2023-2024





Publishing Partners

2023-2024

The 19th

The Advocate (Baton Rouge)

Albany Times Union

AL.com

APM Reports

Axios Biloxi Sun Herald

The Buckeye Flame

The Chronicle Telegram

The City

The Clarion-Ledger

Cleveland Documenters

The Cleveland Observer

Cleveland Scene

The Commercial Appeal
The Des Moines Register

Esquire

The Frontier

Frontline PBS

Grist The Guardian

Ideastream

The Imprint Investigative Post

Institute for Public Service Reporting

Jackson Advocate

The Land

Los Angeles Times

Magnolia Tribune

Miami Herald

Mississippi Free Press

The Mississippi Link

Mississippi Today

MLK50

Mother Jones NBC News

NPR

News 5 Cleveland WEWS New York Focus

The New York Times

The New York Times Magazine

Northeast Mississippi Daily Journal

The Post and Courier

ProPublica

Reckon

St. Louis Post-Dispatch

St. Louis Public Radio

The Seattle Times Signal Akron

Signal Cleveland

Stacker

Tampa Bay Times Texas Monthly

USA Today

Verite News

The Washington Post

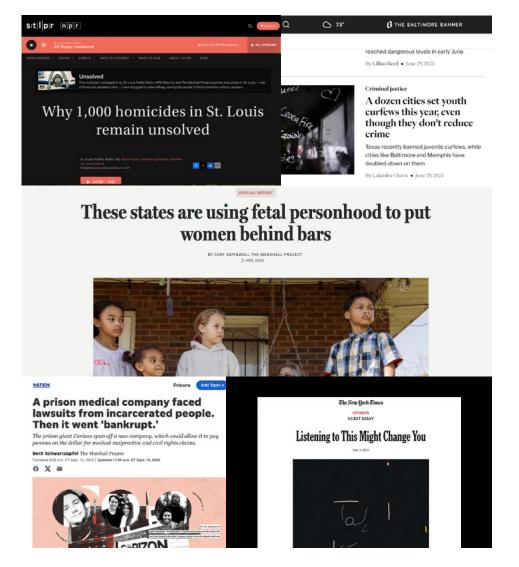
WBEZ

WBUR

WTSP Tampa Bay



The Marshall Project Staff, September 2023 PHOTO BY DANIEL LOZADA



Letter from Board Chair and President

This year, The Marshall Project turns 10 years old. A birthday is an arbitrary moment, but this one feels significant. We stand at the confluence of two urgent predicaments of our time: a broken justice system in dire need of scrutiny, and a dwindling supply of well-resourced, independent media. There are implications for a third issue that should concern everyone in our nation: the health of our democracy itself.

Our criminal justice system touches us all and yet is all too often rendered opaque by those who would rather not answer for its failings. Most often we experience it close to home; law enforcement, courts, prosecutors, prisons and jails — these are mostly local institutions. And when the winds of change meet a brick wall at the federal level, progress is sometimes still possible locally. To drive change, we need accurate information. We need eyes and ears locally to keep up the pressure.

Who is left to provide those eyes and ears? More than 2,500 local media outlets have shut down in the last 20 years, and thousands of journalism jobs have been lost, depriving the public of critical information, and weakening government accountability.

When there are fewer people to ask questions and pry out information about abuses in the system, on a national or local level, they continue with impunity. The Marshall Project was born out of that very imperative: to expose wrongdoing, explain how the system works and where it breaks down, and stimulate public awareness and conversation that could drive change.

Although we've been proud to have prompted other outlets to cover more of what we have been highlighting for 10 years, we also see places across the country stripped of any resources needed to do so. And now we are working to build these resources in select cities with vibrant communities that are dealing with challenges in their local justice systems.

In just two years, The Marshall Project has established local newsrooms in Cleveland, Ohio, and Jackson, Mississippi — with a third one set to launch in St. Louis, Missouri. These great American cities deserve high-quality journalism, and we are eager to work with local partners to provide it.

As we dive deep into those cities, we are simultaneously working to support criminal justice journalism everywhere. In the coming year, via a project called *Investigate This!* we'll be sharing resources with other reporters. We'll distribute "toolkits" that local journalists can use to create original reporting with the potential for impact. And there is more to come.

Ten years in, we're just getting started. We will keep our bright light illuminating the darkest corners of our justice system and partner with other media to shine with us. The best birthday present we could receive is your help to keep this work going at a time when we need it the most.



Carroll Bogert
President



Liz Simons Chair

Board of Directors

Liz Simons

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Former Executive Director, National Basketball Players Association, and Co-Founder, Free

and Fair Litigation Group

Topeka K. Sam

Founder and Executive Director of The Ladies of Hope Ministries

Carter Stewart

Executive Vice President, Mellon Foundation

Emily Tow

President, The Tow Foundation

As of June 2024

10 Years of The Marshall Project

In 2014, The Marshall Project began as an untested idea. Could a nonprofit newsroom dedicated solely to covering criminal justice survive in an ever-evolving media landscape? This milestone anniversary answers that question. These pages lay out the work that we have done over the last decade — and a look ahead at what is to come.

April 2016

"An Unbelievable Story

of Rape," published

in partnership with ProPublica, wins a Pulitzer Prize.

November 2014 The Marshall Project

In Marshall Project launches as a nonprofit newsroom dedicated to covering the U.S. criminal justice system. <u>Our first story</u> appears on the front page of The Washington Post.

September 2015

Launch of "The Next to Die: Watching Death Row." For the next five and a half years, we track every execution scheduled in the country.

October 2017

Premiere of "We Are

Witnesses," an ambitious

multimedia project that

captures the stories of

those most affected

by the criminal justice

February 2020 Debut of "Welco

Debut of "Welcome to the Zo," an animated series illustrated by artist Molly Crabapple and narrated by actor Michael K. Williams, based on letters compiled by the American Prison Writing Archive.

March 2020

January 2018

Publication of our first

Diversity Report, an account

maintain a diverse workforce.

Conduct an exclusive

Barack Obama about

interview with President

criminal justice issues in

of our efforts to build and

October 2015

his final term

Start of a series of investigations and data analysis on the effects of COVID-19 in prison.

March 2019

<u>Introduce News Inside</u>, a print magazine made for justice-affected audiences.

Fall 2019

"<u>Unbelievable</u>," a limited dramatic series based on our Pulitzer Prize-winning reporting, debuts on Netflix.

June/July 2020

Reporting on the history of the "Thin Blue Line"
American flag and what it really stands for in the immediate aftermath of the murder of George Floyd.

•

Cleveland.

September 2022

newsroom, The

Marshall Project -

Open our first local

April 2021

Publish "The Language Project" our series on the impact of words used to describe incarcerated people and why it is essential to use personfirst language.

June 2021

"Mauled: When Police Dogs Are Weapons," published in partnership with AL.com, IndyStar and the Invisible Institute, wins the Pulitzer Prize.

July 2021

Publish a "A State-by-State look at 15 Months of Coronavirus in Prisons" after collecting data for 66 weeks.

March 2024

Launch "Get to Know Your Judges: Cleveland and Cuyahoga County," an interactive guide responding to residents' requests for more information on judicial elections.

January 2023

Introduce *Inside Story*, the first television show of its kind, produced and developed by and for incarcerated and justice-affected audiences

March 2023

Launch our first podcast series, "<u>Violation</u>," in partnership with WBUR.

June 2023

Kick off a series of stories and firsthand accounts about reproductive health behind bars on the anniversary of the Supreme Court's Dobbs decision.

October 2023

Publish our first long-form comic, In Harm's Way.

October 2023

Open our second local newsroom, The Marshall Project - Jackson, in Mississippi's capital city.



Looking Ahead: Investigate This!

The Marshall Project has an ambitious plan to bolster local criminal justice journalism everywhere. In July 2024, we launched *Investigate This!* Through these toolkits, The Marshall Project meets journalists wherever they are, with resources they can navigate quickly and easily to produce high-quality criminal justice journalism that benefits their communities. The project is just getting started. Stay tuned!















POSTCARD

PLACE STAMP HERE

Our first local newsroom is full speed ahead. Our second is off and running. And our third is ready for launch. Come with us on a road trip to see all the progress from our local strategy this past year.

THE MARSHALL PROJECT

GREETINGS FROM

ON THE

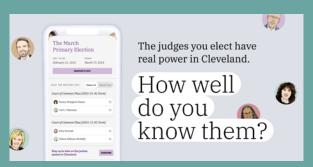
GLEVELAND



JOHN G FOR THE MARSHALL PROJECT AND SIGNAL CLEVELAND

Our Cleveland local newsroom continues to produce journalism that has a tangible impact on the local justice system and the lives of Clevelanders. For example, we were getting questions from the community about why so many children from Cuyahoga County — the most of any county in the state — end up in adult court and often adult prison. So we set out to find answers. We found that judges were <u>ignoring state rules</u> and funneling cases involving kids accused of crimes to select attorneys. The state board that pays for these lawyers eventually stepped in to force accountability and change the process. Our reporters will continue to follow the story. Other highlights from the year include revealing an overzealous campaign to suspend driver's licenses and highlighting how Ohio still criminalizes HIV status. A state lawmaker later proposed legislation to address both of these issues.

Who's to Judge?



Judges have a lot of power and are on the ballot, but our reporting found that in recent years, almost a third of people in Cuyahoga County didn't vote for any judge. In March 2024, leading up to the Ohio primary, we launched "Get to Know Your Judges: Cleveland and Cuyahoga County," a local guide to judges and judicial candidates.

This project, done with Signal Cleveland and Cleveland Documenters, provides information about local judges, including details on their background, party affiliation, financial disclosures, and answers to a questionnaire designed by community members. Residents of the greater Cleveland area viewed the judge guide more than 100,000 times on The Marshall Project and Signal Cleveland websites alone. And more accessed it via the sites of other local outlets, social media and our <u>YouTube explainer</u>, which had more than 145,000 views.

VOTE

ILLUSTRATION BY JARETT SITTER

While we've long reported on Mississippi for a national audience, The Marshall Project -Jackson launched in late 2023 to serve the local community. In addition to a multipart investigative series on the state's troubled public defense system, our local newsroom has published a number of explainers and other resources that respond to information needs identified by local residents. We published a detailed overview of how courts work in Hinds County (home to Jackson) and another explainer — with an accompanying history and timeline — about the laws that can strip people of the right to vote in Mississippi. A detailed investigation into the state's lifetime voting ban found that at least 55,000 people have lost their voting rights since 1994. These pieces kicked off a series of reporting on disenfranchisement leading up to the 2024 election.

SLLOUIS -

Building on our success in Cleveland and Jackson, our next newsroom will be in St. Louis. Launching in late 2024, our local team will build partnerships, work with the community and produce high-quality journalism that has an impact in St. Louis and surrounding areas.



LILY PADULA FOR THE MARSHALL PROJECT



show and *News Inside* print magazine are available in a growing number of prisons and jails nationwide.

Thanks to the efforts of *The Marshall Project Inside* team, our *Inside Story* TV

1,360+

News Inside

750+

Inside Story

When was the last time you wrote someone a letter? For people living in prisons and

people living in prisons and jails, "snail mail" remains one of the most reliable ways to interact with the outside world.

This past year, The Marshall Project received roughly 3,000 pieces of mail — letters, poems, drawings, and more — the vast majority from people living behind bars. These documents hold valuable insights and information that support our ability to cover the criminal justice system. And they help us better produce journalism that reflects the unique needs of those whose lives are most affected by that system.

The volume of mail coming to The Marshall Project has increased dramatically in recent years. This is in large part thanks to the work of *The Marshall Project Inside* team, who have worked to increase access to our prison magazine, *News Inside*, and television show, *Inside Story*, in as many prisons and jails as possible.

The letters are an essential part of our journalistic mission. The mail grows the *News Inside* subscription list, helps us find contributors to our "Life Inside" essay series, and even provides tips that support our full-scale investigations.

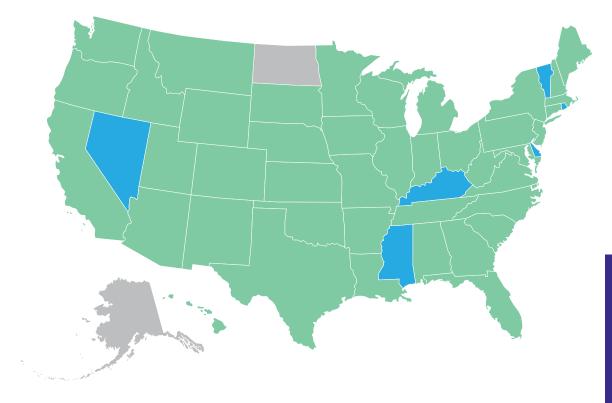
In the years to come, we expect the mail to continue to increase. That's why this past year, we have been working to digitally sort our mail and develop resources that make it easier to meaningfully engage with and respond to people behind bars.

"We have a responsibility to paint the fullest picture of the criminal justice system as possible," said Engagement Editor Nicole Lewis. "That doesn't just mean we're writing about harms and abuse. We should write about how people survive behind bars and the creativity and ingenuity that comes from figuring out how to live full lives in that situation. The mail is a window into that."

"People inside want their voices to be heard. The mail gives us an opportunity to hear people out and serve them the best way we possibly can."

Martin Garcia
Marshall Project News Inside Manager

The Marshall Project availability behind bars



Both News Inside and Inside Story available in at least one facility

News Inside available in at least one facility

Neither *Inside Story* nor *News Inside* available in any facility



We have secured statewide approval for all state facilities in Colorado, Connecticut, Florida, Hawaii, Illinois, New Jersey, New York, Ohio, and Virginia.

A Year to Remember

In May 2024, our editor-in-chief, Susan Chira, announced that she will be stepping down in January. Under her stewardship over the last five years, The Marshall Project has won numerous journalism accolades (including a Pulitzer Prize), more than doubled its staff, launched the local initiatives described above, and enhanced our commitment to reaching incarcerated audiences and their families. Below, join Susan as she recounts some of the highlights of this past year.



Highlights from the National Newsroom

By Susan Chira, Editor-in-Chief

It's hard to say goodbye to The Marshall Project, but I leave proud of our team's journalistic ambition and accomplishments. The criminal justice system is notoriously opaque, bereft of reliable data, and resistant to accountability. That means producing journalism that exposes harm and spurs change is fiendishly hard — and wrenching, because we chronicle great suffering. You read earlier about the great work of our local newsrooms. Now I'd like to take you inside some of our national projects from this past year that represent the range, depth and impact of our work.

I hope this offers a glimpse into the heart and hard work behind our journalism. I know The Marshall Project will continue to aim high and expose wrongs in the years ahead.

Deep Investigations

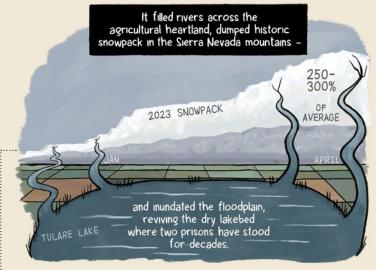
Alysia Santo, in collaboration with APM Reports and St. Louis Public Radio, revealed why the city has one of the highest rates of unsolved homicides in the country, and the toll on families deprived of justice. It took several years, a lawsuit, and multiple reporters and editors to obtain and analyze data, coax wary families and police to talk in order to produce our five-part investigation, "Unsolved." And we displayed our innovative storytelling through an immersive map showing neighborhoods with the most unsolved homicides.

Wilbert L. Cooper's family helped police Cleveland for three generations. "Out of the Blue: The Rise and Fall of a Black Cop," his gripping narrative of the promise and plight of Black police officers, follows one officer trying to change policing from the inside. Cooper spent years digging through archives, lawsuits, internal affairs reports and

his own family history. He interviewed dozens of people, including his own parents, to assemble the fullest portrait I've read of Black policing, where officers confront bias from their own departments and suspicion from a Black community desperate for protection.

How do people on death row endure prolonged isolation and the knowledge of their looming executions? Keri Blakinger brought us inside the long-running <u>Dungeons and Dragons</u> game that helped people in a Texas prison form friendships outside their one-person cells and offered a temporary escape from corrosive fear and regret. Persevering even when she was barred from visiting prisons during the pandemic, Blakinger offered us an indelible look at the power of imagination and the desolation of death row. A finalist for the Pulitzer Prize in feature writing, it took three years of reporting, and ran in the print edition of The New York Times Magazine.

A months-long investigation exposed how police often misuse <u>spit hoods</u>, the masks or nets that police or corrections officers put over people's heads to prevent possible infection from saliva. Daphne Duret worked with WTSP 10 Tampa to scour thousands of pages from law enforcement records, lawsuits, news reports, and use of force policies from 100 agencies. We found lax guidelines and uncovered at least 31 people who died from these restraints — surely an undercount, since Duret had to laboriously assemble cases without any national data.



COMIC PANEL BY SUSIE CAGL

Innovative Storytelling

Last year, we dove into podcasts; this year, we entered a new frontier: long-form comics. Presenting our journalism in new formats — audio, visual, video, animation, data visualization — is core to our mission of reaching audiences who may not trust traditional text-based journalism or may struggle with literacy. So we asked reporters and illustrators to produce two comics.

"In Harm's Way" is an investigation of how climate change threatens a California prison built in a flood plain. "The Mercy Workers, Illustrated" offers a rare glimpse into the little-known world of "mitigation specialists," who investigate the past traumas of people facing the death penalty to persuade juries to spare their lives.



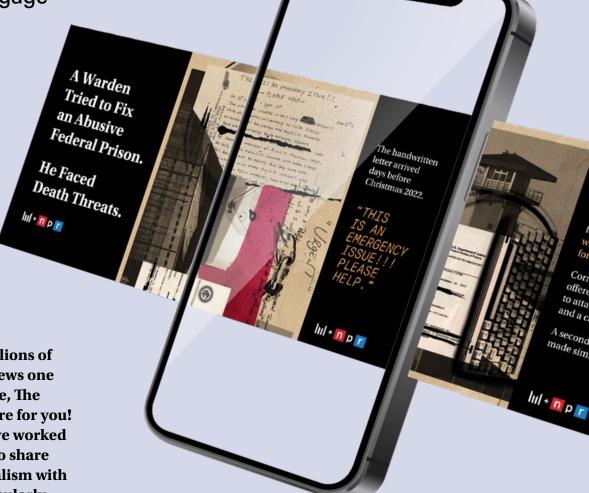
GRAPHIC BY CHRIS CORTEZ AND THE MARSHALL PROJECT

Riveting First-Person Accounts

"Life Inside" essays regularly shake me to my core — they are such intimate, surprising, raw glimpses of what it feels like inside a system that harms so many it touches. We wanted to widen our lens this year to examine two issues roiling the outside world: the Dobbs decision and the wave of anti-trans legislation. We explored the reality of pregnancy, miscarriage, childbirth, separation, hysterectomy and the gaps in reproductive health care for the incarcerated in a series of riveting essays. Through first-person accounts, we dove into the struggles of trans people behind bars.



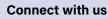
New ways to engage



If you're one of the millions of people who get their news one swipe or scroll at a time, The Marshall Project is there for you! Over the last year, we've worked on exciting new ways to share and discuss our journalism with more audiences, particularly younger generations and people impacted in various ways by U.S. criminal justice systems.







@marshallproj

marshallproj

@TheMarshallProject

TheMarshallProject.org

u/marshall_project

Prison labor. Abusive guards. Executions. Mercy workers. Dungeons & Dragons. Queer history. Our growing Audience team's informative, engaging social posts span the wide range of topics covered by our newsroom. The posts inspire commenters to share their experiences, to (further) question criminal justice systems, to discuss our journalism among loved ones and to thank The Marshall Project for our work.

With Twitter no longer what it used to be and Facebook depreciating news, many newsrooms have struggled to adapt. Audience Director Ashley Dye's strategy had already set up The Marshall Project for deeper, meaningful engagement elsewhere.

To further expand our storytelling, Dye hired Audience Engagement Producers Kristin Bausch and Chris Vazquez. Starting in July 2023, the pair have helped make The Marshall Project's journalism more accessible through

Bausch's social designs and Vazquez's social videos under the guidance or collaboration of Dye, reporters, story editors and others. Often, they collaborate with publishing partners' social teams, from NPR to The Buckeye Flame.

The team has reached many people in places new to The Marshall Project, like TikTok, Meta's Threads and YouTube, and has built on past successes with Instagram, Reddit, and more — while also winning industry awards and honors.

After consistently posting to YouTube Shorts and engaging its Community Tab, the team saw unprecedented growth: Shorts gained over 14 million views, and our YouTube account grew by over 40k subscribers between January and June 2024 alone.

Don't miss out — be sure to like and subscribe.

Behind the scenes with The Marshall Project

By Emma Carew Grovum, Director of Careers and Culture

What do you see when you picture a newsroom? Perhaps you think of a chain-smoking copy editor or the jangling pocket of coins attached to the courts reporter — ready to file copy by payphone. Part of my remit is to help our fully remote staff experience a sense of energy and belonging — absent those common sights and sounds of a classic news operation.



We closed out our May 2024 retreat in style - with a concert. PHOTO BY

One retreat led to another...

One way we've built culture and camaraderie is through our annual staff retreats. In September, we gathered our full staff in Cleveland for two days of programming. We introduced a "Science Fair," with booths for different teams to get to share their work. On the last night, we had a closing dinner catered by our very own Cleveland-based reporter Mark Puente and his taco truck!

The retreat went so well, we had to do another. So we fast-tracked the 2024 retreat, and our staff, now 80 strong, descended upon New Orleans in May. After three and a half days of productive programming, we closed things out with a dinner featuring music from our colleague Jamiles Lartey and his band.



We celebrated with the new bires at our retreat in New Orleans. PHOTO BY DOUG

Our shared support for the affinity journalism groups grows

More than 30 Marshall Project staff attended affinity group conferences this year, making new connections and seeking potential partners at events hosted by the National Association of Black Journalists, The National Association of Hispanic Journalists, the Asian American Journalists Association, the **Indigenous Journalists Association** and the Association of LGBTQ Journalists.

Working to improve onboarding

In 2024, we designed and executed our first Virtual Welcome Program. New hires now meet as a cohort over Zoom and are visited by staff across multiple departments to learn about the inner workings of The Marshall Project. Each new staffer also gets matched with a New Hire Buddy, who has a budget to take their colleague out for lunch or virtual coffee while checking in for the first 12 weeks.

MILLE	44%
Black	or African American 26%
Asian	14%
Uiona	nic or Latino 8%
птараг	IIC OL FACTIO 0%
Two o	r More Races 7%
Did p	ot specify 1%
DIG III	
0	
Gend	er
Gend	
Femal	e 56%
Gend Femal	e 56%
Femal	e 56% 41%
Femal	e 56%
Male ·	e 56% 41%

SOCIAL SCREENSHOTS FROM THE MARSHALL PROJECT

Our Supporters

Everything you see in these pages - and

a paywall — is thanks to our readers and supporters. The following generous donors

the fact that our work will never be behind

gave \$10,000 or more between July 1, 2023

The A. L. Mailman Family Foundation

Antoinette Delruelle and Joshua L. Steiner

American Journalism Project

The Annie E. Casev Foundation

Avinash Kaushik and Jennie Chan

Bank of America Charitable Foundation

Baskin Family Foundation, Judy Wise

Brown Foundation, in memory of Beatrice

Char and Chuck Fowler Family Foundation

and June 30, 2024.

Abrams Foundation

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#startsmall

Abby Pucker

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Joan and John Vatterott Family Foundation

Jonathan Logan Family Foundation

Henry L. Kimelman Family Foundation

The Horace W. Goldsmith Foundation

Charles and Lynn Schusterman Family

Financing our Growth

has an impact.

emergencies.

Revenue

The Marshall Project is in the middle of an ambitious 5-year strategic plan

that calls for opening five local newsrooms in five years; deeply engaging

with justice-affected audiences; and strengthening the national newsroom to

Guided by this plan, we have grown from 50 employees 3 years ago to over 80

today. To support the pillars of our strategic plan, we've established a Growth

Fund to help us make investments in our local newsrooms while we seek local

funding to make them self-sustaining community institutions. We maintain a

reserve fund at 10% of the total annual operating budget as a contingency for

support the first two initiatives while continuing to produce journalism that

Awards and Recognition

2023-2024



2024 AMERICAN SOCIETY OF MAGAZINE EDITORS **NATIONAL MAGAZINE AWARD**

General Excellence-Special Interest

2024 AMERICAN SOCIETY OF MAGAZINE EDITORS **PHOTOGRAPHY & ILLUSTRATION AWARDS**

"In New York Prisons, Guards Who Brutalize Prisoners Rarely Get Fired"

Best Digital Illustration

This story, 90

2024 PULITZER PRIZES

"When Wizards and Orcs Came to Death Row" Finalist, Feature Category

2024 RFK JOURNALISM AWARDS

"In New York Prisons, Guards Who Brutalize Prisoners Rarely Get Fired"

Criminal Justice Award winner

2024 DART AWARDS FOR EXCELLENCE IN COVERAGE OF TRAUMA

"The Mercy Workers"

Winner

2024 SOCIETY OF PUBLICATION DESIGNERS

"Old-School Hair Analysis Is Junk Science. But It Still Keeps People Behind Bars."

Gold Medal

1,080,000

17.775.000

3,265,000

1,465,000

110,000

17,945,000

2024 SOCIETY OF PUBLICATION DESIGNERS

"Violation" Album Art & Episode Art Gold Medals Our first-ever podcast!

2024 NEW YORK PRESS CLUB

"When Wizards and Orcs Came to Death Row" Feature, National Winner

2024 SOCIETY FOR FEATURES JOURNALISM

"Just Say You're Sorry"

2024 SOCIETY OF PROFESSIONAL JOURNALISTS SDX AWARDS

"In Harm's Way

Illustration Winner



2024 SOCIETY FOR NEWS DESIGN, BEST OF DIGITAL **DESIGN AWARDS**

"Old-School Hair Analysis Is Junk Science. But It Still Keeps People Behind Bars."

Digital Animation Design, Award of Excellence

Commissioned Illustration, Award of Excellence

"In New York Prisons, Guards Who Brutalize Prisoners Rarely Get Fired"

Commissioned Illustration, Award of Excellence

Marshall Project Social Media Portfolio

Award of Excellence

......... BEET OF THE PART AND PART AND PERSONS ASSESSED.

(ABOVE) ILLUSTRATION BY ROBIN MARTÉA, (BELOW) DIEGO CADENA BEJARANO FOR THE MARSHALL PROJECT

Jonathan Moses Judy Pigott The Just Trust Leslie and Sanjay H. Patel The Libra Foundation Liz Simons and Mark Heising Maverick Capital Foundation Meadow Fund Mighty Arrow Family Foundation The Millstone Family Molly Munger and Stephen English New York Keller Family Fund Nicole M. Bacon The Nord Family Foundation Pascaline Servan-Schreiber and Kevin Ryan The Patchwork Collective Patrick J. McGovern Foundation **Players Coalition**

Pritzker Pucker Family Foundation Public Welfare Foundation Robert Mailer Anderson and Nicola Miner The Schmidt Family Foundation Schooner Foundation Scott and Laura Malkin Shari Leinwand Simon and June Li Simone Otus Coxe Sue and Steve Mandel Suzanne Cushwa Rusnak and Jeff Rusnak The Tow Foundation Trellis Charitable Fund Trinity Church NYC The Warner Music Group / Blavatnik Family Foundation Social Justice Fund Wellspring Philanthropic Fund Yield Giving

Foundation Grants Other Total

Expenses	and cor	ntributior	is to de	signated	l funds

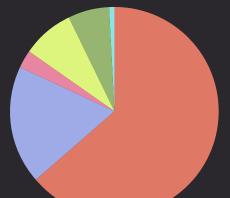
Newsroom salaries.

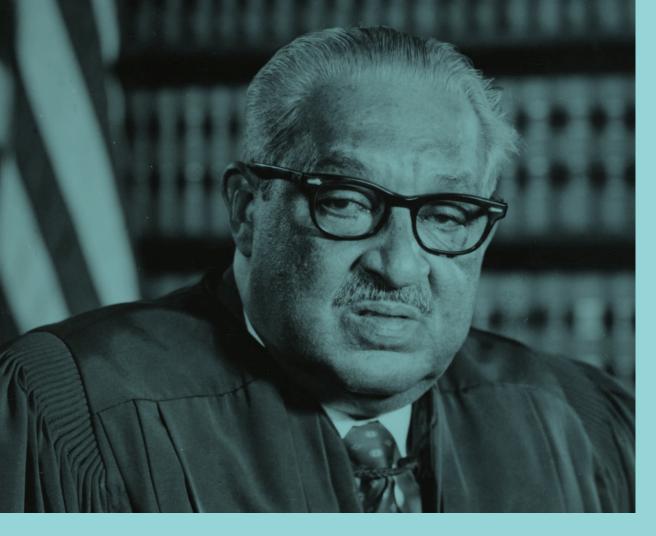
Business expenses

Marketing/outreach

Professional fees

Other salaries





Thurgood Marshall LIBRARY OF CONGRESS

The Marshall Project is a nonpartisan, nonprofit news organization that seeks to create and sustain a sense of national urgency about the U.S. criminal justice system. We have an impact on the system through journalism, rendering it more fair, effective, transparent and humane.