



ANNUAL REPORT - 2013

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LETTER FROM THE CHAIRMAN OF THE BOARD



From an idea to a declaration of purpose to an integral part of the investigative and public service reporting.

Thanks to a vibrant and ever increasing membership, an expert board of directors, and an energetic and passionate CEO and staff, the Investigative News Network has established itself as an organization that efficiently shares resources, encourages and helps collaborative news efforts, and provides practical business training for the journalists and newsrooms.

While challenges remain and more ambitious projects are in the works for INN, I think you will see in our annual report how much has been accomplished since INN formed in 2009.

We deeply thank our supporters and member organizations for all they have contributed to our success - and we look forward to working with all of you for the greater good of journalism and democracy.

With best regards,
Brant Houston
Chair, INN Board of Directors

LETTER FROM THE CEO

When I first joined INN three and a half years ago, we had a little money in the bank, a strong interim oversight committee and a mandate "to aid and abet, in every conceivable way, individually and collectively, the work and public reach of its member news organizations."

A tall order, to be sure, but a mission that we have embraced and prosecuted as fast and as hard as we could. Nearly four and a half years after those words were penned and accepted by the 22 nonprofit news publishers in attendance at INN's formation at the Pocantico Center in New York, I am very pleased to say that INN is now meeting that mission through a wide range of back-office, technological, editorial, revenue-generating and impact-measuring programs.

In the following report you will read about our Community Journalism Executive Training program, whose attendees report an average 15% growth in revenues following their participation.

You will also read about the success of our Largo Project, a Wordpress-based content management system. Tailor-made for news organizations, it is used by 24 INN organizations and 30 non-members. This content management system, with cutting-edge mobile-ready features, is open source and provided at no cost to members and nonmembers alike.

For the past two years, INN has offered its members access to preferred rates on critical Errors & Omissions and Directors & Officers insurance to protect them against unwarranted legal attacks. In 2013, we were also able to offer subsidies to uninsured or underinsured INN members in these critical areas so they can also purchase that insurance.

In June, we entered into a strategic relationship with the Investigative Reporters & Editors and jointly hired a Director of Data Services to foster more editorial collaborations on stories.

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We have also developed a unique, social media-based fundraising tool called Impaq.Me. Early test results show real promise in helping our member organizations and other nonprofits secure additional funding. The list of programs and benefits goes on.

After successfully securing our own 501(c)(3) exemption from the IRS in 2012, 2013 was the year that INN began to foster new organizations through our fiscal sponsorship program, providing support to others who have yet to receive their 501(c)(3) status.

Perhaps the most important thing to report, however, is the tremendous growth of nonprofit, nonpartisan news organizations in the sector. From 22 members at inception, INN now has 94 member organizations and expects even more in the coming year.

The growth trend in nonprofit news is unmistakable; however, our movement remains fragile. Our research indicates that the majority of member organizations has less than six months' cash on hand and remain highly dependent on large foundation support for the short to mid-term.

As the 2011 FCC report entitled "The Information Needs of Communities" points out, the pullback in the commercial sector means that the United States has less journalists on the beat since the early 1970s, the time of Watergate.

Moreover, the closing of news organizations, particularly in small to midsized markets, means there are communities across the USA that no longer get the local and civic news they need to be informed and to participate in a healthy democracy.

Our job will not be done until all the organizations within our movement are financially stable, with sufficient staffing to maintain their growth and fill this important need.

Until then, we will continue to focus our efforts on educational and sustainable programs that move us closer to that goal.

I would like to express deep appreciation for the very fine and hardworking team of INN staffers, our extremely capable and involved Board of Directors, and of course, our members, who put forth heroic efforts every day to keep public service journalism alive and most importantly holding the powers that be accountable.

Here's to further progress in 2014!

Kevin Davis
CEO & Executive Director

Investigative News Network

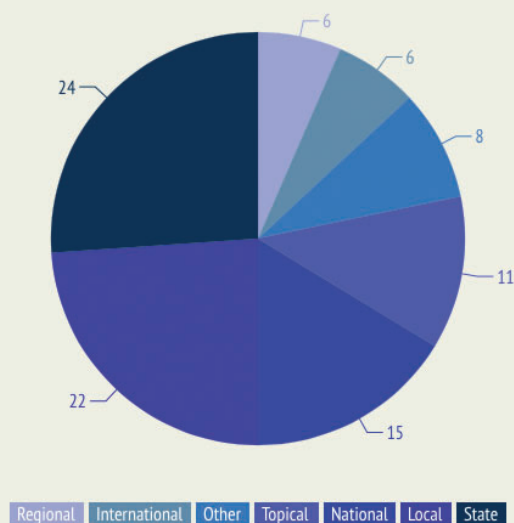


INN BY THE NUMBERS

INN's 2013 Member Survey revealed fascinating insights about our participating newsrooms and about the nonprofit news movement. [Just a few tidbits:](#)

- » Our 94 members reported winning 113 awards, including some of the most prestigious in journalism. And we know that's only a partial count!

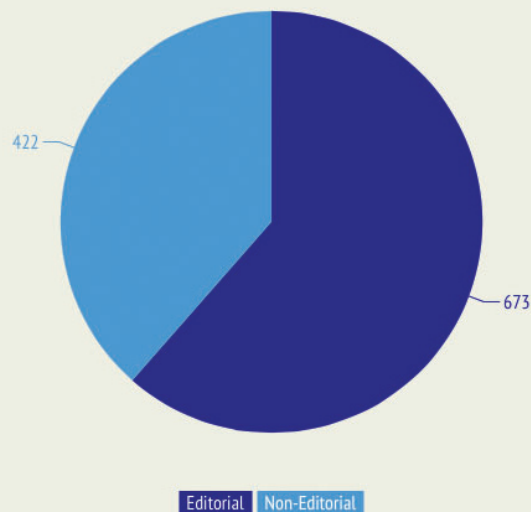
INN Members By Focus



Are independent, nonprofit newsrooms all tiny, scrappy outfits? We happen to think small is beautiful, but the facts show that INN members span a wide range of sizes.

- » 40% of our members added headcount in 2013. A majority expect to do so in 2014.

INN Members: Editorial v. Non-Editorial Headcount

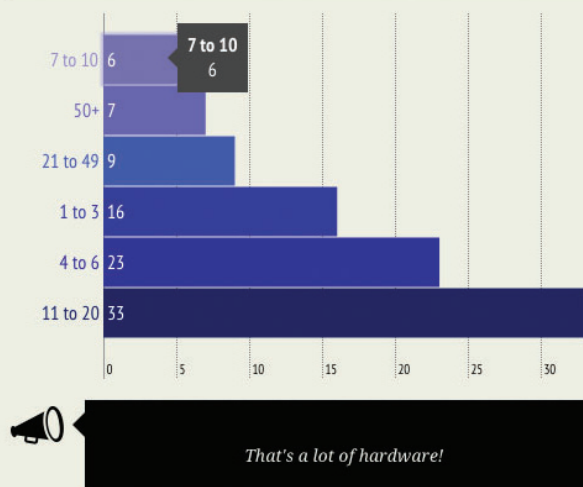


» Confidence is high – 72% of our members expect to grow their overall revenue in 2014.

» An increasing number report that they expect to establish or grow a reserve fund
– an essential step in creating resilient, long-lasting institutions.

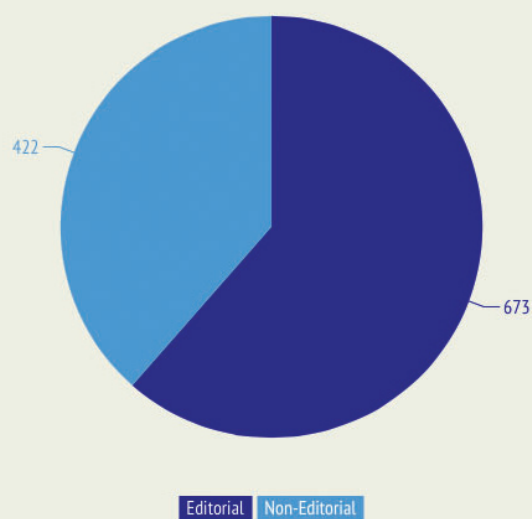
» “Independent nonprofit newsroom” is often considered synonymous with “small and scrappy.” But 7 of INN’s 94 member newsrooms have annual budgets in excess of \$5M, and another 25 have annual budgets between \$500,000 and five million.

INN Member Newsrooms By Headcount



How much of that headcount is devoted directly to journalism? Here's a look at the breakdown between editors, reporters, and the folks who make their work possible at INN member newsrooms.

INN Members: Editorial v. Non-Editorial Headcount



PROGRAMS

INN has a diverse array of programs designed to help our members thrive and succeed in a competitive environment. INN offers training, technology, back office services, access to data, facilitates collaboration among members, and is developing pioneering approaches to fundraising and social sharing. Read on for details on each one of INN's signature programs.

CJET: Community Journalism Executive Training

Community Journalism Executive Training (CJET) exists to give nonprofit publishers, often former reporters with a passion to pursue their own startup, the critical business skills to survive and thrive as a new journalistic institution.

Since 2012, CJET has trained two classes of over 30 independent news executives in both for-profit and nonprofit news organizations in areas critical to building momentum and sustainability in new news institutions:

- » Sales: How to build diverse revenues, managing sales operations, from hiring to compensation; how to build and work a prospect list; how to identify and close new underwriters and supporters
- » Building a membership base: How to become a member-supported news institution, from running membership drives to tracking and retaining supporting members; understanding and tracking the process of converting visitors to supporters who donate to further their work
- » Traffic & analytics: how to understand web and mobile analytics; how (and how not) to use those to drive decisions
- » Impact measurement: how to keep track of who views their content where, how to measure engagement across multiple platforms including increasingly important social and mobile channels
- » Financial management: How to build and keep track of a budget; budgeting for projects to expand the reach of their brand or add new lines of revenue

Says Janet Coats, CEO of Coats2Coats and developer of the program in partnership with INN:

"I believe in this like religion, because I think these skills are learnable. We have done so little in journalism, whether in big for-profit news organizations or in independent startups, to really figure out the new business forms. It takes time and focus to get at what can work."

"There is no other place where you can get this mix of personalized assistance, peer group education and networking. I will be forever indebted to CJET."

-- Laura Frank, I-News and Rocky Mountain Public Media

"When I tell people we had developed a 100-day plan before we left, they are in awe. I developed a second 100-day plan, and I'm getting ready to prep my third. It helped me to have a planning tool.... I developed a different mindset coming away from CJET. I'm much more mindful that this is a business."

-- Lyle Muller, Iowa Watch

"The way I see it, CJET exists to help journalists sprout entrepreneurial wings," says Anne Galloway, founder of VTDigger. "CJET 1 made me realize that I had to get out of reporting and editing mode and start investing my energy in the business side."

CJET also offers six months of peer support and ongoing mentoring from several experienced coaches who can help news entrepreneurs stick to their growth plans and tackle problems as they arise.

This program has become a major game-changer, turning these talented journalists into competent business people. They have learned to shift their thinking in unexpected directions, and are now well on their way to not just sustainability, but true success on every level. CJET teaches business acumen and entrepreneurial nimbleness to journalists who now find themselves leading increasingly complex mission-driven businesses.

What's next for CJET? We are working to develop a curriculum of best practices as the basis for a virtual learning experience. Thanks to additional support from The Patterson Foundation and the Democracy Fund, INN will conduct a third session in 2014 for additional startup news organizations.

Learn more about CJET online:

<http://investigativenewsnetwork.org/tag/cjet/>

Collaborative Investigations

Denise Malan started in June as the INN/IRE director of data services, helping INN members collaborate on data projects and better utilize the resources at IRE and NICAR.

This is the first time INN and IRE have directly partnered on a position to benefit both organizations. Denise is employed by IRE, giving her direct access to the NICAR database library and the ability to work with employees there on projects. However, INN funds the headcount at IRE, an innovative approach that brings all the reporting and data resources of IRE to the members of INN. For example, NICAR database library data is available to INN members for single or collaborative projects at no cost.

The two organizations also work together each year to bring INN members to the annual IRE conference in June. Many members come to the INN Day at IRE the day before the conference to learn about the latest trends in nonprofit news and sustainability, discuss potential solutions and meet other members. Most of them also stay for the full IRE conference that delves into many aspects of investigative and data journalism.

Denise is currently leading three collaborative projects within INN and is working to increase sharing and cooperation among the members. She also helps train INN members and other journalists through IRE boot camps and conferences.

INN members advance the state of the art in journalistic practice by participating in pioneering collaborative, multi-newsroom data driven investigations.

HAZMAT: TRACKING THE IMPACT OF HAZARDOUS MATERIAL SPILLS ON PEOPLE AND THE ENVIRONMENT

How were the materials being transported?



Highway
11,874 incidents



Rail
342 incidents



Air
321 incidents



Water
3 incidents

The greatest number of incidents involve materials shipped on highways. This doesn't mean highway shipping is an inherently more dangerous method of shipping. It more likely reflects that the majority of hazardous materials are shipped by truck.

INN members dug into national databases of hazardous materials to uncover stories in their region.

"One of the great things about being a member of INN is that they have great data people," says Sharon Walsh, editor of Public Source. *"Fellow INN members have never failed to help us when we got stuck."*

INN collaborations produce more than stories -- they produce optimized, scrubbed, newsroom-ready data and an extra bonus: code. This collaborative approach to breaking down hazmat data into real journalism produced an open-source codebase available to other newsrooms via Github.

Participating Newsrooms:



MinnPost: Visualizing Hazardous Materials Spills in Minnesota: *"Using data provided by the Investigative News Network from the U.S. Department of Transportation, MinnPost reviewed significant hazmat incidents that have taken place within the state since 2000."*



"Train-carried Hazmat May Go Through Your Town – But You Don't Know About It,"
<http://www.minnpost.com/greater-minnesota/2013/03/train-carried-hazmat-may-go-through-your-town-you-don-t-know-about-it>



"Visualizing Hazardous Materials Spills In Minnesota,"
<http://www.minnpost.com/data/2014/01/visualizing-hazmat-incidents-minnesota>



"Minnpost/Hazmat," open-source codebase for visualizing hazmat data:
<https://github.com/MinnPost/minnpost-hazmat>



PublicSource: *"Pennsylvania had more than 12,500 events since 2000, the fifth-highest number of hazardous-materials incidents in the nation. That's an average of 76 incidents per month."*



"Pennsylvania Fifth In The Nation In Toxic Spills,"

<http://publicsource.org/investigations/pa-fifth-nation-hazardous-spills>



"Visualizing Pennsylvania Hazmat Incidents,"

<http://publicsource.org/sites/default/files/data/Pennsylvania-hazmat/index.htm>



IowaWatch.org

IowaWatch: *"Each day, trucks and railcars hauling hazardous materials share roadways with Iowa drivers and pass through Iowa towns and fields. But unless there is an accident, officials often don't know what materials pass through the state."*



"Little Known About Hazardous Materials Traveling Across Iowa,"

<http://iowawatch.org/2014/01/20/little-information-exists-about-hazardous-materials-traveling-across-iowa>



<http://iowawatch.wpengine.netdna-cdn.com/files/2014/01/HazardousMaterialsInfographic-1170x2367.jpg>

SCHOOLS & POLLUTION: TRACKING THE IMPACT OF AIR POLLUTION ON THE MOST VULNERABLE

INN members investigated how schools and daycare facilities too close to congested roadways places kids at risk of asthma and absenteeism – and whether local officials are skirting laws by allowing it. This investigation yielded impressive real-world impact – in Seattle, schools have started issuing air pollution alerts to schools so schools know when to keep children inside for safety. In San Diego, the school district pledged to discontinue using a loophole in state law that allowed them to continue putting schools near busy roadways. In Ohio, the state is considering adding traffic recommendations to their school siting standards.

"We're a very small newsroom, so it was such a boost to be able to harness the resources and groundwork laid by InvestigateWest and INN in order to shine a light on how many San Diego schools are in the path of pollution. It's absolutely a story we wouldn't have been able to produce without the collaboration."

– Sara Libby, Managing Editor, Voice of San Diego

Participating Newsrooms:



InvestigateWest: "A new InvestigateWest analysis found nearly 30 public Washington K-12 schools sit within 500 feet of a major road. Eight of the 30 schools beside highways were built within the past 10 years — after the dangers were well established by scientific research."



"Exhaust, Diesel Fumes Foul Public Schoolyards Across Washington State,"
<http://www.invw.org/article/exhaust-diesel-fumes-foul-1379>

"'Exhausted At School' Leads To Changes At Seattle Schools,"
<http://www.invw.org/post/exhausted-at-school-leads-1385>

"Officials in Olympia, D.C., Ducked Opportunities To Protect Students From Pollution,"
<http://www.invw.org/article/officials-in-olympia-dc-d-1392>

"More Than 100 Washington Day Cares Dangerously Close To Pollution-Clogged Roadways,"
<http://www.invw.org/article/more-than-100-washington-1407>



"Map: Day Cares and Pollution in Washington State,"
<http://www.invw.org/article/map-day-cares-and-road-po-1402>



"California Law A Model For Nation,"
<http://www.invw.org/article/king-5-investigators-cali-1400>



Eye on Ohio: "Instead of making recommendations that take health issues into account, the OFCC has let local school boards decide where the new buildings would be constructed, and that's nearly always on the same property as the old school, even if a major highway is nearby."



"Schools In Ohio Ignore Risks From Bad Air,"
<http://eyeonohio.org/schools-in-ohio-ignore-risks-from-bad-air/>



Voice of San Diego: "Along major roadways that connect the sprawling limits of San Diego County, 39 schools lie within 500 feet of smog-filled traffic corridors, a distance that air-pollution researchers believe significantly increases the risk of pediatric asthma and other respiratory illnesses. Below I-5, where cars, trucks and buses queue on their way north to the Gaslamp District, there's a Catholic school. Off I-15 in City Heights, a health-sciences charter high. Next to I-8 in Mission Valley, a center for kids with autism and learning disabilities."



"39 San Diego Schools Sit In The Pollution Danger Zone,"
<http://voiceofsandiego.org/2013/10/10/39-san-diego-schools-sit-in-the-traffic-pollution-danger-zone/>



"Kids Out Of Breath In San Diego County,"
<http://infoagr.am/-pediatric-asthma-CASES-IN-THE-US?src=web>



"San Diego Explained: Air Pollution Around Schools,"
<http://voiceofsandiego.org/2013/12/05/san-diego-explained-air-pollution-around-schools>

FDA IMPORT REFUSALS: TRACKING SHIPMENTS OF DANGEROUS DRUGS, FOOD, AND MEDICAL DEVICES INTO THE U.S.



INN members are working on stories from the FDA import refusal and OASIS import databases. These stories show which foreign products are most likely to be rejected, such as spices and seafood. Director of Data Services Denise Malan analyzed this data and found unique angles for each of the three participating members. Stories are expected in early 2014.

"INN's data maven, Denise Malan, provided us with rare access into a rich throve of FDA data on rejected imports. While our story is still in a work-in-progress, we've appreciated Malan's willingness to analyze the data from multiple angles, offering us a way to better utilize the material. While we had worried about overlap with other newsrooms, that doesn't seem to have been an issue. Everyone seems to be taking a unique angle. We look forward to making more use of INN's data resources in the future, since we haven't yet been able to build up this capability in-house."

-- Sam Fromartz, editor-in-chief, Food & Environment Reporting Network

Participating Members:

MIDWEST CENTER
for investigative reporting

<http://investigatemidwest.org>

FAIRWARNING

<http://fairwarning.com>

FOOD & ENVIRONMENT
REPORTING NETWORK

<http://thefern.org>

Impaq.me

What if nonprofits could demonstrate impact to funders, raise money, and have readers become supporters through social media sharing?

That's what Impaq.me does. Developed by INN, Impaq.me replaces traditional article sharing tools with a bar telling an article's readers that they can give \$1 (or more) to the newsroom that produced it just by sharing a link to the article with friends via Twitter, Facebook, and email.



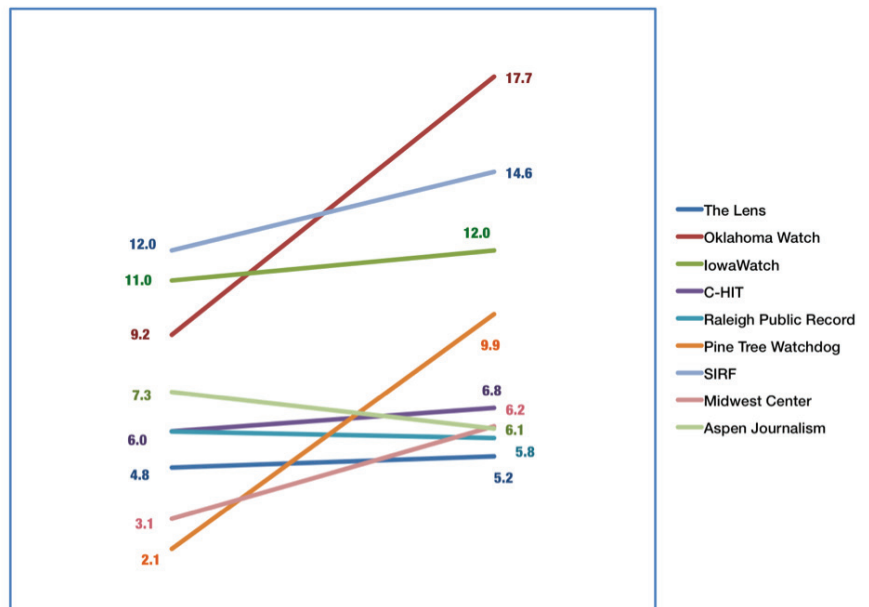
Early tests of Impaq.me, developed thanks to the support of the Ethics & Excellence in Journalism Foundation, have been encouraging.

In the first test, nine small to midsize nonprofit newsrooms participated. Each newsroom had a chance to earn up to \$2500 by encouraging readers to carry the message about their work by sharing links to articles. For the first nine newsrooms, Impaq.me didn't just improve the number of people who shared articles -- it improved the effectiveness of that sharing. The number of people who clicked on shared articles went up for all but one of the participating newsrooms.

Testing Impaq.me in nonprofit newsrooms uncovered fascinating insights into what news consumers want to share and read. The results were both surprising and uplifting: in an era when we often hear that only cat slideshows and listicles will capture the audience's attention, data from Impaq.me showed that readers were sharing in-depth, long-form articles.

Even more interesting: the data on which shared articles garnered the most clicks showed that three out of the top ten most-clicked links were opportunities to affiliate with or support an independent newsroom -- links to Kickstarter campaigns, fundraising events, or membership drives.

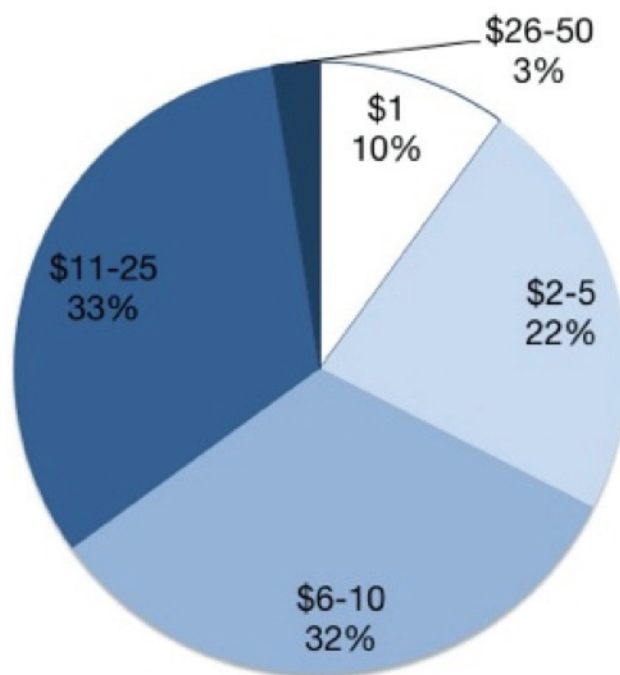
News consumers were also asked if they wanted to donate an additional dollar of their own when they shared a news article with their friends and followers. One amazing outcome: only one in ten of those who chose to make an additional donation gave a dollar.



Nine in ten gave more.
Here's how their giving broke down:

In an upcoming test, we will roll out Impaq.me across some of nonprofit news's largest newsrooms:

- » ProPublica
- » Texas Tribune
- » Center for Investigative Reporting
- » Voice of San Diego
- » MinnPost
- » Center for Public Integrity



Impaq.me received glowing coverage from Ken Doctor's much cited Newsonomics column from NiemanLab:

"Hello there! It's me, your friendly neighborhood Tweet Button. What if you could tap me and unlock a brand new source of funding for startup news sources of all kinds? What if, even better, you the reader could tap that money loose with a single click?"

That's the delightfully simple conceit behind a little widget, Impaq.me, you may have seen popping up as you traverse the news web. It's social. It's viral. It uses OPM (Other People's Money) — and maybe a little bit of your own. It makes a new case to funders and maybe commercial sponsors. And it spits out metrics around the clock. It aims to be a convergence widget, acting on that now-aging idea that our attention is as important as our wallet. Consider it a new digital Swiss Army knife for the attention economy."

We believe that Impaq.me can have a real impact for all nonprofits, and we are excited to continue developing and deploying it in 2014. Impaq.me was designed to help foundations support more nonprofits, with greater accountability, return on investment and attributable actions!

Fiscal Sponsorship & Media Insurance

FISCAL SPONSORSHIP

Organizations that educate the public through investigative and public-service journalism continue to face long delays in obtaining nonprofit determination from the IRS. By offering fiscal sponsorship to members that functions in a manner consistent with INN's mission and within 501(c)(3) regulations, INN is fulfilling its mandate to foster and further sustainable nonprofit journalism in the public interest. In offering a set-up and management fee that is much lower than similar programs, we are able to help new members with their financial start-up tasks, requiring a reasonable and cost-effective outlay of funds on their part. Currently we are managing eight organizations, and since the program's inception in February 2013, we have helped two organizations receive their own tax exemption.

"We consider support for INN's fiscal sponsorship initiative a wise and worthy investment," said Clark Bell, the McCormick Foundation's Journalism Program Director. "We want to see nonprofit news organizations covering the news, not slogged by accountants, attorneys and bureaucrats."

"INN's bridge fiscal sponsorship services have enabled the Notebook to move toward organizational independence after 20 years of being housed as an incubated program within another large organization," said Paul Socolar, editor and director of The Notebook, which provides in-depth coverage of Philadelphia's public school system. "INN's CEO and his team have been a tremendous resource, providing insights and support in completing the 501c3 application process. INN has provided affordable fiscal services and timely support, and their staff have been easy to work with and very accommodating in managing a bi-coastal relationship. Throughout, they have been very attuned to how to make this an efficient and effective interim relationship while we await IRS approval of our tax-exempt status."

PREFERRED INSURANCE PROGRAM

The tent pole program for INN's back office practice is our preferred insurance program. INN leverages the buying power of the membership to negotiate for preferred rates on both media liability and nonprofit D&O insurance. To date we have helped 27 member organizations - ranging in size from the smallest (Broward Bulldog) to the largest (Center for Public Integrity and ProPublica) - secure preferred rates on these policies. Collectively, our membership has realized more than \$125,000 on premium savings to date. Thanks to generous support from the Open Society Foundations, this past year and next, we have been able to offer subsidies to 22 INN member organizations which either did not have necessary media insurance or were underinsured to help protect them from risk and ensure that they remain a going concern.

Largo Project

INN members are doing world class & award winning journalism. We believe the presentation of this work and the technology that delivers it to consumers should be equally exceptional.

Building on the foundation of WordPress (an open source content management system that now powers nearly twenty percent of all websites worldwide) and extending work done at NPR with Project Argo, Project Largo [<http://largoproject.org>] is INN's initiative to put powerful, leading-edge publishing tools into the hands of every INN member who needs them.

Largo is a WordPress theme and set of plugins that extends WordPress by adding functionality specifically tailored to news organizations. By creating a toolset that addresses the most common needs of publishers at a network scale, we have been able to dramatically reduce duplication of effort and help members avoid burning their limited technology budgets.

In addition, Largo is mobile-ready out of the box, allowing news organizations to deploy their content across today's wide variety of devices and screen sizes -- phones, tablets, laptops and PCs -- without any additional effort on their part.

"Largo has been a real plus for City Limits, which runs two sites--the Bronx Bureau and Brooklyn Bureau--on it," says Jarrett Murphy of INN member organization City Limits. "It allowed us to feature Hurricane Sandy content on the Brooklyn site, and then shift off that when the time came ... all in about a tenth of the time it'd have taken to effect the change on Cold Fusion. The flexibility of the template has allowed us to experiment with different kinds of blogging, live Tweeting, rotating headlines from partner sites, embedded art, and more. Largo doesn't turn you into a WordPress expert, but it makes experimentation accessible and low-risk, which is a what a small, low-budget news organization needs to try to figure out the best way to feature its content."

Largo is an open source project that is available for anyone to download and contribute to [<http://github.com/inn/largo>], but for members of INN we also offer free hosting and assistance with site setup and ongoing support. Largo's initial development was funded by a seed grant from Karin Winner, board chair of INN member Investigative Newsource. Thanks in part to a generous gift from the Open Society Foundations, in the first year of our work on Largo we were able to help over twenty INN members to migrate onto our



hosted version of the platform, and the open source versions of the Largo theme and plugins are presently in use by over fifty other sites worldwide.

Because of the Largo platform and our ability to host our members on a shared server, we can provide INN members with web and mobile technology as well as high-end hosting that would otherwise be out of reach for most of our member newsrooms.

"I see great promise in the Largo platform as an example of the shared infrastructure that can be shared across the non-profit journalism field," says Tom Glaysier, Principal at the Democracy Fund.

In addition, having a number of member sites on a shared platform with consistency in technology and design allows us to pilot new tools and publishing approaches (such as our Impaq.Me social fundraising program). It also opens up new opportunities for content exchange among members and syndication to outside partners, and allows members with in-house technology resources to more easily contribute features back to the platform so that all members can benefit.

Our work on Largo has thus far been an unqualified success, and in the coming year we will continue to invest in the growth of the platform, improve our infrastructure and continuously enhance the Largo themes and plugins to keep pace with changing technology and business requirements. In addition, we plan to expand our team to provide enhanced support to members currently using the platform and to accelerate development of new features to address members' vital business needs such as CRM and a robust backend infrastructure for content exchange and syndication.

By investing in new features and ensuring ease of adoption we expect to see further growth of the platform in 2014 and beyond and we're excited to see what members do with the tools we create.

THE FUTURE OF INN & THE NONPROFIT NEWS MOVEMENT

Building on the momentum generated in 2013, the coming year is already looking like another significant year in INN's and the nonprofit news movement's growth and maturation.

At the end of 2013 we learned from the Knight Foundation that INN had been selected to be a significant component in their additional round of investment in nonprofit community news.

With an understanding of INN's unique role in the sector, the Knight Foundation selected INN to administer the \$1MM, two-year INNnovation Fund. INN will be responsible for awarding around 30 grants of up to \$35,000 to nonprofit news organizations that wish to experiment with innovative revenue and audience engagement models.

In addition, and as part of the Knight Foundation grant to INN, we will also be launching a new B2B news platform, Journo.biz, that will document the successes, failures and lessons learned in revenue experimentation across the sector both as a result of and outside of the INNnovation Fund.

2014 will also see continuation, growth and evolution of several of our most successful programs from this and prior years. Thanks to the continued support of the Open Society Foundations, INN will continue to offer organizations that need assistance with funds to secure adequate Errors & Omissions insurance.

We also have secured additional funds from the Ethics & Excellence in Journalism Foundation for the continued development and testing of our proprietary Impaq.Me sharing and funding tool.

Our Community Journalism Executive Training program will also see significant growth in the coming year thanks to the continued support of the Patterson Foundation and Knight Foundation, with additional support from the Democracy Fund. This year we will release our first CJET distance learning curriculum to enable more independent publishers to benefit from the program.

We are also very grateful for the support of the McCormick Foundation, whose generous support will also enable INN to launch a legal fund to assist our nonprofit newsrooms secure legal representation to help them manage risk and develop contracts that protect and further their ability to monetize their content.

These are just a few of the varied and valuable projects that we have already lined up for the coming year. I look forward to sharing the results of these and more with you after the close of 2014.

Thank you for your continued interest in INN and, most importantly, the 90+ nonprofit newsroom members who rely on these services and your support.

- Kevin Davis, CEO & Executive Director

APPENDIX 1: INN MEMBERS

100Reporters	http://100r.org
Alicia Patterson Foundation	http://aliciapatterson.org
Arizona Center for Investigative Reporting	http://azcir.org
Aspen Journalism	http://aspenjournalism.org
Austin Bulldog	http://www.theaustinbulldog.org
Bay Area Video Coalition	http://www.bavc.org
Better Government Association	www.bettergov.org
Broward Bulldog	http://browardbulldog.org
Catalyst Chicago	http://www.catalyst-chicago.org
Center for Investigative Reporting	http://centerforinvestigativereporting.org
Center for Public Integrity	http://www.publicintegrity.org
Centro de Periodismo Investigativo	http://cpipr.org
ChicagoTalks	http://www.chicagotalks.org
City Limits, New York	http://www.citylimits.org
Colorado Public News	http://www.cpt12.org
Common Language Project/Seattle Globalist	http://clpmag.org
Connecticut Health Investigative Team	http://www.c-hit.org
CT Mirror	http://ctmirror.org
EdNews Network	http://www.ednews.org
Environmental Health News/The Daily Climate	http://www.dailyclimate.org
FairWarning	http://www.fairwarning.org
Florida Center for Investigative Reporting	http://fcir.org
Investigative Reporting Workshop at American University	http://investigativereportingworkshop.org
Food and Environment Reporting (FERN)	http://thefern.org
G.W. Williams Center for Independent Journalism/Tides Center	http://www.tidescenter.org
Global Center for Investigative Journalism	http://www.gijn.org
Health News Florida	http://www.healthnewsflorida.org
Hidden City Philadelphia	http://hiddencityphila.org
Homicide Watch	http://homicidewatch.org
Initiative for Investigative Reporting at Northeastern University	http://www.northeastern.edu/journalism/investigative/index/html
InvestigateWest	http://invw.org
Investigative Fund at the Nation Institute	http://www.theinvestigativefund.org

Investigative Newsource	http://www.inewsource.org
Investigative Post	http://www.investigativepost.org/
Investigative Reporting Workshop at American University	http://investigativereportingworkshop.org
Iowa Center for Public Affairs Reporting	http://www.iowawatch.org
Juvenile Justice Information Exchange	http://jjie.org
Kentucky Center for Investigative Reporting	http://wfpl.org
KHI News Service	http://www.khi.org
Lens	http://thelensnola.org
Maine Center for Public Interest Reporting	http://pinetreewatchdog.org
Maplight	http://maplight.org
Maryland Reporter	http://marylandreporter.com
Media Crime and Justice The Crime Report	http://thecrimereport.org
Midwest Center for Investigative Reporting	http://www.investigatemidwest.org
MinnPost.com	http://MinnPost.org
Mission and State	https://www.sbfoundation.org
Mongabay.org	http://www.mongabay.com
Montana Center for Investigative Reporting	http://mtcir.org
Mother Jones	http://www.motherjones.com
National Institute for Computer-Assisted Reporting	http://data.nicar.org
National Institute on Money in State Politics	http://www.followthemoney.org
National Public Radio	http://www.npr.org
New England Center for Investigative Reporting	http://necir-bu.org/wp
New Haven Independent	http://newhavenindependent.org
New Mexico In-Depth, Inc.	http://nmindepth.com
News Enterprise	http://newsenterprise.emory.edu
Newsdesk.org	http://www.newsdesk.org
Newspaper Tree Corp.	http://newspapertree.com
NJ Spotlight	http://www.njspotlight.com
North Carolina Health News	www.northcarolinahealthnews.org
Oakland Local	http://oaklandlocal.com
Ochberg Society for Trauma Journalism	http://www.ochbergsociety.org
Ohio Center for Investigative Journalism	http://eyeonohio.org

Oklahoma Watch	http://oklahomawatch.org
Open Secrets	http://www.opensecrets.org
Pacific News Service/New America Media	http://newamericamedia.org
Philadelphia Public School Notebook	http://www.thenotebook.org
PIN/Spot.us	http://spot.us , http://publicinsightnetwork.org/
Project Word	http://projectword.org
ProPublica	http://www.propublica.org
Public Herald	http://www.publicherald.org
PublicSource	http://publicsource.org/about-publicsource
Pulitzer Center on Crisis Reporting	http://www.pulitzercenter.org
Raleigh Public Record	http://www.raleighpublicrecord.org
Rocky Mountain Investigative News Network	http://inewsnetwork.org
Schuster Institute for Investigative Reporting	http://www.brandeis.edu/investigate
SF public press	http://sfpublicpress.org
Southern Investigative Reporting Foundation	http://www.sirf-online.org
St. Louis Beacon	http://stlbeacon.org
Sunlight Foundation	http://sunlightfoundation.com
Texas Observer	http://www.texasobserver.org
Texas Tribune	http://www.texastribune.org
The Chicago Bureau	http://www.chicago-bureau.org
The Reporters, Inc.	http://www.thereporters.org
Toni Stabile Center for Investigative Reporting	http://stabilecenter.org
TucsonSentinel.com	http://www.tucsonsentinel.com
Voice of OC	http://www.voiceofoc.org
Voice of San Diego	http://www.voiceofsandiego.org
VTDigger	http://vtdigger.org
WBEZ, 91.5- Chicago Public Media	http://www.wbez.org
Wisconsin Center for Investigative Journalism	http://www.wisconsinwatch.org
Women's eNews	http://womensenews.org
WXXI LJC Innovation Trail	http://www.innovationtrail.org
WyoFile	http://wyofile.com

APPENDIX II: INN'S FUNDERS

INN Supporters 2013

The following foundations have generously supported INN, both financially and with valuable advice and counsel as INN moves forward. We are most appreciative of these relationships and for their belief in our mission.

The Democracy Fund/Omidyar Networks

www.democracyfund.org/

Ethics & Excellence in Journalism Foundation

www.journalismfoundation.org

John S. & James L. Knight Foundation

www.knightfoundation.org/

John D. & Catherine T. MacArthur Foundation

www.macfound.org

Robert R. McCormick Foundation

www.mccormickfoundation.org/

The Open Society Foundations

www.opensocietyfoundations.org/

The Patterson Foundation

www.thepattersonfoundation.org/

Rockefeller Brothers Fund

www.rbf.org/

The San Diego Foundation/The Woolley Fund

APPENDIX III: STAFF & BOARD OF DIRECTORS

Staff

Kevin Davis

Chief Executive Officer & Executive Director

Kevin Davis is CEO and Executive Director of the Investigative News Network (INN), a growing consortium of more than 80 nonprofit newsrooms producing nonpartisan investigative and public interest journalism. Davis oversees INN's efforts to promote the sustainability of its member organizations, and increase the impact of their reporting through collaboration.

Since his appointment to INN, Davis has spoken and lectured about the nonprofit, investigative journalism sector at conferences and institutions across the United States.

In 2011, Davis and INN Board Chair Brant Houston accepted the Manship Prize on behalf of INN at LSU's School of Mass Communication. Davis also testified about nonprofit journalism and the IRS at the FCC's 2011 hearing on "the Information Needs of Communities," hosted by Arizona State University's Walter Cronkite School of Journalism and Mass Communication.

Email: kevin.davis@investigativenewsnetwork.org

Twitter: @kljdavis

Adam Schweigert

Director of Technology

Adam Schweigert is the Director of Technology with the Investigative News Network where he is responsible for leading all of the organization's technology-related efforts including developing publishing tools, managing content syndication and measuring the impact of members' journalism.

He joined INN in September 2012 after founding his own digital consultancy, Media Toybox. Before that he served as Director of Strategy for Mindset Digital, a Columbus, Ohio based firm providing customized social media training and strategic consulting to Fortune 500 companies and institutions of higher education and spent the previous 8 years working in public media heading up digital efforts at two NPR/PBS member stations, WOSU Public Media in Columbus, Ohio and Indiana Public Media (WFIU/WTIU) in Bloomington, Indiana.

He holds degrees in music composition, music theory and oboe performance from The Ohio State University and has pursued graduate study in music composition, electronic music and nonprofit management at Indiana University.

Email: adam@investigativenewsnetwork.org

Twitter: @aschweig

Denise Malan

INN/IRE Director of Data Services

Denise Malan is director of data services for INN and Investigative Reporters and Editors, responsible for helping INN newsrooms collaborate on investigative data projects. As a joint employee of INN and IRE, she also helps INN members take advantage of the vast resources at IRE, including a database library and training.

Denise has been a journalist for 10 years, covering education, government, politics, the environment and enterprise stories on a variety of subjects. She was data/investigative editor at the Corpus Christi Caller-Times in Texas for three years, joining INN and IRE in June 2013.

Email: denise@ire.org
Twitter: @DeniseMalan

Lisa Williams

Director of Digital Engagement

Lisa Williams is the Director of Digital Engagement for INN, where she helps INN members develop strategies to connect with funders, partners, and audience members. Prior to joining INN, Williams founded Placeblogger, which was a winner of the Knight 21st Century News Challenge, a program that awards \$5 million dollars annually to innovators with projects that aim to define the future of journalism.

Ms. Williams has been fellow at the MIT Media Lab's Center for Civic Media, worked at The Boston Globe's online arm, Boston.com, and began a local news site, H2Otown, that became a national model of online engagement. Ms. Williams has won many professional awards and distinctions, including the 2009 New Media Women Entrepreneur of the Year award, "Top 25 Women to Watch in Tech" in 2010 by AlwaysOn/Stanford Innovation Forum, 50 Women To Watch In 2013 / Digital Media by Journalists.co.uk, and was a 2007 Peter Jennings Fellow at the National Center for the Constitution.

Email: lisa@investigativenewsnetwork.org
Twitter: @lisawilliams

Shelby Ilan

Administrator

Shelby Ilan is the Executive Assistant to Kevin Davis at INN, and the administrator for the organization. She has been with INN since its inception in 2010. Shelby holds a Bachelor of Science degree in psychology from San Diego State University. She has worked in the nonprofit, social-services sector for the past 16 years. For the past 13 years Shelby has also been an instructor of Hebrew studies.

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Consultants

Irma Simpson

Fundraising

Irma Simpson is a fundraising consultant to Investigative News Network. From 1985 to 2006, she worked at Gannett Co., Inc. in the Washington, D.C. metro area, first as executive assistant to the vice president of public affairs and government relations, and from 1990 to 2006 as manager of the newly-formed Gannett Foundation. The foundation made grants in more than 100 communities where Gannett operated newspapers and TV stations, as well as journalism grants on a national basis, and an employee matching-gift program. By 2006, the foundation was annually contributing approximately \$12 million in grants and matching gifts. She was a popular speaker on corporate and foundation grant making in the DC area, and taught certificate courses in fundraising at both American and George Washington universities.

She is a graduate of the University of Iowa and has served on the Dean's Advisory Board for the College of Liberal Arts and Sciences for the past 10 years. She lives in Bradenton, Florida.

Board of Directors

Brant Houston is the Chairman of the Board of Directors for the Investigative News Network, which he helped launch in 2009. Houston holds the John S. and James L. Knight Foundation Chair in Investigative and Enterprise Reporting and teaches investigative and advanced reporting in the Department of Journalism in the College of Media at Illinois. Houston became the chair after serving for more than a decade as the executive director of Investigative Reporters and Editors (IRE), a 3,500-member organization, and as a professor at the University of Missouri School of Journalism. Before joining IRE, he was an award-winning investigative reporter at daily newspapers for 17 years. Houston also is the author of three editions of the textbook, "Computer-Assisted Reporting: A Practical Guide," and co-author of the fourth edition and fifth edition of "The Investigative Reporter's Handbook." Currently he is working on projects involving nonprofit journalism, ethnic media newsrooms, and new technologies for news-gathering.

Charles Lewis (Treasurer) is founding executive editor of the Investigative Reporting Workshop and a tenured professor of journalism at the American University School of Communication in Washington. A former ABC and CBS News 60 Minutes producer and bestselling author, he founded the Center for Public Integrity in 1989, its International Consortium of Investigative Journalists in 1997 and he co-founded Global Integrity in 2005. He was awarded a MacArthur Fellowship (1998) and given the PEN USA First Amendment Award in 2004.

Rafat Ali is the CEO/founder of Skift, a business intelligence startup that offers news, data, and services to the travel & leisure industry and business travelers. Previously, he was the founder/CEO paidContent and ContentNext, which he sold to UK's Guardian News and Media in 2008, and left in 2010. Prior to that, he was managing editor of Silicon Alley Reporter. Rafat was the Knight Fellow at Indiana University, where he completed his Masters in Journalism, 1999-2000. Prior to that he completed his BSc in Computer Engineering, from AMU in Aligarh, India.

Robert Rosenthal is the Executive Director of the Center for Investigative Reporting. An award-winning journalist, Robert Rosenthal has worked for some of the most respected newspapers in the country, including the New York Times, Boston Globe, Philadelphia Inquirer and, most recently, the San Francisco Chronicle. Rosenthal worked for 22 years at the Inquirer, starting as a reporter and eventually becoming executive editor in 1998. He became managing editor of the San Francisco Chronicle in late 2002, and joined CIR as executive director in 2008.

Laura Frank is executive director and Vice President of News at Rocky Mountain PBS I-News. I-News delivers multimedia reports to news outlets across the Rocky Mountain region and is a founding member of the national nonprofit Investigative News Network. Her work has been recognized in both broadcast and print, including an Emmy for documentary production and as a top-10 finalist for the Pulitzer Prize in 2007 at the Rocky Mountain News. In 2009, she founded I-News, which merged with Rocky Mountain PBS and KUVU public radio in 2013. She started her first business at age 16 and began syndicating reports to radio and newspapers that same year.

Margaret Wolf Freivogel is the founding editor of the St. Louis Beacon, a non-profit organization that provides news that matters for the St. Louis region, which recently merged with St. Louis Public Media. Previously, Margie worked for 34 years at the St. Louis Post-Dispatch as a reporter, Washington correspondent and assistant managing editor. Her Washington reporting won several awards, including the National Press Club Washington Correspondent's Award and the American Bar Association Gavel Award. She recently received a lifetime achievement award from the St. Louis Press Club.

Vivian Schiller is currently head of news & journalism partnerships at Twitter. Prior to joining Twitter, she was Chief Digital Officer of NBC News, where she set the digital strategy for both NBC News and MSNBC to ensure future growth and innovation. Schiller was most recently President and CEO of NPR, leading all of NPR's worldwide media operations, including the organization's partnerships with a network of more than 900 public radio stations. During her tenure, NPR received the highest honors in excellence in journalism, grew its audience by double digits, and earned recognition in the mobile and digital space. Prior to joining NPR, Schiller served at The New York Times Company as Senior Vice President and General Manager of NYTimes.com. Schiller led the day-to-day operations of NYTimes.com, the largest newspaper website on the Internet, overseeing product, technology, marketing, classifieds, strategic planning, and business development.

Neal Shapiro joined New York public media provider WNET as President in February 2007, becoming President and Chief Executive Officer on February 4, 2008. WNET is the parent of New York public television stations Thirteen and WLIW21 and operates NJTV, the state-wide New Jersey public television network. At the helm of WNET, Shapiro has revitalized programming, set new fundraising records and inaugurated a new, all-glass studio at Lincoln Center.

Before coming to WNET, Shapiro was President of NBC News from June 2001 to September 2005, where he oversaw the global operations of NBC Universal's top-ranked news division: Today in the morning, NBC Nightly News in the evening and Meet the Press on Sunday morning. He oversaw Dateline NBC, which, at the time, was the most-watched and most-honored news magazine on television and personally directed the successful anchor transition from Tom Brokaw to Brian Williams.

Shapiro has won 34 Emmys, 31 Edward R. Murrow Awards, nine Sigma Delta Chi Awards, three Alfred I. DuPont-Columbia University Silver Batons, three George Foster Peabody Awards, three George Polk Awards, three Overseas Press Club Awards and many more.

Kevin Davis — CEO & Executive Director, Investigative News Network. See full bio on page 2.

APPENDIX IV: FINANCIALS

INVESTIGATIVE NEWS NETWORK 2013 Actuals (Unaudited)

INN INCOME

Philanthropy	
Democracy Fund	\$250,000
Ethics & Excellence in Journalism	\$200,000
Knight Foundation	\$200,000
MacArthur	\$100,000.00
Open Society Institute	\$150,000.00
McCormick Foundation	\$100,000.00
Rockefeller Brothers Fund	\$70,000.00
Woolley Fund	\$50,000.00
Patterson Foundation	\$135,000.00
IIE	\$1,440.07
Other Donations	\$1,460.06
Total Foundation/Grant Income	\$1,257,900
Rental Income (sublease)	\$8,151.80
Dues	\$17,940.00
Syndication revenue	\$745.84
Consulting	\$5,000.00
Other	\$317.61
Fiscal Sponsorship Administration	\$10,309.07
Impaq.Me Administration	\$949.43
Gross Profit	\$1,301,313.88

Fiscally Sponsored Projects

Center for Accountability Journalism	\$250,000
Global Center for Investigative Journalism	\$200,000
Investigative Post	\$200,000
Maine Center for Public Interest Journalism	\$100,000.00
The Philadelphia Notebook	\$150,000.00
Ohio Center for Accountability Journalism	\$100,000.00
Southern Investigative Reporting Foundation	\$70,000.00
Tucson Sentinel	\$50,000.00
All revenues	\$1,257,900
Total Income:	\$2,443,275

INN EXPENSES

Salaries - employees	\$430,036
Employee taxes & benefits	\$51,097
Consultants/contract labor	\$94,558
Accounting	\$44,900
Insurance	\$18,547
Legal Fees	\$30,080
Training/Conferences	\$164,984
Depreciation *	\$1,466
Dues/Books/Subscriptions	\$1,358
Travel	\$32,414
Office Equipment & Supplies	\$6,388
Rent	\$30,646
Taxes - other	\$269
Technology/Telecommunications	\$163,105
Subtotal - Expense	\$1,069,849

Member distributions (e.g. Impaq.Me, Rev Share)	\$58,535
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Total INN Expenses

\$1,128,384

Fiscally Sponsored Projects

Center for Accountability Journalism
 Global Center for Investigative Journalism
 Investigative Post
 Maine Center for Public Interest Journalism
 The Philadelphia Notebook
 Ohio Center for Accountability Journalism
 Southern Investigative Reporting Foundation
 Tucson Sentinel

Total Fiscal Sponsored Project Expenses	\$785,752
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Grand Total Expenses	\$1,914,136
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Interest	\$224
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INN Net Income	\$172,929.85
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FSP Net Income	\$356,208.22
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Total Net Income	\$529,361.95
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INN Balance Sheet (12/31/2013)	\$494,719
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Audited financials for our organization for 2012 are available online:
<http://inn.wpengine.netdna-cdn.com/wp-content/uploads/2013/01/INN-Financial-Statements.pdf>

