the past year, including:

- National Magazine Award
- Edward R. Murrow Award
- Peabody Futures of Media Award
- National Press Photographers Award
- Best News Data App from the Data Journalism Award
- Pictures of the Year Multimedia Photographer of the Year

Partnerships for Impact



Selections from "We Are Witnesses: Becoming an American."

The Marshall Project publishes with other media organizations to maximize the impact and reach of our work. To date, we have collaborated with more than 140 partners and estimate that we reach more than a million readers and listeners each month through our collaborations. Highlights from the past 18 months include:

GANGS IN CHARGE

When an internal audit was leaked to our reporters detailing how gangs ran a private prison in Mississippi, we brought the story to a series of partners who could help get the information in front of local readers. Our story was published in partnership with USA Today, the Jackson Clarion-Ledger and the Mississippi Center for Investigative Reporting, and ran in the Sun Herald in Biloxi, the Natchez Democrat in Natchez, the Meridian Star in Meridian and on the online news site Mississippi Today, among others. The exposé also aired on WJTV-Channel 12 in Jackson.

WE ARE WITNESSES: BECOMING AN AMERICAN

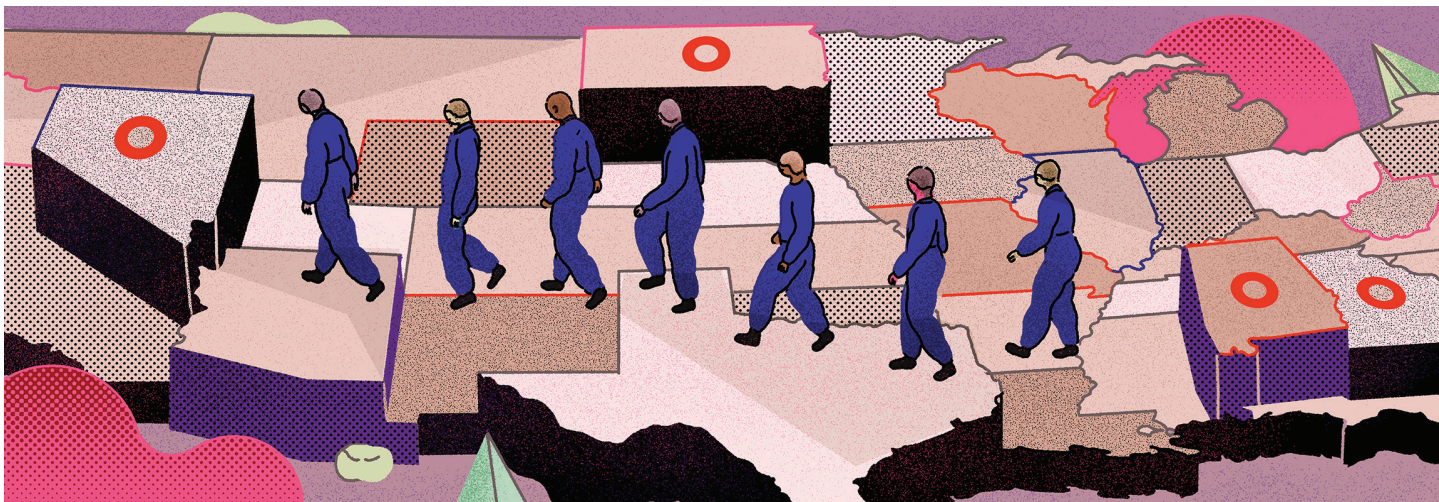
We partnered with the millennial news site Newsy for the second season of our Emmy award-nominated short film series, with the goal of reaching a young and politically diverse audience. Newsy aired one witness video in each of its flagship news programs, and during the roll-out week, the series was continuously ranked in Newsy's top five posts on their Twitter and Facebook accounts, achieving 750,000 impressions. At the end of the week, the series was released to Newsy's digital platforms and their OTT apps, including Apple TV, Roku, Hulu, YouTube and more.

REACHING VICTIMS

Our story on victims' compensation connected with millions of people through a multi-partner arrangement. We conducted a months-long investigation showing the disproportionate racial impact of laws that deny compensation to crime victims with a criminal record of their own. Our investigation ran on the front page of USA Today, and also in 20 regional newspapers across the states our reporting focused on, Ohio and Florida. In addition, we collaborated with Reveal to produce a radio show that was broadcast on 645 public radio stations around the nation.

OUR EDITORIAL PARTNERS

70 Million • ABA Journal • ACLU • AL.com • AP • Albany Times-Union • All Things Considered • Alternet • Amazon Original Stories • Apple News • Atlanta Journal-Constitution • Christianity Today • City Bureau • City Limits • Civil Beat • Cleveland.com • Columbia Journalism Review • Commercial Appeal • Corrections One • Cosmopolitan • Gothamist • History News Network • Houston Chronicle • Huffington Post • JJJ • Kaiser Health News • Latino USA • Lexington Herald Leader • Longreads • Los Angeles Times • New Orleans Times-Picayune • New York Daily News • New York Magazine • New York One • Newsweek • Newsy • Nonprofit Quarterly • PBS NewsHour • Pacific Standard • Magazine • Splinter News • St. Louis Post-Dispatch • St. Louis Public Radio • Tablet • Tampa Bay Times • Teen Vogue • Texas Public Radio • Texas Tribune • The Atlantic • The Guardian • The Hechinger Report • The Hill • The Influence • The Nation • The New Republic • The New York Times • The New York World • The New Yorker • The Pilot • The Voice of OC • The Washington Monthly • The Washington Post • The Weather Channel • The Wichita Eagle • TheNextWeb • This American Life • Time • Ton



ANA GALVAÑ for The Marshall Project

Newsroom Expansion

Broad exposure in the national media certainly helps drive change. But most criminal justice is dispensed at the state and local level.

As we head into our sixth year, The Marshall Project will continue publishing some of our most revelatory investigations with traditional, big-name partners. But we will also invest in partnering with local media, bolstering their capacities to track the criminal justice system at the regional level.

It's no secret that local news organizations are strapped. Around one in five newspapers has shut down since 2004, and nearly half of all newsroom jobs have disappeared since 2008. Those jobs are increasingly concentrated in major urban areas: One out of every eight reporters worked in New York, Washington or Los Angeles in 2004; 10 years later, it was one in five.

Our focus in 2019 has been building up a team in the South, including reporters and editors in New Orleans, Raleigh-Durham, Austin and Dallas. They'll track down elusive criminal justice data, find ways to illuminate hidden corners of the system and build relationships with local news media—both print and broadcast. We've already started publishing with smaller newspapers in Mississippi and Louisiana, with many more such partnerships planned.

The Marshall Project has a longstanding commitment to criminal justice reporting in California, which is now leading the nation in efforts to reduce the state prison population. We have also turned our attention to criminal justice issues in Chicago and intend to keep a focus on this major urban market.

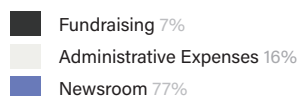
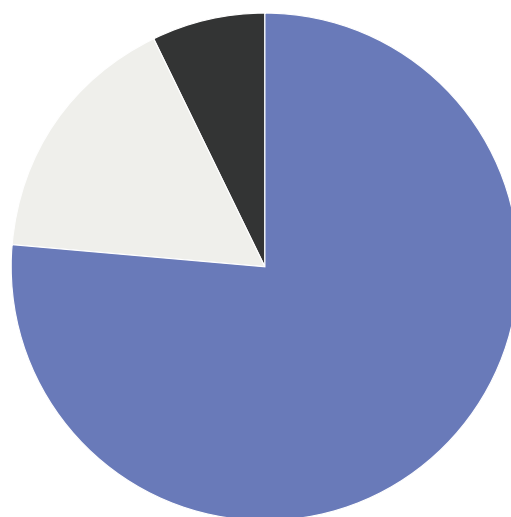
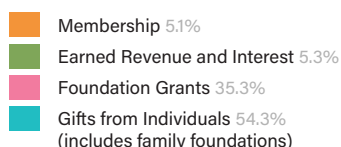
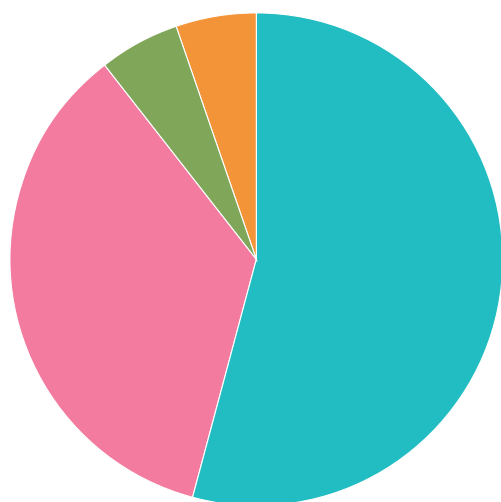
We plan to expand our newsroom in other ways. We hope to add specific beats such as tracking the private business of incarceration and the role of technology in our justice system, from crime analysis tools to electronic monitoring.

Basic accurate data on our justice system is notoriously hard to come by—for example, the number of people killed by police every year in America. To counter these information gaps, we plan to expand our data team. We hear frequently from colleagues at local publications that data journalism is expensive, slow-moving and difficult. Because criminal justice is largely handled at the local level—where most people enter the system and the majority of the justice workforce is employed—collaborating on data investigations with these partners should have an outsized impact on the communities they serve.

Al-Constitution • Bill Moyers • Bloomberg Opinion • Bright • Business Insider • BuzzFeed • CNN Money • California Sunday Magazine • Capitol Weekly • Chalkbeat • Crosscut • Dallas News • Ebony • Elle • Enid News & Eagle • Esquire • Essence • Everyday Incarceration • FiveThirtyEight • Frontline • Fusion • Good Housekeeping • Les Times • Marie Claire • Mashable • Matter • McClatchy • Mic • Michigan Public Radio • Mother Jones • Muck Rack • MuckRock • Myhighplains.com • NBCBLK • NPR • Standard • Politico • Prison Legal News • ProPublica • Refinery29 • Religion News Service • Reveal • Sacramento Bee • San Francisco Chronicle • Slate • Smithsonian • The Baltimore Sun • The Charlotte Observer • The Chronicle of Higher Education • The City • The Clarion-Ledger • The Daily Beast • The Forward • The Frontier • The News & Observer • The Paris Review • The Record • The Root • The Takeaway • The Tennessean • The Texas Observer • The Upshot • The Verge • The Virginian-Pic • USA Today • Tennessee • Valleycentral.com • Vice • Vox • WBUR • WFYI • WNPR • WNYC • WRAL • Wired • Wisconsin Public Radio • Wonkblog • Yahoo • theGrio

Financials

After a successful launch, we are in growth mode guided by our strategic plan. This plan envisions increasing our budget to \$10 million annually over the next few years. During 2018, we changed to a June 30 fiscal year-end to improve budgeting and financial planning. In 2019, we increased our budget to \$7 million; nearly \$2 million more than the previous year. As we move out of the start-up phase, we used our strong fundraising to start building a reserve fund.



REVENUE

(July 1, 2018 — June 30, 2019)

Gifts from individuals (includes family foundations)	\$4,360,000
Foundation grants	\$2,830,000
Membership	\$410,000
Earned revenue and interest	\$425,000
TOTAL	\$8,025,000

EXPENSES

(July 1, 2018 — June 30, 2019)

Newsroom salaries, benefits and payments	\$4,225,000
Other salaries	\$1,540,000
Professional fees	\$175,000
Occupancy and office expense	\$615,000
Marketing/outreach	\$270,000
Newsroom expenses	\$365,000
TOTAL	\$7,190,000

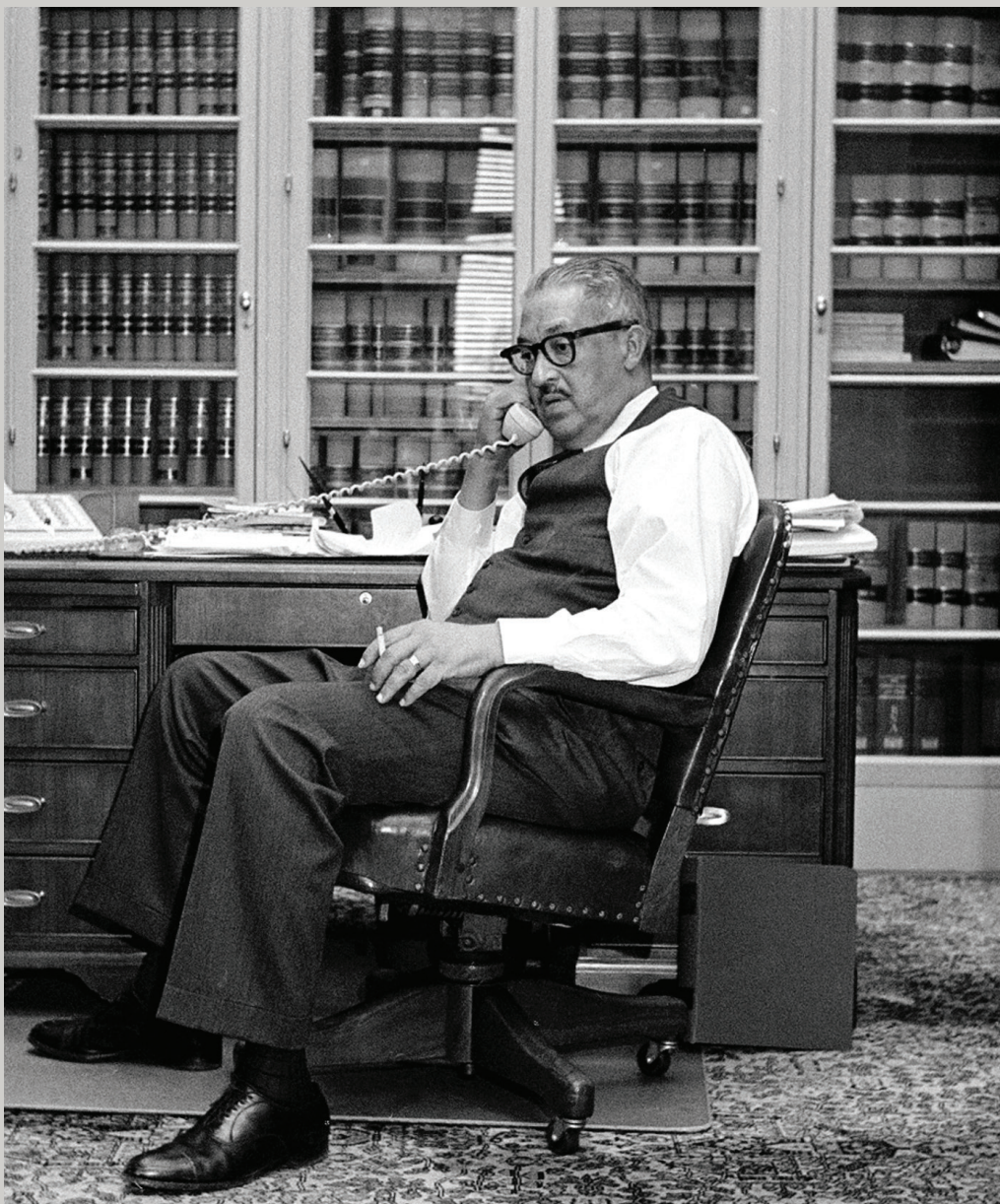
Supporters

We are sincerely grateful to the many foundations, families and individuals who provide the means for us to pursue our mission. The following supporters have contributed \$5,000 or more from January 2018 through June 2019.

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Achieving America Family Foundation
Adele Bernhard & Peter Neufeld
Alice & Ben Reiter
Amy Rao
The Andrew and Marina Lewin Family Foundation
Anil Soni
Anne and Greg Avis
Anne Patterson Finn and Christopher Finn
The Annie E. Casey Foundation
Antoinette Delruelle and Joshua L. Steiner
Arnold Ventures
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Baskin Family Foundation, Judy Wise
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