

APPENDIX I

InvestigateWest Business Plan

Note: This financial plan has been edited to exclude some proprietary financial information. In all other respects, however, it appears in its original form.

InvestigateWest Business Plan

February 27, 2012

TABLE OF CONTENTS

Foreword	2
Overview of InvestigateWest.....	3
Unquestionable Impact	3
Delivering and Capturing Value	4
The Need for Public Interest Reporting	5
Mission Statement.....	5
InvestigateWest’s Strategy and Growth Plan	6
Improve the News Diet in the Northwest.....	6
Logic Model.....	7
Phase One: Expand Core Capacity	8
Maximize Content Revenue	8
Update the IW Publishing Platform	8
Align the Board with IW’s Business Strategy	8
Test Market Opportunities	8
Phase Two: Execute the Growth Strategy.....	9
Expand to the Entire Northwest	9
Hire Editorial Staff to Increase Production	9
Launch New Earned Revenue Channels.....	9
Begin IW Fellows Program	10
Cost Structure and Revenue Streams	11
Total Financial Requirements	12
Earned Revenue.....	12
Content Income	12
Membership Income.....	13
Other Earned Income.....	13
Foundation Revenue.....	13
Direct Support.....	14
InvestigateWest Leadership.....	15
Governance.....	16
Appendix: Choosing Stories To Publish.....	18
Appendix: Story Design.....	19
Appendix: Competitive Landscape	20
Appendix: 2011 InvestigateWest Major Reports.....	21
Appendix: The Basis for Financial Projections	22
Appendix: Financial Projections.....	23

FOREWORD

InvestigateWest stands at an important juncture. Two years after publishing its first investigative report, IW has come into its own as an enterprising nonprofit newsroom whose “impact consistently belies its size,” as the *Columbia Journalism Review* wrote.

IW produces award-winning journalism that uncovers society’s failings and provides a road map for changes to public policy and practice. In 2011, three new public safety laws were passed in Washington State in response to our work. It’s a record of accomplishment that has led to lucrative partnerships and a robust reputation among community and civic leaders. Yet like many others, we face uncertainty about the market’s willingness and ability to pay for this important but expensive journalism. We all watched as the newspaper industry, which historically provided most of the original reporting in the United States, purged more than 40,000 jobs in four years. The Northwest alone has lost more than 1,500 of those jobs since 2008.

But therein lies the opportunity — and the need — for InvestigateWest. We are a brand-new adaptation to the emerging news ecosystem — a journalism studio. It’s a niche we can pioneer and exploit for society’s gain.

Today our customers are the public broadcasters and commercial media who see unmet demand where newspapers once ruled, and they pay IW a credibility premium for high-value reporting, consistent production, and access to our journalists. In January we released our fourth collaboration with Seattle PBS affiliate KCTS 9, composed of an investigative story by IW’s Carol Smith, a package of reports and primary sources on our website, a half-hour documentary and two in-studio tapings that aired on KCTS. We also licensed the work to Crosscut.com and *The Spokesman Review*. Drawing on the success of the KCTS relationship, IW is in negotiations to replicate the model with Oregon Public Broadcasting and will be starting discussions with media outlets in Idaho and Montana. Earned income from such partnerships, together with a new membership program, a new set of revenue-generating projects, and the organization’s first organized effort to solicit major-donor support, will allow IW to steadily decrease its exposure to foundation decision-making, while also fortifying the entire news ecosystem in the Northwest.

That’s not to say there aren’t still risks. The media landscape in the Northwest is certain to keep changing. Still, we’re building on success, and this business plan is a three-year road map for IW: our strategic priorities, the organizational and financial implications of those decisions, and the benchmarks the board of directors and staff will use as we evaluate our progress.

Onward.

Robert McClure, Executive Director
InvestigateWest

OVERVIEW OF INVESTIGATEWEST

InvestigateWest is an independent, enterprising nonprofit newsroom producing award-winning investigative and explanatory journalism that uncovers society's failings and provides a road map for changes to public policy and practice in the Northwest.

This first-of-its-kind journalism studio gives renowned journalists the license to work on stories that matter. IW preserves the best techniques and discipline of traditional journalism, while also blazing new trails in digital publishing and community engagement. It is also the training ground for the Northwest's best young reporters, as IW prepares to launch fellowship program in 2013 that places young journalists under the tutelage of IW's veteran environmental, public health, and government reporters and its executive and digital news editors.

The organization's focus is what Alex Jones of the Shorenstein Center on the Press, Politics and Public Policy calls the "iron core of journalism": the time-intensive, original reporting that is picked up and rebroadcast by public broadcasters, commercial media, and online news outlets. IW's work — feature stories, investigative reports, data sets, news documentaries, and more — becomes the raw material for public discourse in a region that is increasingly a news desert.

And IW is steadily building toward financial sustainability, through revenue from content licenses, direct-to-consumer sales, annual events, sponsorships, speaking and consulting services, and other channels.

UNQUESTIONABLE IMPACT

In its first three years, IW reporting has had an unquestionable impact:

- IW reporting on the health risks, including cancer and reproductive damage, to healthcare workers who handle chemotherapy drugs resulted in two new state worker-protection laws being passed in Washington in 2011. One is the first of its kind in the nation.
- In 2010, IW published the first in-depth, national investigation of a toxic asphalt sealant made from industrial waste, and in 2011, Washington became the first state in the nation to ban the product.
- IW reporting on sexual assault at Reed College in Oregon, where victims were discouraged from filing police reports, led to a school officer's resignation and major changes to the school's sexual assault policy.
- IW reporting on the shortened life expectancy of residents and workers in the Duwamish Superfund region helped to secure a \$100,000 federal grant to identify and further study health risks to those at-risk populations.

DELIVERING AND CAPTURING VALUE

IW is creating a market for high-quality, high-value investigative and explanatory journalism in the Northwest through innovative delivery and packaging of journalism and the expertise of IW reporters.

IW's licenses regular investigative reports to a network of commercial and public broadcasters in Washington and Oregon, and has plans to license its work in Idaho and Montana beginning in 2012. The model makes our work available to partners at a lower cost than if the partners produced the work themselves, and at a higher quality with more accountability than freelance reporters can offer. IW maximizes revenue from each report by distributing across multiple partners, regions and platforms, and publishes to its own growing audience online.

IW has steadily pursued content licensing in a market that is slow to adapt by consistently demonstrating the work's value. That diligence is now paying dividends. In 2011, content income was more than \$16,000, and that number is projected to increase by 60 percent in 2012. Together with a new membership program, IW will count nearly 14 percent of total revenue as earned income. That puts IW near the top of the list for nonprofit investigative newsrooms, and positions it to see earned revenue growth into 2014.

As IW grows its operations and its audience during this three-year growth plan, the organization will continue to rely on foundation grants and individual donors.

IW receives funding from local, regional, and national foundations, as well as from individual supporters. The impact of these foundation grants and individual donations is multiplied many times over, as IW leverages the resources of its media partners and its work becomes an example to follow for newsrooms across the region and across the country. Amidst cutbacks and layoffs at traditional newspapers and broadcast outlets, IW's work is a way for commercial media and public broadcasters to continue reporting on and convening a civic conversation around the issues essential to our democracy.

By creating a sustainable hub for investigative and explanatory journalism, IW is marshaling its resources to stem the loss of local news and information that threatens the welfare and vitality of the Northwest. IW is also a founding member of the Investigative News Network, and works closely with Western Washington University and Washington State University by providing internships, advising and classroom instruction.

THE NEED FOR PUBLIC INTEREST REPORTING

In the July 2011 Federal Communications Commission report, *The Information Needs of Communities*, Steven Waldman writes of newspapers:

They bring forth the basic material from which other media craft their products. If too few people are mining the ore, the rest of media output becomes lower quality.

The collapse of the newspaper industry has created a news desert in the Northwest. Residents of the Northwest saw a massive reduction in original reporting as a result of the 1,500-plus newspaper reporting positions eliminated since 2008. Most notably, *The Seattle Post-Intelligencer*, a key newspaper for Washington and much of the region until 2009, now exists only as a thinly staffed website. There is a huge deficit of original, in-depth reporting that reverberates throughout the news ecosystem, from small-town dailies and local NPR stations to the big commercial affiliates and public broadcasters. No matter the innovations in citizen journalism and self-publishing birthed by the Internet, the process of talking with public officials and private citizens, sifting through and connecting unrelated threads of information, and uncovering that which someone means to keep hidden remains a full-time job.

On watchdog reporting specifically, in his report to the FCC Waldman writes:

Usually, dirty secrets must be “found out” — no easy task — and the people who are most likely to have the time, independence, and skills for the job are full-time professionals: police, prosecutors — and reporters.

Just as important, local reporting is an independent, objective, and still-trusted source of information on matters of consequential public interest. The disappearance of journalists covering the policymaking process has not been matched by an equally diminished amount of money in politics, and public policy is made based on the information elected officials and public administrators hear. The way to avoid the unintended consequences epidemic that this country faces, in which policymakers respond to incomplete or one-sided information, is to bring in-depth and well-rounded reporting to debates so that the very best possible solutions are found.

Without IW, much of the work of sifting through competing interests and giving the public the tools and information with which to engage those shaping public policy and practice will not get done in the Northwest.

MISSION STATEMENT

InvestigateWest’s mission is to strengthen communities, engage citizens in civic life, and help set the policy agenda in the Northwest by producing powerful, independent investigative and explanatory journalism.

INVESTIGATEWEST'S STRATEGY AND GROWTH PLAN

IMPROVE THE NEWS DIET IN THE NORTHWEST

At the outset of its fourth year of operations — and third of publishing regular reports — IW has set out to improve the Northwest news diet based on a better understanding of how nonprofit investigative and explanatory journalism can catalyze changes to the civic landscape, and how IW can sustainably lead this new sector in the journalism industry. InvestigateWest plans to accomplish its mission to strengthen communities, engage citizens in civic life, and help set the policy agenda in the Northwest by producing 24 stories a year, half in collaboration with public broadcasters and half of IW's own initiative.

This growth plan will be implemented in two phases. During the first phase, from January 2012 to September 2012, IW will expand its core capacity by increasing income from content licensing, accelerate strategic business development, and put in place the infrastructure and systems for growth. In the second phase, IW will execute the growth plan, increasing editorial capacity, collaborating with new customers, and launching events and fellowship programs.

IW carries with it the lessons of approaches tried and abandoned: a large staff and open-ended reliance on national foundations for operational support; offering stories at no cost to editors of small- and medium-sized media outlets to increase distribution; and an ambition to comprehensively cover the entire Western United States and Canada. These lessons come with starting a new organization, and IW emerges more prepared, more efficient, and better able to serve the news market in the Northwest.

The logic model on the next page outlines IW's theory of change: how producing powerful, independent investigative and explanatory journalism strengthens communities, engages citizens in civic life, and helps to set the policy agenda in the Northwest.



LOGIC MODEL

<i>Key Activities</i>	<i>Direct Outcomes</i>	<i>Indirect Outcomes</i>	<i>Impact</i>
<p>Investigative Journalism Produce high-quality news, information and analysis.</p> <p>Strategic Distribution Reach policy makers, influencers, and citizens through high-impact partnerships and online distribution.</p> <p>Education Train the next generation of reporters and editors, and educate peers and collaborators in digital-first journalism.</p> <p>Development Build a diverse and sustainable base of support.</p>	<p>Organizational Capacity Strong and sustainable organizational infrastructure and culture.</p> <p>High-Quality Content Stories that establish our reputation on topics of social import, and excite our audience.</p> <p>Reach Increased print, broadcast and digital content distribution. Stronger focus on high-value, high-impact media partnerships.</p> <p>Engagement More engagement with community leaders and organizers. Broader and deeper digital engagement.</p> <p>Field Capacity Healthy national network of nonprofit investigative news centers.</p>	<p>Audience Use Audience use of news and information to engage institutions and decision makers, and to hold those institutions and decision makers accountable.</p>	<p>Social Change For IW issue areas, policy and systems change or strengthen in the public interest.</p>

PHASE ONE: EXPAND CORE CAPACITY

Maximize Content Revenue

Beginning in 2012, IW has entered into a long-term agreement with KCTS, the PBS affiliate in Seattle, to produce several major reports per year. IW will receive a fee of several thousand dollars per report, in addition to television production credits, time with the KCTS marketing team, and access to station equipment and studios. KCTS has access to IW staff during story development and reporting, direct access to IW sources, and IW staff participation on the weekly public affairs show KCTS Connects. While KCTS retains exclusive television broadcast rights, IW is able to license its other work on each report to newspapers, online news sites, and radio broadcasters, and retains all revenue from these additional placements.

This approach generates greater per-story revenue than nearly any other nonprofit newsroom across the country has been able to secure for its work. IW is currently negotiating a new multi-story contract with Oregon Public Broadcasting and has begun to approach other news organizations with proposals for similar partnerships. These deals are possible now because of the measurable success of the KCTS partnership (which was piloted in 2011), IW's increasing stature in the region, and a market that is only now putting a premium on the kind of original reporting that IW offers. IW is also preparing an annual license for long-time print and online news partners that will normalize revenue across 12 months and allow for more accurate forecasting.

Update the IW Publishing Platform

IW will build its audience and membership base by pioneering a new digital story design for investigative and explanatory journalism. The publishing platform — now a website running on a Drupal content management system, with a site architecture more appropriate for a traditional nonprofit organization than a digital-first news organization — needs an upgrade to support IW's content strategy. The updated platform will streamline the publishing of reports and multimedia features by IW staff, and reflect the behavior of news consumers, who today spend more time with mobile apps than browsing the Web. An investment now in a mobile-first platform that delivers IW content on smart phones and tablets, as well as laptops and desktops, will serve IW for many years to come.

Align the Board with IW's Business Strategy

IW will recruit three to five new board members in 2012 to actively support the organization in reaching the goals laid out in this business plan. The new board members will bring business, technology, and entrepreneurial experience to supplement the journalism backgrounds of current directors.

Test Market Opportunities

IW recognizes that there are many ways to monetize the news, information and expertise that is collected and produced in the course of investigative journalism. The first phase of the growth plan is an opportunity to explore new pathways to revenue that further IW's journalistic mission.

PHASE TWO: EXECUTE THE GROWTH STRATEGY

Expand to the Entire Northwest

The four states of the Northwest — Idaho, Montana, Oregon and Washington — remain underserved by both traditional media and new media startups. The region also shares a common set of public health and environmental issues where IW has reporting experience and expertise. Expanding in the Northwest increases the catchment area for donors and foundation partners. But as the organization stakes a substantial part of its financial well-being on earned income, a regional geographic scope is also necessary to reach media partners who have the financial resources to license IW reports. Several times a year, IW will produce reports that have regional appeal and can be localized for each of its partners at less than the cost of a full, original investigation.

Hire Editorial Staff to Increase Production

IW will begin to add capacity to the editorial team with a new senior reporter in late 2012 and, a second senior reporter plus two journalism fellows in 2013. The fully staffed editorial team will better meet the demand for IW reports among public broadcasters and commercial media, and it will also allow IW to create a third vertical, government integrity, in addition to the environment and public health, broadening the organization's appeal to news customers, foundation supporters, potential donors, and corporate sponsors.

Launch New Earned Revenue Channels

IW will move forward with building the revenue channels identified in Phase One in order to diversify its income and strengthen its financial position. IW is working to create a membership package in the model of public media. Currently, any donor to IW who pledges at least \$60 receives membership as a Friend of InvestigateWest, but no actual benefit or service is offered. In the next six months, IW will define what exclusive content and access members will receive for the support, and launch its first membership drive. For comparison, Crosscut, a nonprofit newsroom for daily news in Seattle (and IW report licensee), has more than 750 members and an annual membership fee of \$35. Members are invited to monthly get-togethers with the Crosscut staff and can receive free passes to certain events, e.g., Silent Movie Mondays.

IW will also seek out partners to produce events and trainings, where IW and its staff can provide expertise, content and credibility, while attracting sponsorships and furthering the organization's mission to catalyze civic engagement. IW will not specialize in event production; rather, it will partner with an organization like KCTS-TV, Washington State University, or Investigative Reporters & Editors that can leverage IW's reports and the experience and knowledge of its veteran staff. Additionally, corporate sponsorship and underwriting of events, individual reports, and news products is a long-term opportunity as the IW audience increases in the next 24 months. That, and other new revenue opportunities, will continue to be considered as technology and the media landscape are ever changing.

Begin IW Fellows Program

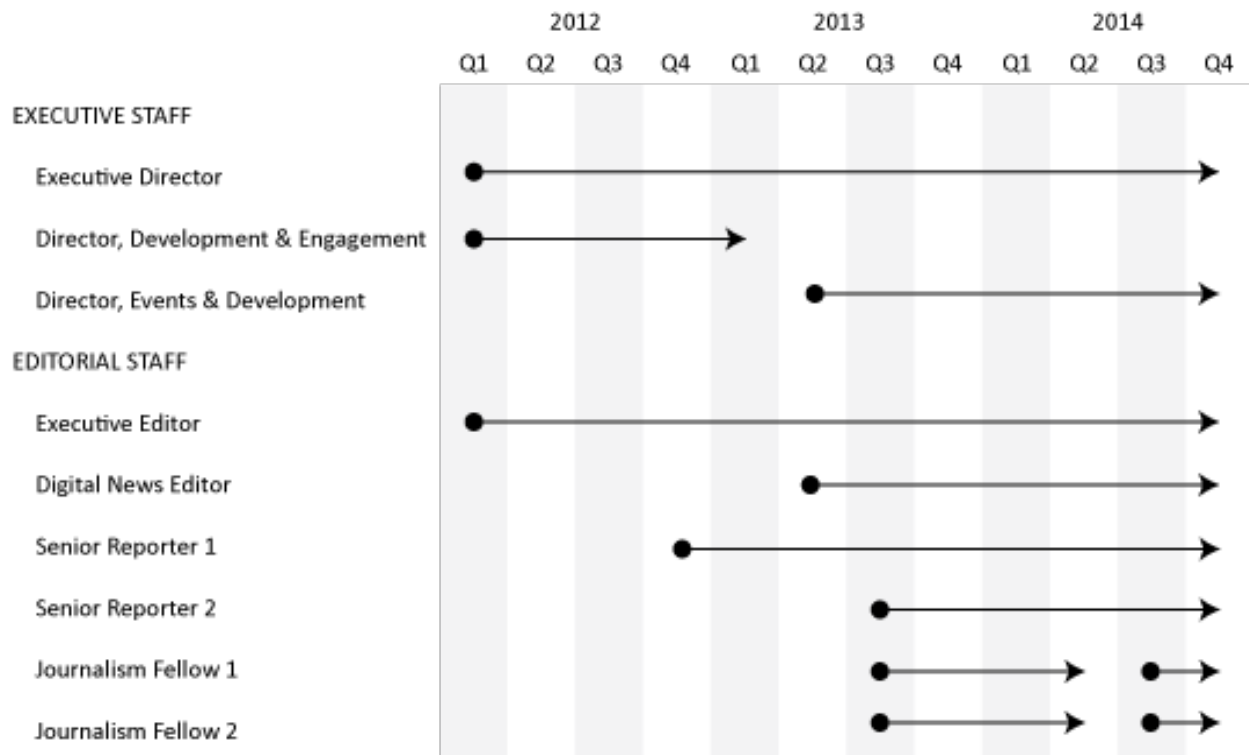
The IW Fellows Program, planned for June 2013, is modeled on legal clerkships or medical rotations. It provides a chance for talented young journalists in the Northwest to learn five investigative reporting and digital publishing specialties through an apprenticeship program under the tutelage of renowned practitioners. Program costs are to be underwritten by a corporate, individual or foundation sponsor. This provides additional reporting firepower that will, in turn, broaden coverage and add value to what IW offers media partners, donors, and its audience.

COST STRUCTURE AND REVENUE STREAMS

The main cost for IW is staff, and the cost structure of the organization is driven largely by the staffing requirements to accomplish IW’s mission.

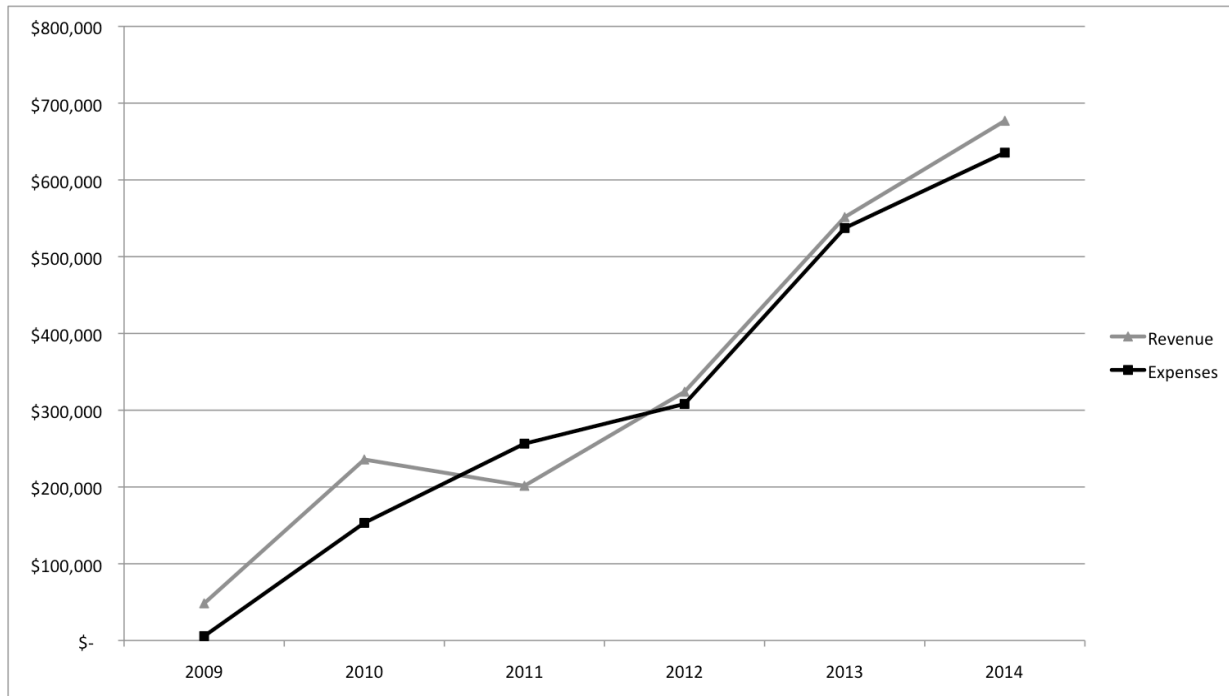
To successfully execute this plan requires having the right staff in place at the right times. As a small organization whose business model is predicated on premium content, IW must ensure the new hires lead to a strong, complementary and cohesive team. Moreover, the traditional management model for nonprofit organizations is inappropriate for this organization at this time. The array of talents and expertise that have been identified as prerequisites for success – editorial vision, reporting talent, multimedia skills, entrepreneurship, and more – requires a model akin to a technology startup with shared responsibility for product.

At full staff levels, the executive director is publisher and chief fundraiser, and is assisted by the director of events and development. The executive editor leads the editorial team and oversees media partnerships and the fellowship program, while the digital news editor oversees digital strategy, technology, and engagement. There are two senior reporters, and two journalism fellows.



TOTAL FINANCIAL REQUIREMENTS

At the end of this growth plan total expenses are \$635,000, or 250% of our 2011 budget, on income of \$677,000.



EARNED REVENUE

Content Income

IW will continue to increase its output and its income from licensing content to public broadcasters and commercial media through 2014. At the beginning of 2012, IW has one major partner, KCTS, and is in negotiation with Oregon Public Broadcasting. IW will continue both those partnerships, collaborating on at least four stories per year, and add two new broadcast partners who license at least two stories per year.

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Total Stories (Broadcast)	12 (8)	18 (12)	24 (12)
Broadcast Income	\$20,000	\$33,000	\$36,000
Non-Broadcast Income	\$6,000	\$9,000	\$12,000
Total Content Income	\$26,000	\$42,000	\$48,000

Membership Income

IW offers its members a premium consumer product plus exclusive access to IW journalists for an annual fee: Monthly releases; tablet-friendly design; e-book packages; Seattle (and possibly other locations) meet-ups; and exclusive access, among other benefits. The membership program also increases IW's value to its media partners. By bringing its own audience to collaborations, IW amplifies the attention to those stories and drives viewership and readership.

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Total Members	250	500	1,000
Annual Dues	\$5 / month	\$5 / month	\$5 / month
Total Membership Income	\$15,000	\$30,000	\$60,000

Other Earned Income

IW will steadily pursue new pathways to earned revenue in this growth plan, in order that it can become a sustainable organization on the basis of its journalism. To do this, IW is looking beyond the purview of traditional media toward business models that successfully monetize information: speaking and consultancy work, premium news products like subscription-only newsletters and expert curation, training and capacity building at other news organizations, and events like salons and ideas conferences that bring in registration fees and sponsorship revenue.

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Speaking and Consultancy	\$1,000	\$5,000	\$10,000
Premium News Products	--	\$1,000	\$2,500
Training/Capacity Building	\$1,000	\$2,500	\$5,000
Event Income	\$1,000	\$5,000	\$10,000
Corporate Underwriting	\$1,000	\$5,000	\$10,000
Total Other Income	\$4,000	\$18,500	\$37,000

FOUNDATION REVENUE

IW has received grants for three years from two of its foundation partners, Ethics and Excellence in Journalism and the Bullitt Foundation. The Russell Family Foundation and the Brainerd Foundation have provided support for two years. Going forward, new foundation support is anticipated in two areas. First, foundations are likely to support subject-area reporting that overlaps with their program areas. Second, IW will request foundation grants for ongoing innovation and support of the news ecosystem in the Northwest, through training, education, and providing resources to newsroom peers. We have yet to tap a broad universe of potential funders, but with a track record, we are now better positioned to do so.

DIRECT SUPPORT

IW has started to develop a major donor program to build a giving circle of multi-year donors motivated by IW's focus on specific issues and/or a belief in the necessity of investigative journalism in an informed and democratic society. The program was among the recommendations in Groundwork Strategies report IW commissioned with a grant from the Brainerd Foundation in 2011. Groundwork Strategies suggested a 12- to 18-month target of 37 gifts totaling \$227,500.

IW's fundraising projections are initially more conservative, recognizing that there is no full-time development director on staff until 2013, and that nonprofit journalism will be a new area of giving for many in the charitable community. Nevertheless, the greater Seattle area and the Northwest region have a rich tradition of philanthropy. We anticipate raising \$181,000 in direct support over 24 months from individual donors.

INVESTIGATEWEST LEADERSHIP

IW has built a leadership team with a complementary experience in investigative journalism, business development, and digital communications that positions the organization for ongoing success.

Robert McClure, Executive Director

Robert McClure is IW's impassioned leader, who sets the direction of the organization, oversees finance and operations, and represents IW to its many constituents, including funders, media partners, community members, and policymakers. He is also the senior environmental reporter. During two decades on the environment beat, Robert prodded officials until they launched major ecosystem restoration projects in Puget Sound and the Florida Everglades. At the Seattle Post-Intelligencer, he was the backbone of five major projects. Robert, a board member at the Society of Environmental Journalists, is a Pulitzer Prize finalist and has won a number of awards, including the John B. Oakes Award for Distinguished Environmental Journalism.

Carol Smith, Executive Editor

Carol Smith oversees IW's editorial work and manages operational relationships with news and university partners. She is also the senior public health and social issues reporter, and is considered one of the best narrative writers in the country. While an enterprise reporter for the Seattle Post-Intelligencer, she covered science and medicine, the working poor, returning veterans, and mental illness and society, among other beats. Her work was a 2006 finalist for the PEN Literary awards, and was also included in "The Best Creative Nonfiction," published in 2007 by W. W. Norton & Company. Carol has been a co-finalist for Harvard University's Goldsmith Prize in Investigative Journalism. Her 2008 story on Washington state's broken mental health system won a 2009 Casey Medal for Meritorious Journalism. In 2011 she was nominated for an Emmy for her work on workplace safety issues, and her IW work has been recognized nationally by Investigative Reporters and Editors, the Association for Health Care Journalists and the Online News Association, among others. Carol is skilled in radio production as well, and, as a writing coach, she continues to mentor other writers around the country.

Jason Alcorn, Community Engagement and Development Director

Jason Alcorn developed IW's business plan and oversees fundraising, communication, and product development. He is a multimedia journalist with more than seven years of experience leading technology projects and online strategy with a list of clients that includes Unicef, The Conservation Fund, eBay and Americas Quarterly. Jason is a graduate of Harvard College and received his master's degrees from Columbia University's School of International Affairs and Graduate School of Journalism, where he was recognized for outstanding performance in interactive design. He was selected in 2011 as a Carnegie-Knight News21 fellow.

GOVERNANCE

The IW Board of Directors consists of up to 11 members. The Board of Directors meets quarterly and is responsible for establishing broad policies that affect IW operations, advocating for the organization's mission, and providing strategic guidance to the organization.

Brian Reich, SVP and Global Editor, Edelman

President

Brian Reich is senior vice-president and global editor for Edelman Digital, where he provides editorial vision and strategy for the company's digital practice around the world. Mr. Reich is the author of two books on marketing and technology, most recently *Shift & Reset*, and is a frequent writer and speaker on engagement, technology, Internet politics and the changing media landscape. Mr. Reich began his career in politics. He has spent the past decade providing analysis and strategic support to corporations, media companies, nonprofits, and other organizations looking to solve complex, real-world problems. He has run his own communications firm, little m media, and has held senior roles at leading digital, public relations, and public affairs agencies. Mr. Reich attended the University of Michigan and graduated from Columbia University.

Brant Houston, Knight Chair of Investigative Reporting at the University of Illinois

Treasurer

Brant Houston is John S. and James L. Knight Foundation Chair in Investigative and Enterprise Reporting at the University of Illinois, where he teaches investigative and advanced reporting. Prior to becoming the Knight chair, Mr. Houston served 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 serves as the chair of the Board of Directors of the two-year-old Investigative News Network, a coalition of nonprofit journalism centers, and as coordinator for the Global Investigative Journalism Network, which he co-founded in 2000.

Beth Parke, Executive Director, Society of Environmental Journalists

Secretary

Beth Parke has provided entrepreneurial leadership to clarify, protect and advance SEJ's mission since she became its first executive director in 1993. Ms. Parke's responsibilities include implementation of board policies, budget and finance, development, strategic planning, university relations with regard to annual conferences, and collaboration with partners in the journalism community. From 1984-1992 Parke was senior producer and host for Consider the Alternatives, an award-winning radio series on public policy issues. Prior to that she was employed as a producer for National Public Radio affiliates WGBH-FM, Boston and WHYI-FM, Philadelphia. Ms. Parke earned a B.A. in Communications from Boston College, and an M.A. from the Annenberg School for Communication at the University of Pennsylvania.

Vikki Porter, Director, Knight Digital Media Center

Vikki Porter is director of the Knight Digital Media Center and supervises Professional Development Programs for New Media journalists at USC Annenberg School for Communication & Journalism in Los Angeles. During her 30-year journalism career, Ms. Porter worked in five Western states, started a newspaper, served as top editor for three community newspapers, and shared a 1986 Pulitzer Prize Gold Medal as part of a five-person team while city editor of The Denver Post. Most recently, she was executive editor of The Desert Sun newspaper in Palm Springs, CA. She is active in the American Society of Newspaper Editors, the Associated Press Managing Editors, and has been invited to participate in conferences hosted by the Pew Foundation for Public Journalism, the Freedom Forum, Harwood and Associates and the American Press Institute.

Jennifer Sizemore, Vice President & Editor-in-Chief, MSNBC.com

Jennifer Sizemore oversees the Msnbc Digital Network's news operations and editorial strategy. Sizemore also holds the title of Executive Producer at NBC News, as the network of sites is the digital home for all of NBC's news shows and broadcasts. Ms. Sizemore joined msnbc.com in June 2005 as deputy editor for news. Prior to that, she worked at newspapers in Houston, Seattle and Rochester, N.Y. Ms. Sizemore graduated from the University of Washington in Seattle with a B.A. in Political Science. She also holds an M.S. in Journalism from Northwestern University in Evanston, Ill., and an MBA from the University of Washington. She is a writing and multimedia judge for the Hearst Foundation College Journalism Championships.

APPENDIX: CHOOSING STORIES TO PUBLISH

In choosing which particular stories to pursue, IW looks at how important the story could be, the likelihood it will have an impact on public policy and practice, and potential market interest. A premium is placed on stories that have not been reported elsewhere.

In more detail, here are some of questions IW asks when selecting stories:

- Is the story under-covered — and unlikely to be covered by others in the future?
- Does IW have the expertise to report with depth and context?
- Does the story lead to action citizens can take, expose the need for legislation or policy reform, and/or lead to improvement in quality of life?
- Does the story lend itself to multi-platform delivery, including some combination of critical issues, compelling characters, narrative thread, good visuals, data, and strong video and/or audio?
- Is it a regional story that will appeal to audiences in multiple markets?
- Will the story create opportunities for community engagement online, in person or otherwise?
- Can IW interest key partners in the story?
- Does the story open up a new market or establish a new partnership for IW?
- Is there an exceptional story to be told?

APPENDIX: STORY DESIGN

Nearly all disruptive innovation in journalism has been around breaking news: aggregation tools like Storify, Andy Carvin’s social media curation at NPR, live-blogging major events, and templates for updating fast-moving stories, for example. Instead, IW aspires to create new patterns for investigative and explanatory journalism, in its own work and through active collaboration with its nonprofit peers and commercial counterparts.

Core Content

The IW business model is based on major in-depth reports, not daily news, so the design of the publishing platform needs to set audience expectations. Departing from traditional journalistic practice, IW will allow audiences to get involved early on as a story is being reported, building anticipation through marketing, for many new releases. Still, while all the parts of a story used to be written into a single narrative, or edited into a single broadcast, reporters will seek the best format for each element, swapping in other formats, and swapping out text. Editorial design on the site creates a narrative thread.

Story Genealogy

IW often comes back to stories weeks and months after publishing its initial report, if a new bill is introduced or new regulations go into effect, for example. IW will start to publish story genealogies, collecting all the reporting on a major thread under a single headline and banner. Each is a combination of posts and features, with the newest contributions always at the top, so the page remains an up-to-date and relevant storytelling tool.

Engagement

Every story has a writing and engagement plan that describes how to tell that story over time. IW will often announce the project early on, ask readers for reporting help, aggregate and link to the best work by others, write teasers for what the reporting finds, and more. The IW audience includes a diversity of people with a stake in what’s being written, and they have something to add that will not only enrich the reporting, but also will focus their attention on the issue and its solutions.

Data Sets

The audience should be able to investigate and explore further at least one part of every IW report. Someone out there always knows more than the reporter, so IW will offer a way to work with the raw material. This isn’t just ‘show your sources’ — it should be interactive, and it should further the story. It contributes to a valuable back catalog, too, as we publish data in a more accessible format than it’s ever been published and build a unique library of information that creates public value.

APPENDIX: COMPETITIVE LANDSCAPE

IW fills a journalistic void. While other organizations meet some of the same need, they do so in different ways, with different emphases and different results. Below is a comparison with some of the organizations working in similar spaces.

Company Name	Geographic Focus	Product Focus	IW Differences/Advantages
California Watch	California	Investigative journalism covering all of California	California Watch is an investigative reporting project from the Center for Investigative Reporting. It is a model in some ways for IW, but covers a different geographic area.
Common Language Project	International (based in Seattle)	Human rights reporting and multimedia storytelling	CLP is a nonprofit website attached to the Univ. of Washington that covers international human rights and local impact of global issues. IW's reporting is deeper and focused directly on the Northwest.
Crosscut.com	Seattle	Robust nonprofit covering Seattle and the Puget Sound region	Crosscut.com is a nonprofit website providing daily local and regional coverage. There may be overlap in Seattle-area donors, but Crosscut licenses IW's work and does not do investigative reporting itself.
Grist	National (Based in Seattle)	Environmental website with quick hits and in-depth reporting	Grist only does environmental news, and does more aggregation and linking than original reporting. It's also focused nationally, rather than on the Northwest.
High Country News	Western U.S.	Water, energy, growth, mining, politics, policy	High Country News is a print magazine, website, and column service. While there is some overlap, IW's reporting and distribution model reaches a broader audience and covers a broader set of issues.
ProPublica	National (Based in New York)	Investigative reporting in the public interest	ProPublica is the best-funded nonprofit newsroom, and publishes stories of national significance. IW has more sources and experience in the Northwest than ProPublica does, so IW can do stronger local and regional investigative reporting.
PubliCola	Washington	Extensive political coverage for Seattle and Washington state	PubliCola is an online, for-profit news site with original reporting about Seattle. It doesn't do the in-depth, investigative reporting on Washington state and the region that IW does.
Seattle Times	Seattle	Seattle's daily newspaper	IW has partnered with the Times, but also competes with the Times on individual investigative reports.
Sightline Institute	Pacific Northwest and British Columbia (Cascadia)	Sustainability in Cascadia	Sightline is a think tank and advocacy organization that focuses on sustainability. But Sightline aims at a different audience and does not place content in widely consumed news sources.

APPENDIX: 2011 INVESTIGATEWEST MAJOR REPORTS

How Washington's unusual developer-friendly laws allow suburban sprawl

Robert McClure

Living by the Duwamish can take years off your life

Carol Smith

Prostitution of children in Seattle mushrooms, while Portland's reputation suffers

Lee van der Voo and Carol Smith

Unsafe to Consume: Despite warnings, people fish the Duwamish

Carol Smith

Shocking air safety breaches emerge nationwide in data analysis

Robert McClure (with INN & Watchdog Institute)

Environmental justice gets its due along the Duwamish

Carol Smith

Reports reveal close calls in the skies over Washington

Robert McClure

Duwamish neighborhoods are a food desert in 'foodie' Seattle

Carol Smith

Toxic acid puts millions at risk

Robert McClure and Will Graff

Ballard rain gardens: a green solution gone wrong

Lisa Stiffler

Budget cuts rip through mental health safety net in state

Carol Smith

Poisoned Places - Toxic Air, Neglected Communities

Robert McClure (with iWatch News and NPR)

Breathing Uneasy: Air pollution crisis in south Seattle

Robert McClure and Jenny Cunningham

Where There's Smoke, There's Sickness: Wood Smoke now a major Northwest air polluter

Robert McClure

Breathing Uneasy: Port CEO promised green reform but many trucks still pollute

Robert McClure and Jenny Cunningham