

A man with a beard and short hair, wearing a red and white bomber jacket with a fur collar, black pants, and white sneakers, stands in a backyard. He is looking directly at the camera. The background features a wooden fence, a house with beige siding, and some foliage.

The Marshall Project

ANNUAL REPORT
2020-2021

WHOSE STORY?

Criminal Justice and Narrative Change

Austin American-Statesman
SUNDAY, MAY 2, 2021 | 115TH ANNUAL REPORT
PART OF THE USA TODAY NETWORK

Women: Capitol culture sexist
Accuses of sexual harassment and sexist work environment

'I just want them to be held liable'
Case opens door to prosecute police misconduct

2021 PULITZER PRIZE WINNER

ANCHORAGE DAILY NEWS
TUESDAY, MAY 4, 2021
ALASKA'S NEWSPAPER | WINNER OF THE PULITZER PRIZE FOR PUBLIC SERVICE — 1976, 1999, 2020
NEWS ALL DAY AT ADN.COM

Foster youths say the state pocketed thousands of dollars that belonged to them

FDA expected to approve

LURED IN BY A LITTLE OPEN WATER AT JEWEL LAKE

LEGISLATURE House delays

USA TODAY COVID-19 BY STATE Track vaccinations Comparing vaccines

INVESTIGATIONS

Millions of people with felonies can now vote after widespread reform. Most don't know it.

Nicole Lewis and Andrew R. Calderon *The Marshall Project*
Published 6:01 a.m. ET, Jun. 23, 2021

ARIZONA REPUBLIC
SUNDAY, FEBRUARY 21, 2021
azcentral.com
PART OF THE USA TODAY NETWORK

2021 PULITZER PRIZE WINNER

ARIZ. LEADS NATION IN MARSHALS SHOOTINGS

Data: Mesa officers on Marshals task forces have fired the most fatal shots since 2015

THE SUNDAY STAR
SUNDAY, OCTOBER 13, 2020
IndyStar.
PART OF THE USA TODAY NETWORK

UTILITY payment changes may end Longer pay plans not required after Monday

MAILED WHEN POLICE DOGS BITE

IMP DOGS BITE FAR MORE OFTEN

Many bites by Indy's K-9s in 2017-19 were unarmored and not acting violently, IndyStar investigation finds

Police K-9 bites per 100,000 residents

City	Bites per 100,000 residents
Indy	28.3
Jacksonville	18.2
Houston	12.0
Denver	11.0
Phoenix	11.0
San Jose	8.1
San Diego	7.5
Dallas	5.7
Los Angeles	5.3
Seattle	3.2
San Francisco	2.4
Austin	2.4
San Antonio	1.4
San Antonio	0.9
DC Metro	0.7
New York	0.3
Columbus	0.2
San Francisco	0.1
Philadelphia	0.1
Chicago	0.1

CAN'T STOP

RFT RIVERFRONT TIMES

"The most difficult thing"

Will Billy Aron's death and a national small-business revolt in St. Francis County put...

By MAURICE CHAMMAN

INSIDE OUT

Diagnosed doctors, unimpaired officials: Prisons face criticism over health care

Prisoners, once seen as a small town town, are now more burden than joy

Out of prison, single and convicted: The cost of a conviction in the app dating game

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Cover photograph: At age 14, Derrick Hardaway drove the getaway car in the murder of an 11-year-old. The media used the crime to build the myth of the "superpredator" — a label he is still trying to shed more than two decades later. LAWRENCE AGYEI FOR THE MARSHALL PROJECT

Letter From Our Founder and Our President

AS FORMER JOURNALISTS, we are watching the crisis unfolding across the news industry with deep concern and sadness. Our minds naturally gravitate to the supply side of the equation. How should The Marshall Project respond to the loss of good reporting across the country?

We also realize the need to think about the other side of the equation — the audience. What kind of criminal justice news does it demand? How can The Marshall Project better serve populations traditionally ignored or neglected by the mainstream media? Many people, especially those personally affected by the criminal justice system, do not feel the media has served them well.

Trust in news overall has hit a record low, according to studies from Edelman and the Reuters Institute at Oxford University.

The Marshall Project wants to help rebuild that trust. We will continue producing objective, fact-based reporting that matters to communities and holds leaders in check. Our audience must have faith that our investigations are free from partisan influence, bias and opinion.

At the same time, we seek closer engagement with our audience. We don't advocate on behalf of certain outcomes — but we do invite our audience and those we report about to feel invested in our reporting. Vulnerable populations need to know why we're asking questions, what we plan to do with the answers and how we see their experience fitting into a larger picture. What questions do they think we haven't asked?

We build trust by producing content for incarcerated people created by formerly incarcerated people who know, understand and can relate to their experiences. Our award-winning print publication, "News Inside,"

reaches incarcerated readers in more than 600 facilities nationwide. We also created a video series, which you will learn more about in this report, for the 60% of people in prison who struggle with reading. "Inside Story" now circulates in more than 280 prisons.

Local newspapers are in an advanced state of collapse, leaving criminal justice authorities alarmingly free of watchdogs. So we are also exploring more opportunities to drive local criminal justice journalism in media markets where the situation is particularly disastrous.

Trust also involves being mindful of the words we use and how they are perceived. This year, we led a national conversation on the language used to cover criminal justice and how it can dehumanize people and brand them by their crimes.

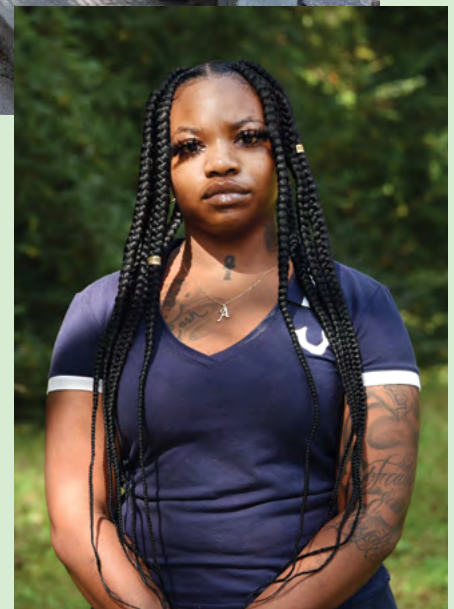
We are so grateful for the trust of our readers and supporters. We take that responsibility very seriously and, as we look to expand into new markets and reach new audiences, trust is always on our minds. We welcome your thoughts, your ideas and, as always, your support.



Neil Baum
FOUNDER



Candi Boyett
PRESIDENT



ROADMAP TO A PULITZER

Mauled: When Police Dogs Are Weapons

For over a year, *The Marshall Project* worked with newsrooms across the country to produce a [series of comprehensive stories](#) about police dog bites and the life-altering injuries they cause. Here's how the stories came together, and the impact they've had in cities and states across the country.

→ Challen Stephens, a reporter at AL.com, begins looking into violent encounters involving a police dog and its handler in Talladega, Alabama. He suspects problems with K-9 units might extend across the country and reaches out to *The Marshall Project* to broaden the investigation.

Top to bottom: Police officers in K-9 training in Peru, Indiana. MYKAL MCELLOWNEY/INDY STAR; Ashley White needed reconstructive surgery after being mauled by a police dog in Talladega, Alabama, in 2015. JOE SONGER/AL.COM; A police dog attacks a teenager during a 1963 civil rights demonstration in Birmingham, Alabama. BILL HUDSON/ASSOCIATED PRESS



→ The *Marshall Project* and AL.com begin an extensive national reporting effort. They find maulings by police dogs are more common than expected, and oversight is rare. Victims are often accused of minor crimes like traffic violations, drug possession and shoplifting but left with grievous injuries and lifelong scars.

→ Separately, the *IndyStar* and the *Invisible Institute* partner up to examine the same issue in Indianapolis, and *The Advocate* in Baton Rouge looks at use of dogs on teenagers there. The newsrooms join forces to create an ambitious partnership.

→ The team begins building its own dataset. There is no national standard on how departments track their use of dogs and no agency collects data. Reporters file requests with more than 50 agencies and spend months analyzing files, compiling a database of more than 150 severe incidents nationwide.



→ The first story looks at Indianapolis, which has the highest rate of dog bites among police departments in the 20 largest U.S. cities. Our analysis finds more than half of those bitten are Black.

“It was really important to show this isn’t just a handful of cases. These kinds of violent attacks are happening often, and all over the country.”

**–MANUEL TORRES,
THE MARSHALL PROJECT**

“I had no idea they used dogs this way. I was like everybody else, I thought police dogs were friendly and sniffed out the bad guys.”

**–CHALLEN
STEPHENS,
AL.COM**

→ Days after the story breaks, the Indianapolis Metropolitan Police Department announces changes in the use of police dogs that the police chief says “are responsive to our neighbors’ requests and improve public safety.”

→ Our front-page story with the Baton Rouge Advocate shows police dogs bite a teenager there every three weeks, on average. The day the story is published, the mayor directs the police chief to stop using dogs on teenage suspects.

→ A nationwide tracker allows readers to read descriptions, view videos and sort incidents by state, and a guide helps local news organizations that want to track dog bites in their communities.

→ The series reaches millions of readers and prompts a national conversation on the use of police dogs. The Marshall Project, AL.com, IndyStar and Invisible Institute are [awarded a 2021 Pulitzer Prize](#) for National Reporting. This is the largest number of newsrooms to have collectively won the Pulitzer ever.



Top to bottom: A dog lunges at a man during training at Vohne Liche Kennels in Indiana. MYKAL MCELDOWNEY/INDYSTAR; Ayanna Brooks and her boyfriend were walking her dog in Washington, D.C., when a Maryland police K-9 bit her. JARED SOARES FOR THE MARSHALL PROJECT; Vohne Liche trainers teach the “find and bite” method for search and capture. MYKAL MCELDOWNEY/INDYSTAR

Letter From Our Editor-in-Chief

THE MARSHALL PROJECT'S mission is to inspire a robust national conversation on criminal justice. Today, many more people seem to be waking up to just how dysfunctional the system can be. They may not all agree on the causes or the solutions, but the debate is vigorous and ongoing.

Yet just as the country is showing more interest in criminal justice, quality local journalism — particularly investigative reporting — is struggling to survive.

Since criminal justice is a local issue, the loss of local journalism is dire. A news story can create attention that puts direct pressure on police, district attorneys, judges, jails and prisons — all local institutions sensitive to local votes.

Local journalists want to pursue these stories. But often, a cash-strapped news outlet cannot afford to dedicate resources to the kind of tenacious reporting needed for investigative stories. For example, our series on police dog bites — which won us a Pulitzer Prize this year — required dozens of reporters and editors from multiple newsrooms working for over a year to produce 12 stories, including databases and a comprehensive map showing known incidents and videos depicting the violent attacks by dogs.

The changing business model for journalism is forcing layoffs, buyouts and newspaper closures. Editors must choose every day what to cover and what to leave uncovered as they allocate scant resources. If a story requires months of digging, hundreds or even thousands of phone calls and records requests, and the attention of many reporters and editors, it may never see the light of day. That means important stories about criminal justice are going untold, with no one to reveal injustices and hold local officials accountable.

What makes the Marshall Project unique is that, thanks to our donors, we can commit the resources needed to pursue stories like this. We are doing so right now in Cleveland, scraping data from every docket in the Cuyahoga County court system over several years to analyze how outcomes differ by race, neighborhood and even by which judge presides over the case.

For the past year, we have been discussing how we can best share our expertise in places where it is needed most, like Cleveland. We firmly believe deploying The Marshall Project's investigative, data, and nonprofit business expertise at the local level will produce ambitious, influential journalism on one of the most important issues of our times, criminal justice.

None of this would be possible without the dedication and hard work of our entire staff and the support and encouragement of our members and donors. To all of you, I extend my deepest gratitude.



Susan Chira

EDITOR-IN-CHIEF

2020-2021 Publishing Partners

The 74
The 19th
The Advocate
AL.com
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The Arizona Republic
Associated Press
The Atlantic
Austin-American Statesman
The Charlotte Observer
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FiveThirtyEight
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The Guardian
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Mississippi Center for Investigative Reporting
Mississippi Today
Mother Jones
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The Real Deal Press
Reveal
Riverfront Times
Slate
Tampa Bay Times
Texas Monthly
Texas Observer
The Texas Tribune
USA Today
VICE News
Vox
WFAA (Dallas)



Derrick Hardaway was sentenced to 45 years in prison for driving a get-away car in a murder when he was 14. LAWRENCE AGYEI FOR THE MARSHALL PROJECT

People hold on to labels like "offender" to keep people like me in my place

The words we use

The Marshall Project's growing engagement with incarcerated and formerly incarcerated audiences has made crystal clear to us that words like "inmate," "felon" and "offender" are not the clear and neutral terms reporters and editors have long assumed them to be. The stigma and material consequences of incarceration are so deep that what may seem like a basic descriptor to a journalist can be a permanent, potentially life-altering label to someone who has personally had the experience.

In April 2021, The Marshall Project published [The Language Project](#), a series of essays that include guidance on "[What Words We Use — and Avoid — When Covering People and Incarceration.](#)" The guide makes public our decision to avoid labels such as "inmate," in favor of language that follows the logic of "person-first" language. The accompanying essays by and about people with personal experience of incarceration shows the human impact of the words we choose.

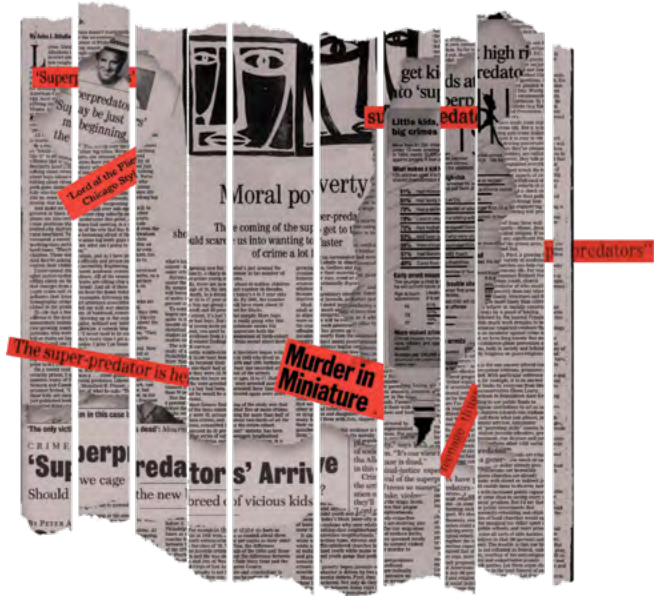
Shaping a Narrative

THE MEDIA CAN be a powerful force in framing how something is viewed by the public. One of the ways The Marshall Project seeks to have impact is to encourage other media to cover criminal justice issues more fairly and responsibly. One way to do that is to take a look back at how journalists covered criminal justice in the past and where we might have failed. That may help us do better in the future.

This year, LynNell Hancock and Carroll Bogert [looked back](#) on a harmful media narrative from 25 years ago that exacted an enormous human toll, particularly on a generation of Black youth.

In 1996, Princeton professor John Dilulio coined the term "super-predator," warning of a coming wave of remorseless teen killers who would kill without conscience. The media pounced on the phrase, repeating it hundreds of times for the next five years — even though juvenile arrest rates were falling at the time.

Derrick Hardaway knows what it's like to be labelled a "super-predator" as a child. Derrick was 14 when he drove the getaway car after a notorious murder in Chicago. He was sentenced in 1996, at the height of the "superpredator" craze, to 45 years in adult prison. He was released after serving 20 years. "I hate the media," he said. "I feel like I was convicted in the media. If someone labels you a superpredator, you can't escape it. It's stuck there."



Diving Into Data

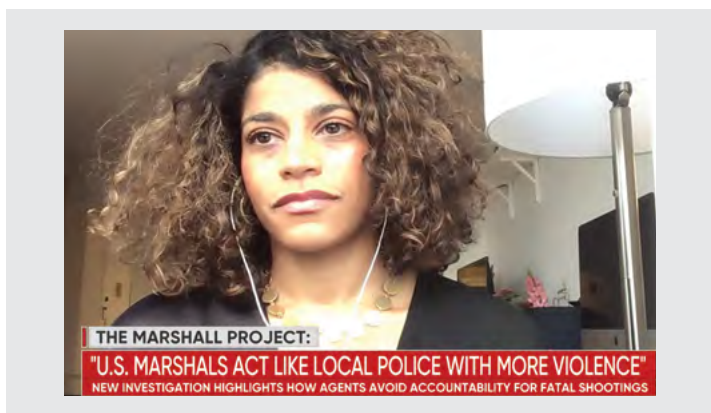
COVID behind bars

The Marshall Project was among the first to highlight the disproportionate risks of the pandemic behind prison walls. We quickly hit the ground to cover its impact.

Working with The Associated Press, reporters and editors at The Marshall Project began contacting authorities in all 50 states and the federal prison system to track the number of incarcerated people and prison staff who tested positive for and died of COVID-19. Our analysis found at least one in five prisoners in the U.S. were infected, with as many as one in three or even half of all prisoners testing positive in some states.

The [“State-by-State Look at Coronavirus in Prisons,”](#) continuously updated over 66 weeks, quickly became a vital resource for researchers, policymakers and the news media, who cited us more than a thousand times.

At various points, nearly every Marshall Project reporter was tasked with prying the needed data out of a number of states. We stopped collecting these figures in June 2021. The raw data was published online, so members of the public can download it to examine or use for research purposes.



More violence, less accountability

As our work tracking COVID-19 confirmed, the world of criminal justice doesn't easily give up its secrets. Datasets often have to be collected and built by hand, then vetted and triple-checked to make sure they are unassailable.

Reporters Simone Weichselbaum and Sachi McClendon did just that when looking into the U.S. Marshals Service, a little-known federal agency that employs thousands of people and runs task forces with local cops to hunt people suspected of crimes.

Weichselbaum pieced together a database of marshals-involved shootings between 2015 and 2020. [Her analysis](#) revealed the service is responsible for more shootings per year than major police departments like Houston and Philadelphia — but with less accountability. No marshal had ever been prosecuted after a shooting.

When the Justice Department declined a Freedom of Information request for data, reporters turned to news articles, police reports and court cases. The database work took more than a year to complete, with dozens of records requests



JUAN BERNABEU FOR THE MARSHALL PROJECT

Watching Death Row

For over five years, The Marshall Project and nine partners tracked every execution in the United States. This year we chose to wind down [“The Next to Die.”](#) Dwindling budgets and staff cuts meant our local reporting partners no longer had the resources to continue.

But our commitment to covering the death penalty continues, in the form of deeply reported features, investigations and data stories. A new series of stories, called “Death Sentences,” has looked at the [extensive trauma](#) affecting a large share of those who face the death penalty. We revealed the [costs and logistics](#) of putting prisoners to death, and the growing number of [conservative lawmakers](#) who want to overhaul or end capital punishment.

We are also focusing attention on [life without parole](#), a sentence steadily replacing the death penalty, but without the kind of legal help afforded to people who face capital punishment. In partnership with The Dallas Morning News and NBC, The Marshall Project's [investigated](#) the flawed public defense system for life-without-parole cases, uncovering hundreds of relevant cases in Dallas County and tracking the outcome for each defendant. Our story profiled a woman who spent a year in jail without even talking to a lawyer. After the story was released, the woman was assigned a new lawyer and finally got her first bond hearing.

submitted to get the underlying reports with details on each shooting.

Months after the story was published with USA Today and the Arizona Republic, the Justice Department changed its policy and ordered federal agents with the U.S. Marshals — as well as other federal agencies — to wear body cameras when making pre-planned arrests or executing search warrants. This change came after our reporting highlighted the fact that the federal standards for marshals did not keep up with those in local police departments.

Serving Our Audiences

BEHIND THE DRAMATIC headlines and prize-winning investigative reporting, we never forget that the data and the narratives represent real lives and unique experiences.

This year, The Marshall Project deepened its coverage of the foster care system, which affects our nation's most vulnerable children and often intersects with the criminal justice system. In "[Foster Care Agencies Take Millions of Dollars Owed to Kids. Most Children Have No Idea](#)," reporters Eli Hager from The Marshall Project and Joseph Shapiro from NPR told the story of six former foster youth in Alaska, where a landmark class-action lawsuit may reach the state's Supreme Court later this year.

Their experiences reflected a practice common across the United States, where state foster care agencies comb through the files of abused and neglected children in their care and apply for federal disability or survivor benefits on their behalf — and pocket the money for the agencies' use.

The reporters asked the young people, many of whom didn't know their money was being taken away, how they could have put it to use. Some said they might have saved for college, tutoring, therapy, a phone or laptop, or clothes suitable for job interviews. Others needed a security deposit so they could finally have their own apartment after bouncing between foster homes for years.

In response to our reporting, state representatives around the country have called for studies to see how common the practice is in their jurisdictions, reached out to us for the data we have on their state and introduced bills to ensure benefits owed to foster children actually go to them. In Los Angeles, the County Board of Supervisors unanimously approved a motion to ban local agencies from keeping federal funds meant for foster kids. The motion was authored by chairperson Hilda L. Solis, who said she took action after hearing one of our stories on NPR.



"It's really messed up to steal money from kids who grew up in foster care. We get out and we don't have anybody or anything. This is exactly what survivor benefits are for."

— TRISTEN HUNTER

Helping readers investigate for themselves

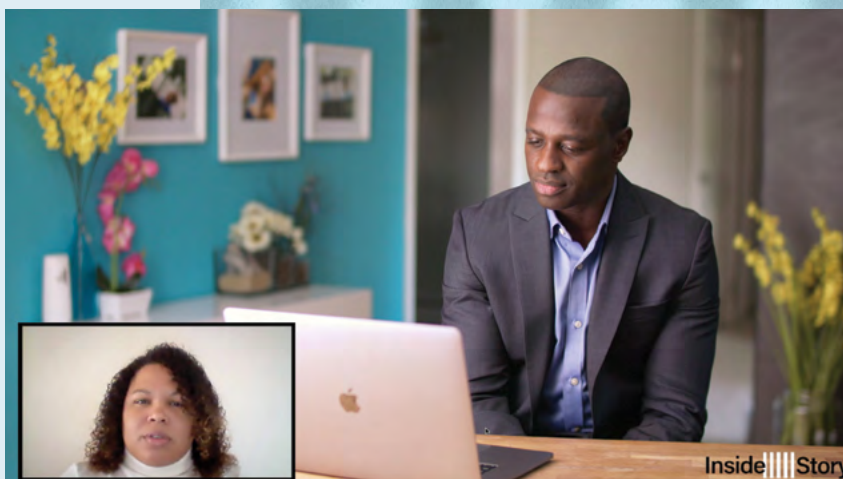
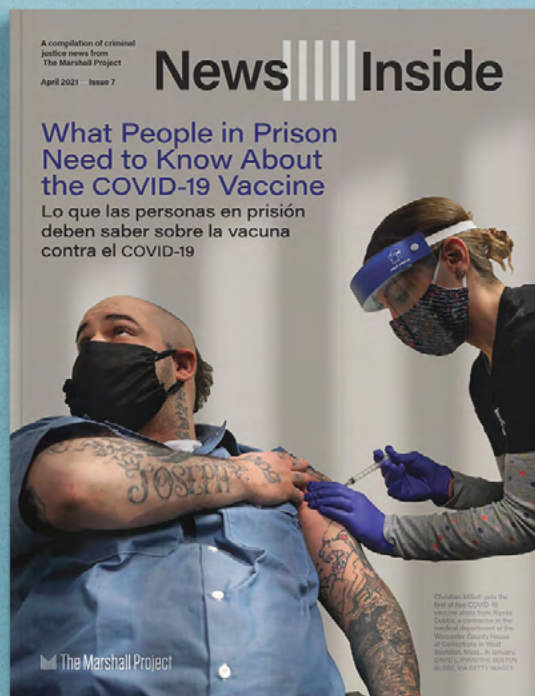
We created a [searchable database](#) with information on whether states divert money from individuals in foster care. We also created a [step-by-step guide](#) laying out whom people can call, and what they can say, to learn if benefits had been taken from them. Since the guide was published, we have heard from dozens of current and former foster children who used it to find out whether they had benefits taken from them.

Our data [analysis](#) on states' efforts to restore voting rights to the formerly incarcerated was produced in partnership with the Louisville Courier-Journal and USA Today Network. Reporters Nicole Lewis and Andrew Calderón looked at four electoral battleground states and found that no more than one in four eligible voters who were formerly incarcerated were registered to vote, compared with almost three in four eligible voters in the general public. To encourage people in other states to ask the same questions about this growing and important voter pool, we published [a piece](#) that clearly lays out the how-to steps. The ACLU is planning to replicate the analysis in Nebraska, and ACLU Iowa is using our reporting to support their voting rights work for the coming year.

This kind of explanatory journalism, providing practical information people can act on, complements the investigative, data-driven work that has become a distinctive feature of our reporting.

Tristen Hunter's mother died when he was 7, making him eligible for survivor benefits, which the state of Alaska pocketed. ASH ADAMS FOR THE MARSHALL PROJECT

REPORTING FOR AND ABOUT INCARCERATED PEOPLE



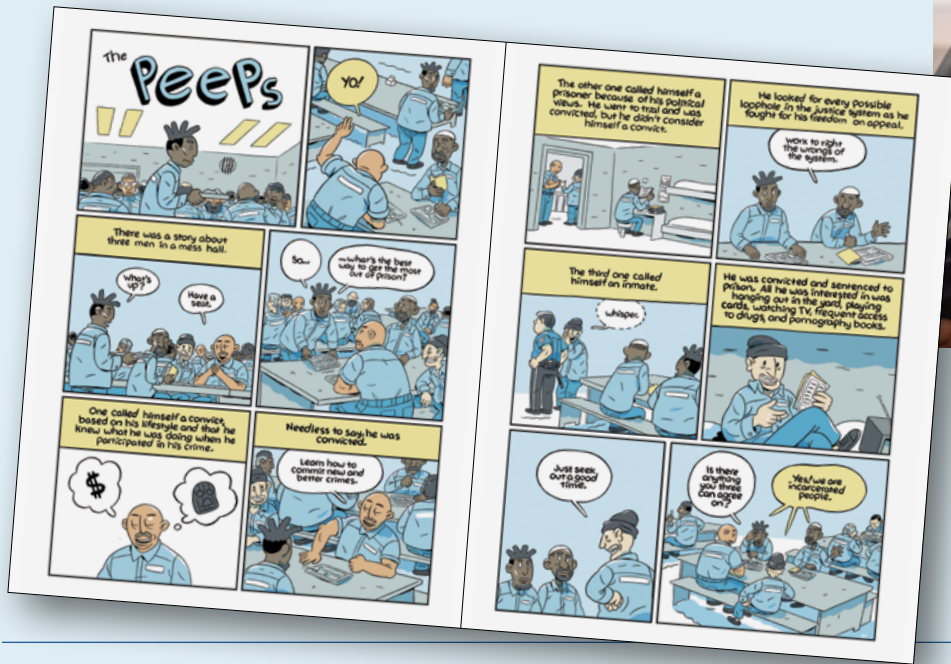
Top: Issue 7 of News Inside dealt with incarcerated people and the COVID-19 vaccine; Left: News Inside Director Lawrence Bartley hosts an episode of Inside Story, a video series for incarcerated people. ADAM GIESE FOR THE MARSHALL PROJECT

“NEWS INSIDE.” THE Marshall Project’s award-winning print publication for incarcerated audiences, reaches readers in more than 630 facilities in 41 states, with highlights from The Marshall Project’s journalism, as well as quizzes, crossword puzzles, comic strips and other engaging content.

The impact of our journalism on incarcerated readers is difficult to measure, but the letters we receive from readers are an indication that the work is profound for many. As one News Inside reader, W. Brockman, from Tennessee, put it: **“It’s funny how I was given**

an answer to a prayer so quickly. I went to sleep last night and woke up earlier than normal with a thought pressing on my heart and mind. ‘Dear God, is there anybody to hear my voice? Am I going to die from my suffering in here?’ My friend walked over to my cell. My heart was still reaching out, and he slid this news magazine under my door. News Inside, August 2020: Issue #5.”

Because about 60% of people in prison are functionally illiterate, this year we launched a video series, **“Inside Story,”** that now circulates in more than 280 prisons in 35 states. The series builds trust because it is hosted, produced and directed by formerly incarcerated people who know and understand their audience. Through News Inside and Inside Story, we endeavor to give the people in our nation’s prisons and jails access to reliable reporting on the forces and institutions that shape their lives.



Clockwise from left: Incarcerated people attend a class at the mental health transition center at the Cook County Jail, in Chicago, in 2015. JOSHUA LOTT FOR THE NEW YORK TIMES, VIA REDUX; News Inside reader Sean Kyler; "The Peeps," a new comic strip by Ben Passmore in News Inside.

We also ask incarcerated people for their views and perspectives and publish the results of the surveys on our site and with our partners. One [survey](#) asked people what could have kept them out of prison in the first place. Their response: better mental health care, affordable housing and a living wage. [Another](#) showed incarcerated readers were interested in being vaccinated, but many harbored an understandable mistrust of the medical staff in their facilities. Many didn't know enough about the vaccine to decide whether to take it. We published an ["explainer,"](#) answering some of the most common vaccine questions we heard, and teamed up with prison communications company Ameelio to allow friends and family to send that story by mail to their loved ones behind bars.

"One of the greatest lessons I've learned is that networking and the skills I built while incarcerated are transferable beyond the wall. Reading 'News Inside' when I was still in reminded me of that. I was particularly inspired by Michelle Jones who, like me, earned a college degree while incarcerated, then used her network to further her academic career when she was released. For me, it wasn't an academic career, but one with the Vera Institute of Justice as an operations manager of advocacy and partnerships. Salute to 'News Inside' for confirming my value."

— SEAN KYLER

Diversity Statistics

The Marshall Project is committed to building a staff, board and management team that is representative of our country, our audiences and the communities affected by the issues we cover. Here is a snapshot of our progress as of January 2021. We recognize that much work lies ahead:

Race

White 59%

Black or African American 20%

Two or More Races 10%

Asian 7%

Hispanic or Latino 5%

Gender

Female 59%

Male 39%

Nonbinary 2%



Top to bottom: Alysia Santo and R.G. Dunlop report on rural shootings by law enforcement in Kentucky. J. TYLER FRANKLIN/KYCIR
Ryan Martin interviews Lawrence "Moe" Burt, who was mauled by an Indianapolis police dog nearly 20 years ago and still bears the scars. MYKAL MCELDOWNEY/INDYSTAR
Staff of The Marshall Project celebrate winning a Pulitzer Prize.

Awards



ALEX MERTO FOR THE MARSHALL PROJECT

Pulitzer Prize for National Reporting

Goldsmith Prize for Investigative Reporting ----->

Edward R. Murrow Award for Excellence
in Innovation

National Headliner Awards for Online
Investigative Reporting

Deadline Club Awards for Digital Video Reporting
and National TV Series or Investigative

**White House Correspondents' Association's
Award** for Courage and Accountability

Society for News Design for Best of Digital Design

Harry Frank Guggenheim Excellence in Criminal
Justice Reporting

Communication Arts Illustration Award

Editor & Publisher EPPY Awards for Best
Innovation Project on a Website

Online Journalism Awards for General Excellence
in Online Journalism, Innovation in Investigative
Journalism, Explanatory Reporting and Excellence
and Innovation in Visual Digital Storytelling

Neil and Susan Sheehan Award for
Investigative Journalism

OUR SERIES ON Mississippi's dangerous and antiquated penal system found [prisons so dangerous](#) that even guards are at risk. We revealed private prisons that receive millions of dollars for workers who [never show up](#). And, shockingly, we uncovered the country's only [system of debtors' prisons](#), where people with mostly low-level convictions are sentenced to work off fines, court fees and restitution in prison-like facilities where they often stay longer than needed to pay off their debts.

The Goldsmith prize jury honored the way reporters Joseph Neff and Alysia Santo made these policy failures vivid for readers by telling specific stories of individuals within the penal system. "These stories gave faces and names to systemic failures, the reporting of which were backed up by cutting edge data journalism and dogged shoe-leather reporting," the judges said. "The series brings readers an understanding of what it's like to be inside Mississippi's troubled penal system. One judge noted that this series 'shows in visceral terms why you can't get ahead in a system like this.'"

Stemming the Crisis in Local Criminal Justice Reporting

AMERICA IS WAKING up to the urgent issues within our criminal justice system. But just when local journalism is needed more than ever, it is collapsing. Newsrooms are being hollowed out across the nation, leading to less accountability for powerful criminal justice actors at the local level.

The Marshall Project is planning to leverage its experience and expertise to help fill the gap, teaming up with local news outlets in some places and starting small news operations in cities where the need for rigorous criminal justice journalism is particularly strong.

We envision a series of news teams staffed by local reporters who know their community better than anyone, with The Marshall Project's award-winning national team providing editorial and operational support. We will pilot this approach in Cleveland, where we are working with community members to explore their information needs and learn how to effectively produce and distribute relevant criminal justice news.

Why We Give

"Your work is so important! Keeps me up to date and makes me feel part of an extended community."

-SARAH BETH KAUFMAN

"The Marshall Project informs us on matters that aren't always a priority within news organizations."

-DAVID BENNETT

"I've been incarcerated and saw the impact our current system has on people of color first-hand. Reform won't happen without investigative reporting."

-SKYLER STEVENS

"The Marshall Project helps me make sense of a failed system."

-ALLAN TISSARI

"The Marshall Project is unparalleled in critical criminal justice journalism. I always want to read more content than I am able to fit into any given day."

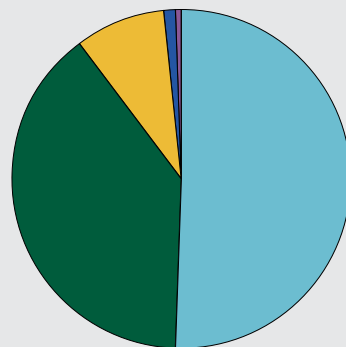
-RACHEL RIMM

Financials

THANKS TO AN increased interest in criminal justice issues, The Marshall Project ended the fiscal year in a strong position. Our membership program has doubled in size since its launch in 2017. We are grateful to all our donors, large and small, for their steadfast support.

In October 2021, The Marshall Project Board designated \$2.5 million to create a Growth Fund, which we hope to build to \$10 million. The purpose of the fund will be to accelerate our ambitious expansion plans for local criminal justice reporting in the coming five years. It will be used to encourage local funding with challenge grants, and to support both local staff and the capacity of our central newsroom to sustain local news operations.

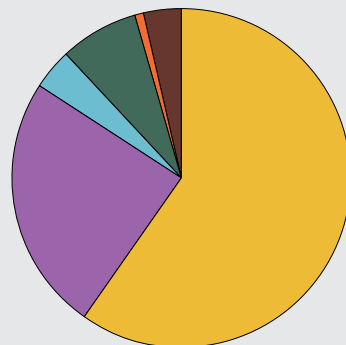
(Results for the period July 1, 2020, through June 30, 2021. All figures are preliminary and unaudited, rounded to the nearest \$1,000.)



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Revenue

Individuals + Family Foundations	5,810,000
Foundation Grants	4,500,000
Membership	985,000
Off-platform Donations	135,000
Earned Revenue	40,000
Total	11,470,000



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Expenses

Newsroom salaries, benefits and payments	5,200,000
Other salaries	2,125,000
Occupancy and office expense	630,000
Professional fees	340,000
Newsroom expenses	310,000
Marketing/outreach	75,000
Total	8,680,000

Board Designated Funds

Additions to Reserve Fund	100,000
Additions to Growth Fund	2,500,000
Total	2,600,000

Our Supporters



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We are 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 July 1, 2020, through June 30, 2021.

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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.

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