

The
REENTRY
PROJECT

A
COLLABORATIVE
PLAYBOOK

Liza Gross

SOLUTIONS
JOURNALISM
NETWORK

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Introduction

Journalistic practice has generally shown itself to be an individualistic endeavor, both at the level of news practitioners and organizations. Reporters have typically guarded their sources zealously in pursuit of the scoop. News organizations, for their part, have mostly preferred to do things themselves, using their own staff and resources, even if it means parachuting into unfamiliar areas or covering cultures without the benefit of understanding the environmental context. The thought of collaboration has been practically anathema, and frequently grudgingly acknowledged when there is no option.

It was not always that way. It is worth noting that collaboration among news organizations is not an idea without historical precedent. The Associated Press was launched in May 1846 by five daily newspapers in New York City to share the cost of transmitting news about the Mexican-American War.

But the competitive mindset ultimately prevailed, and favorable economic conditions made it the operating gold standard for decades.

Towards the end of the 20th century, however, the emergence of disruptive technologies and the dramatic changes in news consumption patterns brought about the irreversible erosion of the news industry's traditional business model, most devastatingly for print but also for broadcast. Diminished resources, industry consolidation and loss of audiences forced news outlets to adjust with cutbacks and reorganizations while searching for viable revenue streams and new ways to engage the communities they serve.

Enter collaboratives and a renaissance of interest in their potential not only to make journalism sustainable, but also to make it better.

Collaboratives and partnerships among news organizations in various manifestations have been gaining traction since the mid-2000s.

The upsides are always offered with enthusiasm: collaboratives can result in cost savings and potentially even generate revenue, allow access to additional resources and specialized reporting skills, and help connect with new audiences.

At the same time, evidence shows that there are significant obstacles that can at best stall and at worst doom a collaborative effort. Among them are the perception that collaborations are too time consuming, the size bias of newsrooms and discomfort with asymmetrical relationships, internal resistance, the lack of shared values, and the absence of consensus on the topic of coverage.

Forging ahead while glossing over these challenges has led to unrealistic expectations resulting in frustrations around sloppy execution and unsatisfactory results.

Still, many news outlets are eager to embrace collaborative arrangements and many are proving that success is possible, even if occasionally incomplete. And the more they do it, the better they will be at it.

In its September 2017 report titled *Comparing Models of Collaborative Journalism*, The Center for Cooperative Media identified 44 ongoing collaborations in



the US involving more than 500 newsrooms and information providers. And in early 2018, the Center published a database that detailed 150 collaborations involving more than 1,100 organizations around the world.

In addition to the Center, numerous media outlets, foundations, consultants, scholars, media executives and reporters are investing considerable time and resources to gain a better understanding of collaboratives as a viable option forward for journalism.

Solutions Journalism Network is a non-profit organization whose mission is to advance solutions journalism, the practice of reporting with equal rigor not only on challenges and problems but also on responses with a proven track record of effectiveness.

Operating from the premise that collaboratives constitute a singularly suitable model to extend the impact of solutions reporting, SJN has engaged in the support of a number of collaborative efforts, among them The Reentry Project, a joint initiative by a group of Philadelphia news outlets and two academic institutions.

This Playbook aims to contribute to the existing body of work on collaboratives by offering a deep dive into The Reentry Project by the Philadelphia Collaborative from inception to completion. It explores how the Philadelphia Collaborative produced sustained coverage on the topic of reentry with unprecedented

reach and impact for more than a year and a half, complementing it with a robust audience engagement strategy. The Playbook is structured as a “how-dunit,” providing a detailed examination of the operational dynamics of the Collaborative—what worked, what did not, and what are the main lessons and takeaways of the experience. It takes a look not only at how the Philadelphia Collaborative resolved existential questions such as consensus on editorial direction and news values, but also how it addressed the myriad practical tasks that made execution possible, such as spending decisions of shared funds or internal communications protocols. To provide a basis for comparison, the Playbook also includes a brief overview of two other collaborative initiatives currently active.

A key characteristic of The Reentry Project was the Collaborative’s decision to adopt the solutions approach. While it was understood that not every story produced needed to be solutions focused, the general thrust of the reporting was geared towards highlighting what is working in Philadelphia and other places.

This orientation proved instrumental in helping build trust with audiences and stakeholders in order to spark engagement and dialogue, while also providing a common framework to the participating news organizations.

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Section I

The Philadelphia Collaborative and The Reentry Project— A Case Study

“We got people to dream big.”
-Jean Friedman-Rudovsky

The Reentry Project of the Philadelphia Collaborative originally emerged as an initiative of SJN in Philadelphia to catalyze sustained solutions reporting on prisoner reentry by a group of general interest, community and ethnic news organizations, as well as two academic institutions.

Historically, the Philadelphia media market has been marked by fiercely aggressive competition. The most successful local media collaborations had always been smaller scale, limited partnerships between two or three news organizations. Attempts to bring together a critical mass of the area’s media outlets had worked only in certain news contexts, yielded limited success, or failed completely. “The Next Mayor” initiative in 2015, for example, was an effort to coordinate news coverage around the mayoral election led by Philadelphia Media Network, with other partners not participating at the same level of intensity. Given this context, The Reentry Project seemed an ambitious endeavor facing unfavorable odds.

The original plan for The Reentry Project called for a group of news outlets to report for a period of six months. Contingent on funding and the level of collaboration achieved, The Reentry Project would continue for another six months. Responding to SJN’s invitation, seven diverse and distinct partner outlets came together with the intention to carry out sustained, solutions-oriented coverage of the lives of formerly incarcerated individuals. This initial group would eventually grow to include 15 members and two academic institutions.

Philadelphia has one of the highest incarceration rates among US cities, a fact that prompted the choice of topic of what works and what doesn’t when it comes to addressing issues of reentry and recidivism. (In *Beyond Bars: Moving*



out of Prison into Hope, Philadelphia Inquirer reporter Jane Von Bergen anchored the scope of the subject with an extensive overview of the reentry landscape.)

Additional support from the Knight Foundation towards the end of 2016 made it possible to extend the work of the Collaborative for a year.

In the end, from conception to completion, The Reentry Project of the Philadelphia Collaborative lasted from January 2016 through November 2017. Initially, the Collaborative saw itself as similar to other partnerships in that it planned to leverage the strengths of each participant while working towards a common goal. It aimed to end up with a finite product and existed to facilitate reporting on an issue.

But an unanticipated development began taking root roughly a year into the process. Consensus grew that this unprecedented endeavor was having a positive effect in the local ecosystem and perhaps carried with it the potential to morph into something larger and more permanent. When the opportunity for more funding presented itself, participants shifted from what up to that point had been relatively unfocused considerations to a formal commitment to continue to foster sustained solutions-oriented, city-focused collaboration among local media outlets. This formal commitment from all news outlets taking part in the arrangement now officially called RESOLVE Philly can arguably be described as the most significant achievement of what started out as The Reentry Project.

At the outset of the journey, however, and long before participants were able to visualize that final outcome, the newly formed collaborative needed to provide answers to fundamental questions, as there were no ready examples of local competitors doing sustained, comprehensive coverage and community engagement around critical issues for maximum impact.

Could market competitors come together to collectively strategize reporting and engagement, and sustain that for an extended period of time?

Could legacy newsrooms, online startups, and community and ethnic media trust one another enough to work together on more than a sporadic basis?

Could shared journalistic goals matter more than being the first to a story?

Could the total of the work produced by the Collaborative amount to more than the sum of its parts?

In addition to settling those existential matters, the Collaborative faced the task of creating practical protocols and procedures that would enable its functioning.

How would the group successfully manage shared financial resources through a transparent and democratic allocation process?

What was the plan for internal communications?

How would participants overcome technological barriers to disseminate content effectively?

How much extra workload would partners be expected to undertake?

Who needed to be the point person representing the news organizations at in-person meetings and other exchanges?

Like every group considering a joint effort, participants in The Reentry Project wrestled to define what tools and arrangements best fit its goals. Available templates were, and still are, basic and scarce, and the Collaborative developed many protocols and procedures from scratch.

Even with the basic administrative framework in place, an independent Project Editor, and logistical support provided by SJN, the progress of The Reentry Project was complex and uneven. There were many moving parts to the effort, with priorities changing along the way and issues emerging unexpectedly while others ebbed off.

The following timeline offers insights into how and when the Philadelphia Collaborative addressed and dealt with the practical questions of mechanics and process as it executed editorially.

The Timeline

January 2016

Jane and Jean Have a Drink and The Reentry Project is Born

STAGE 1

STAGE 1

Summary: Independent journalist Jean Friedman-Rudovsky is offered the position of SJN coordinator during a solutions journalism training session offered by SJN's Samantha McCann in December 2015 in Philadelphia. Jean and Jane Von Bergen of The Philadelphia Inquirer come up with the idea for The Reentry Project.

In early 2016, as the newly minted SJN coordinator in Philadelphia, Jean is seeking to expand her contacts in the local journalism community. Here, in her own words, is the story of how she met Jane and how The Reentry Project of the Philadelphia Collaborative was born.

“I didn’t know Jane until this all began. She came to Sam’s Dec[ember] 2015 SJN training, which I also attended and when Sam offered me the coordinator job. I took note of Jane being there — because I was impressed that someone with 35 years of experience and a steady job at the top paper went out of her way to attend a training on how to do her work differently.

I reached out to her afterward because I knew almost no journalists in this city and was trying to connect with people to start building a SJN community here, and to try to brainstorm ideas for how we could do something more interesting than just panels and workshops. It turned out that Jane and I live in the same neighborhood and so we met up one night for a drink. And that’s when she had her idea.

Jane brought the idea to Karl [Stark], her editor at PMN [Philadelphia Media Network]. He was instrumental in making this happen in 2016 because she brought the idea to him and he brought it to [then The Philadelphia Inquirer Editor] Bill Marimow.”

February 2016-August 2016

Dreaming Big while Minding the Scutwork

STAGE 2

Summary: This is a period of brainstorming and laying the foundation. Numerous issues are sorted out, including practical details such as operating protocols and defining the editorial calendar. There are delays and moments of frustration. Dozens of telephone conversations take place and hundreds of e-mails are generated by more than two dozen players over the five-month period. SJN agrees to underwrite the prep phase and a six-month project with \$70,000 and logistical support. \$35,000 of that amount will constitute the common pot of money for the Collaborative members to cover extraordinary expenses associated with The Reentry Project

February, March and April 2016

During the initial phase, the Collaborative is made up of seven news partners and Temple University.

Those original partners are:

Philadelphia Media Network (Philadelphia Inquirer, Philadelphia Daily News, philly.com)	WHYY WURD Philadelphia Tribune Philadelphia Magazine
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As the result of active outreach to incorporate additional partners, by August 2016 the Collaborative will also include:

Billy Penn	The Philadelphia Citizen	El Zol Radio
Generocity	PhillyCam	El Sol newspaper
Next City	WHYY	Temple University
The Notebook	WURD Radio	Muhlenberg College

(Philadelphia Magazine and Philadelphia Tribune do not sustain participation throughout and eventually drop off.)

May 2016

Jean begins circulating the MOU language for The Reentry Project. The final document, which undergoes a number of revisions, is based on input from all the outlets. Every collaborative participant then runs it up their respective flagpoles to get official approval (See Appendix B-1a).

Invitations to join continue. Not everyone accepts. For example, the Spanish-language paper *Al Día* and the local NBC affiliate are approached, but will not eventually move forward with the project.

The Collaborative begins weekly in-person planning meetings with at least one representative from every outlet, mostly from the editor ranks, plus Jim MacMillan, Assistant Director for External Affairs of the Klein College of Media and Communications at Temple University.

Here again is Jean with her assessment of the general buy-in level of the participants:

“I’ve been floored by how eager all the partners have been and by how much time, thought and energy they are putting into planning. (I half expected to be pulling teeth to get people to join these meetings.)”

Pending items at the end of this month include finalizing the MOU, identifying and hiring a Project Editor (See Appendix B-2a), solving the funding question, and figuring out how to include other interested outlets.

June 2016

SJN initiates internal discussions to define its level of financial support for the Collaborative. The organization initially sees the Philadelphia Collaborative’s Reentry Project as a high potential but also high risk initiative given its ambitious scope and the lack of precedent.

The organization decides to support the prep phase and the first six months of the project with \$70,000, half for an independent editor and half for a common pot to pay for extraordinary expenses associated with the project. SJN believes that this support will afford the Collaborative sufficient time to ensure that, in the words of SJN President and COO Keith Hammonds, *“something will happen, especially that the commitment is there for the collaboration to work.”* In a message to Jean on June 7, Keith gives the green light: *“Let’s make this happen.”*

The second six months, the post-pilot phase, will depend on a) securing external funding and b) the demonstrated sustained commitment from the newsroom partners to the Collaborative and the solutions journalism approach.

The Collaborative holds its First General Strategic Meeting. The participating outlets are represented by editors. A few reporters are also present. This crucial meeting is intense and long, and seemingly goes off the rails a bit at times, but the Collaborative is always able to refocus the dialogue and reaches several concrete milestones around editorial goals, reporting and sharing content and resources. These outcomes are distilled in a post-meeting document that is circulated to the partners.

Pending items at the end of this month include:

- Identifying and retaining a Project Editor by the end of July.

- Developing a visual identity for the project (logo, font, color palette) and giving it a name

- Developing a website: while members will publish or broadcast their reentry stories in their own platforms, the consensus is that a reentry website is a desirable component of the project. Beyond creating a parking space for the stories, it is envisioned

that the site can serve other engagement purposes. Jim steps up to explore what kind of contribution Temple can make in terms of maintaining and refreshing the site.

- Defining the engagement strategy, including conversations with stakeholders, development of social media efforts, and other activities. Participating news organizations agree to undertake the execution.



Temple University Prof. Jim MacMillan, architect and curator of The Reentry Project website.

STAGE 2

July and August 2016

These months are spent working on these tasks.

September 2016-May 2017

Pushing Off the Dock

STAGE 3

Summary: The Reentry Project gets firmly underway, even as participants still stumble occasionally to establish a steady routine and address new developments. Story ideas, protocols, procedures and engagement options are considered, tried and discarded. Two major strategic meetings take place during this period. The Collaborative launches the shared site. As a result of a Knight Foundation grant to SJN, the Collaborative receives additional funding. The common pot of money doubles to \$70,000. About 100 stories are produced during this period, and the first audience engagement activities take place.

STAGE 3

September 2016

Veteran Philadelphia journalist Sabrina Vourvoulias is hired as Project Editor. Jean continues in her role of Network Coordinator for SJN.

Collaborative participants continue with monthly in-person meetings and communicate otherwise primarily by e-mail.

October 2016



**KNIGHT
FOUNDATION**

The Knight Foundation formalizes a grant to SJN to support the Philadelphia Solutions Reporting Collaborative. This influx of funding ensures that the Collaborative will continue to report until November 30, 2017.

Participants begin populating the site with pre-existing reentry material.

STAGE 3

November 2016

Hard launch of the website is set for November 2.

A weekly newsletter is launched via MailChimp, targeted primarily at stakeholders in reentry.

STAGE 3

The Project Editor manages the budget for the common pot, keeps track of the spending and submits financial reports to SJN. However, it is the Collaborative that makes the decisions on how to spend the available funds. Funding is initially earmarked mostly for travel, marketing, and graphic design. As priorities change or projected expenses are absorbed by the individual members, new spending line items appear and some existing spending line items are recategorized and reallocated (See Appendix B-7a).

The Collaborative begins to attract attention. Nieman Lab produces a piece on the Collaborative, describing it as a team effort to cover problems and solutions around prisoner reentry.

<http://bit.ly/CollaborativeNiemanLab>

Collaborative participants receive further training in solutions journalism to build on the original workshop offered in December of 2015.

December 2016

The Collaborative and SJN renew efforts to focus on impact and metrics, an area that has been discussed without arriving at concrete outcomes. What will success look like for The Reentry Project? More importantly, how will it be measured in concrete terms?

January 2017

STAGE 3

The Second General Strategic Meeting to outline editorial plans for the entire year is held January 11. The goal is to build on the initial agreements of the first meeting and resolve pending items (See Appendix B-3b).

At this meeting, a formerly incarcerated citizen and now reentry consultant is introduced to the Collaborative. Tyrone Wertz identifies business community involvement and jobs, housing, mentorship and psychological support as the keys to the process of successful reentry. This consulting arrangement, initially perceived as a promising outreach initiative, will eventually be abandoned as the consultant cannot offer consistent availability. The funds assigned to cover this expense will be reallocated.

Following up on the topics discussed at the June 2016 meeting, participants engage in a vigorous discussion to refine the fundamental underpinnings of the Collaborative and settle on the following desired collective outcomes:

- a) That the reentry content (including related events) spur public

engagement with successful solutions related to reentry issues, including (but not limited to) changes in policy and language, and heightened awareness of issues.

b) Engagement with the project will be measured in terms of new ways in which communities become connected to newsrooms (including sourcing and response); dialogue between stakeholders prompted by content; changes in the optics surrounding the issue; data collection; monitoring of legislative initiatives.

Funding protocols for collaborative participants funding requests are set (See Appendix B-5a). Participants will present their case for funding to produce content for the collaborative and the Collaborative members will vote on it. Decisions will result from a simple majority vote count. No funding request, which must be submitted in writing prior to a funding meeting, will be considered from an organization that has not filed the signed MOU and the W-9 with the Project Editor. The organizations receiving funding will incur the costs, SJN's financial team will process these expenses and reimburse the organizations.

On the editorial side, a Google Drive document of ongoing stories and projected stories is set up to coordinate the editorial calendar. The Collaborative discusses a preliminary calendar to be included in the newsletter (See Appendix B-4a).

Participants work on diverse aspects of the issue of reentry. The Philadelphia Inquirer, for example, produces a piece on agreement between conservative and liberal politicians on moving more people out of prison, while Next City looks at reentry and housing, the Notebook highlights the school-to-prison-pipeline and Generocity examines the reality of returning citizens with disabilities.

Regarding engagement activities, possibilities for events include a documentary screening and panel from WURD, as well as the possibility of semi-regular reentry-focused lunches (a. judges/lawyers; b. academics; c. service providers; d. legislators) to be hosted by members of each grouping. The WURD panel will eventually happen. The documentary and the lunches will not.

Pending item at the end of this month: a firm metrics of success plan (See Appendix B-5b).

February 2017 and March 2017

STAGE 3

Sabrina moves on to a new position. SJN helps maintain the routine going during this transition period.

Jean returns as new Project Editor on a part-time basis. She holds meetings with each participant in the Collaborative over these two months to determine what is working and enhance or adjust processes if necessary.

As a result, internal communications routines are revamped. Weekly Monday Google Hangouts are cancelled, as they are

deemed too time consuming and not productive. The new communications protocol involves monthly funding calls, as well as in-person meetings every four to six weeks or more frequently if needed. A critical mass wants to try Slack using two channels: #general and #editor-primary. Slack will eventually not work out as a communications tool for the partners, but it proves to be a useful tool for the organizing team (Jean, interns at Temple and Jim).

Another process change is to increase the involvement of Temple University interns and delegate to them the production of the newsletter and the maintenance and curation of the site. The site will also undergo a redesign. Guided by Jim, the interns will also redesign the project's story budget, which is sent to participants on a weekly basis. The cost of the interns and the redesign will be covered by the common pot. The Collaborative approves the expense.

The Collaborative votes to create a logo for the project. In the meantime, collaborative members use a tagline to identify The Reentry Project content (See Appendix B-4c).



MIKHAEL SIMMONDS/SJN Staff

Sabrina Vourvoulias (left), first Project Editor of The Reentry Project, passes the "baton" to her successor, Jean Friedman-Rudovsky (right).

STAGE 3



LIZA GROSS/Solutions Journalism Network

Collaborative participants outline editorial and audience engagement strategies in the conference room of The Philadelphia Inquirer.

A third General Strategic Meeting is set for March 30. Participants are asked to submit items for the agenda.

April 2017

The REENTRY PROJECT

The new logo, a design by PMN, is finalized and The Reentry Project name becomes official.

Philly.com launches its own webpage dedicated to the project. The site links to sites of other partners.

Audience engagement activities rev up.

Emma Restrepo of El Zol Radio puts together a unique focus group: inmates sentenced to life at Graterford prison. A hard copy of every article that the Collaborative has produced to date (over 150 pages worth) is sent to Emma's contact in Graterford to be circulated among the inmates in preparation for the meeting with the Collaborative.

SJN features the work of The Reentry Project at the Collaborative Summit organized by Montclair State University's Center for Cooperative Media.

May 2017

The Collaborative continues promoting The Reentry Project in interviews and through community activities, in many instances by contributing in-kind to the Collaborative effort.

May 6

Collaborative member PhillyCam organizes a video-story booth at the “Breaking Down Walls” conference, produced in part by Philadelphia organizations Mural Arts and the Goldring Reentry Initiative.

<http://bit.ly/PhillyCam>



May 8

Solomon Jones of WURD moderates a panel at the African American Museum of Philadelphia. The panel is covered by Generocity.

<http://bit.ly/Generocity>



JIM MACMILLAN

A panel of experts discusses reentry challenges during "If These Walls Could Talk: Solving Reentry and Recidivism," an event organized by WURD Radio and held at the African American Museum in Philadelphia.

Jean appears on RadioTimes, WHYY's main local news interview show, to talk about The Reentry Project with a focus on women and reentry.

<http://bit.ly/JeanRadioTimes>

June 2017-November 2017

Firing on All Cylinders

STAGE 4

Summary: The operating routine is now set. The Collaborative is steadily publishing and broadcasting on reentry, but also consistently discussing how to improve on the current practices. In addition to pursuing stories, the Collaborative is planning and hosting community

events and reflecting on how to best gather and reflect the impact of its work. Attendance to the meetings, in person and virtually, is enthusiastic. The site continues to be nourished by reporting from every participant. At this point there are about \$45,000 left in the common pot, which the collaborative is initially breaking down as follows: \$15,000 for trips, \$5,000 for infographic or visual artist, 10k for event and \$5,000 for miscellaneous (\$10,000 still remain to be earmarked).

June 2017

At “Beyond the Walls: Prison Healthcare and Reentry Summit,” an event coordinated by the Philadelphia group FIGHT, Collaborative members El Zol, Generocity and Next City organize and lead three panels.

Philadelphia’s City Council declares June Reentry Month.

The dynamics of the Collaborative keep evolving. While the initial meetings were punctuated by moments of silence and hesitations, the interaction among participants is now more fluid and comfortable. Every member contributes ideas and suggestions. New, deeper questions keep bubbling up for debate and consideration around topics that have been on the table since inception --editorial output, reporting impact, new funding, tweaking internal communications and clarity around metrics of success.

More than a year since inception and approximately seven months after receiving the funding from Knight, the broader theme that the Collaborative is tackling now journalistically can be defined as “how can returning citizens enjoy a successful reentry?” Participants want to ensure that this frame can elevate the project from just being a collection of “good stories.”

The Collaborative is also focusing on closing potential gaps in coverage, more joint reporting and paying more attention to the visual representation of information. The existing work is currently extremely text heavy. More infographics and visual explanations, photography and video are needed. The shared story budget continues to be used as a tool for coordination.

The Collaborative launches the call-in story line. This project is managed by Jean and the interns, and will eventually produce two podcasts.

STAGE 4

In an effort to emphasize visualization of information, a student works over the summer to produce infographics that run in the website and are also used by several of the partners.

Assessing the overall impact of the reporting produced by the Collaborative acquires new urgency as the end of the project is in sight. Variables suggested to measure impact are evaluated on their “achievability” factor. For example, reduction in recidivism is deemed very difficult to measure conclusively and to establish causation. On the other hand, advancing the community conversation around reentry, increasing understanding on the reentry process, engaging new audiences through analytics analysis and information collected in audience engagement activities, as well as an increase of employment opportunities for returning citizens are rated as realistic.

One impact that is already palpable is the fact that the site and the community events have become a resource for returning citizens.

The Collaborative activates a Slack #impressions-impact channel to begin gathering media mentions or notes of impact.

A pivotal moment comes up as the Lenfest Institute for Journalism puts out an RFP calling for proposals. Established by philanthropist Gerry Lenfest, the Lenfest Institute for Journalism is a non-profit with the sole mission of building sustainable business models for local journalism.

Jean puts the question on the table and the Collaborative makes the decision to shift from a single-project endeavor to an ongoing permanent entity committed to produce sustained solutions coverage on issues of particular importance to Philadelphia. The partners vote to apply for a Lenfest grant.

July 2017 and August 2017

STAGE 4

The Collaborative continues to report on reentry in Philadelphia and other locations.

Aware that The Reentry Project is approaching its final months, members also begin plans for two ambitious audience engagement events: a Reentry Hackathon and a Grand Finale.

Jim and Jean meet with Code for Philly, City Open Data office, and the Reentry Coalition to lay out goals and process for the hackathon.

September 2017

The Collaborative secures a \$100,000 grant from the Lenfest Institute for Journalism to assist with “its organizational capacity and strategic planning as well as its news coverage.”

The Collaborative is also focusing on spending down the remaining funds. It authorizes the construction of a Listening Post, an audience engagement tool, to be deployed in November.

October 2017

STAGE 4

Focus is on reporting and wrap-up events.

Philadelphia Mayor Jim Kenney circulates a press release on the Hackathon and the event, "#PowerUpReentry: A Digital Solutions Day," also receives solid national press. The goal is to engage new and different groups with the issue of reentry, like the tech community.

<http://bit.ly/PowerUpReentry>

November 15 is set as the date for the grand finale: the "Reentry Blueprint" event. Dignitaries confirming attendance include, among others, Mayor Kenney, City Councilperson Helen Gym, State Senator Chris Raab, and Deputy PA Attorney General Robert Reed. The event quickly sells out with 400 RSVPs. A decision is made to co-host this event with two community organizations that work on issues of reentry and that are led by the formerly incarcerated. This proves critical in the success of the event and is a major step forward for relationship building with the audience.

The partners pick a place-holder name for their new entity: The Philadelphia Solutions Journalism Collaborative.

November 2017

STAGE 4

PMN underwrites and leads planning, along with the Project Editor, for a Reentry Project event: "Reentry: Hiring from an Untapped Pool," at the Chamber of Commerce. The event sells out. Format is a conversation among business leaders, community organizations and returning citizens with the goal to get employers to consider implementing a proactive hiring stance towards formerly incarcerated people.

<http://bit.ly/HiringFromUntappedPool>

The Philadelphia Collaborative caps almost two years of execution of The Reentry Project with its grand finale: the "Reentry Blueprint: Stories and Solutions from the Formerly Incarcerated," an event focused on the lessons learned as a result of the coverage and a conversation about continuing to make progress on reentry.

<http://bit.ly/StoriesAndSolutions>

Here is how individual Collaborative participants contribute to the event, as described in a memo sent out by Jean November 16:

“Thank you to everyone who made last night such an incredible and powerful evening. Specifically, a ton of appreciation for WURD and PhillyCam for their live broadcasts (which helped #reentryblueprint trend on Twitter last night for a while), Jim for last minute critical tech support, [interns] Simone [Stancil], Ayanna [Witherspoon] and Lian [Parsons] for all-encompassing assistance, WHYY for having film crew on hand to get people’s reactions, The Citizen and WHYY for streaming it on their pages.”



KRISTON BETHEL

“The Reentry Blueprint: Stories and Solutions from the Formerly Incarcerated,” held at The Franklin Institute in Philadelphia, caps more than a year of reporting by the Philadelphia Collaborative.”

I’m so glad so many of you were there. For those of you who missed it, I really encourage watching a few of the lightning talks. (they start about 25 mins into the video.) They blew me away. Here is the Storify Jim created, the WHYY news article and their video of individual interviews.”

December 2017-?

STAGE 5

Setting Sights on New Horizons

STAGE 5

Summary: The Reentry Project is officially over and RESOLVE Philly, a hub to produce solutions-oriented collaborative reporting, is born. All participants in The Reentry Project sign up for a second round. After holding periodic in-person and teleconference meetings, the group selects a new area of coverage and continues to raise more funding in addition to the Lenfest Institute support.

Having established itself as a credible hub for the city's general interest, community and ethnic newsrooms to produce collaborative solutions-oriented reporting and collective community engagement on urgent social challenges, the Philadelphia Collaborative now becomes a permanent independent entity with a new name –RESOLVE Philly– and continues to raise its visibility as a replicable model for newsroom collaboration nationwide.

As part of this transition from a sponsored project of SJN to a permanent entity for solutions-oriented reporting, RESOLVE Philly sees financial viability as a priority. With the Lenfest grant, it has secured part of the funding necessary to support a solid second year of reporting and engagement, and to improve its processes based on lessons learned in the first year. It is pursuing other sources of funding as well.

After asking the city the following question: “What do YOU want us to report on?,” and partly because of the subject's general connection to reentry, RESOLVE Philly intends to focus on aspects of poverty for the second year.

The basic operational structure of RESOLVE Philly will remain the same. However, the group hopes to raise enough funding to make the position of Project Editor full time and add an Engagement Editor.



JIM MACMILLAN/Temple University

Collaborative participants gather to create RESOLVE Philly.

STAGE 5

STAGE 5

Based on the experience provided by The Reentry Project, RESOLVE Philly has already sketched out production plans for its second year, including:

- 150+ stories on the reporting focus, including at least 12 cross-newsroom collaborations.
- A multimedia series following five individuals for six months as they work to solve one of the challenges at the heart of the selected thematic focus.
- 10 stories on evidence-based solutions outside of Philadelphia that can inform local policy.
- At least three community engagement initiatives, such as focus groups with those most directly affected by the topic of coverage, facilitated “across the divide” conversations between people on opposing sides of an issue; and a free, public town hall event that provides a platform for those with lived experience to propose solutions.

SOLUTIONS
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Section II

Did It Work?

Did The Reentry Project by the Philadelphia Solutions Journalism Collaborative succeed in demonstrating how better journalism and better engagement can be achieved in a collaborative setting?

A willingness to work with others and to apply a solutions focus to the reporting were the basic requirements to join in as the initial group of partners coalesced to test the hypothesis that together they could better inform audiences on a topic of urgent interest and connect to previously unreachable constituencies.

At the same time, participants were aware that building a solid case for demonstrable results would take more than good will. They never assumed their hypothesis would verify itself by magic, but would instead involve setting up an operating framework capable of delivering concrete results.

The partners invested months doing due diligence –setting goals and expectations, defining roles, looking for funding, and discussing editorial and audience engagement strategies. Progress seemed frustratingly incremental on occasion, and on occasion matters moved along smoothly.

Despite the challenges posed by the extra demands on their time, keeping track of what others were doing, and the pressure of meeting collective expectations, participants stuck to the plans and successfully made adjustments when necessary. Most fundamentally, they honored their commitments and never took their eye off the ultimate goal, even in moments when they lacked total clarity on objectives consensus.

Here is a lighthearted communication Jean sent the partners at the end of the project that ably portrays the time investment in one aspect of The Reentry Project.

Group time commitment over nine months (since March 2017)

If you were on every conference call, you spent:
310 minutes on the phone for this

If you attended every meeting:
390 minutes in in-person meetings

More than a year and a half after launch, the Collaborative achieved a number of milestones in outcomes and impact. These outcomes can be grouped in three main categories:

- 1) Editorial Outcomes
- 2) Audience Engagement Outcomes
- 3) Impact and Metrics
 - a) On news professionals
 - b) On the issue area
- 4) Challenges and Remaining Areas of Opportunity

1) Editorial Outcomes

Journalism was at the core of the work of the Philadelphia Collaborative, and the reporting with a solutions-oriented lens was the basic building unit of The Reentry Project. While not all stories had a solutions journalism focus, the main thrust of the editorial endeavor was to highlight what is working in reentry and why, both in Philadelphia and other locations.

The Collaborative reported or broadcast over 200 stories on a range of subjects related to the issue of recidivism and the path to a successful reentry of former prisoners into society. The stories were featured in The Reentry Project website (<https://thereentryproject.org/>) and also in the individual platforms of the news outlets. Collaborative members were also free to republish or broadcast other member's stories.

In addition, the Collaborative produced four first-person storytelling short videos about reentry experiences, a "Life After Incarceration" graphic explainer, and two short films on reentry are still in production.

This journalistic output demonstrated conclusively that it was possible to capitalize on an appetite for sustained solutions-oriented coverage from a variety of news outlets coupled with targeted community engagement. It also proved the viability of a solutions oriented approach to coverage.

2) Audience Engagement Outcomes

The emphasis on providing examples of successful responses to the reentry challenge was instrumental in helping the Collaborative create a unique opportunity for robust, inclusive dialogue with its existing audiences as well as with new audiences.

Complementing the journalistic work, The Reentry Project accomplished the goal of creating new relations between the Collaborative and the community through an active audience engagement component that included numerous community events.



YOUNG KIM/PMN Staff Photographer

LaShawna Bennett, a participant in an ex-offenders guaranteed employment program, shelves eggs at the ShopRite in the Roxborough, a Philadelphia neighborhood.

Here is a list of major activities that Collaborative members organized either individually or jointly over the duration of the Reentry Project:

- Hosted several community events, including a packed-house panel, a grand finale event, “The Reentry Blueprint: Stories and Solutions from the Formerly Incarcerated,” which was co-produced and co-hosted by two trusted community organizations led by formerly incarcerated people
- Implemented the “Share Your Story” initiative (call line and video booths)
- Hosted three panels at Philadelphia’s annual conference on reentry
- Connected with specialized stakeholders (experts and public officials)
- Connected with specialized audiences (employers, returning citizens and their families)
- Produced a reentry hackathon, #PowerUpReentry: A Digital Solutions Day. (two of the apps developed are moving forward.)
- Organized an employer event: “Reentry: Hiring from an Untapped Pool”
- Launched and sustained a focus group inside Graterford Prison
- Operated a story telling video in an art exhibit by formerly incarcerated individuals in City Hall
- Participated in the Reentry Month exhibit at City Hall

These efforts required the active involvement of dozens of employees of the organizations that made up the Collaborative, and represented an addition to their existing professional obligations.

But they yielded results: audience engagement with The Reentry Project was robust and meaningful, events overflowed their venues and dozens of formerly incarcerated people jumped at the chance to tell their own stories through the call-line and the video story-telling booths.

Philadelphians realized that the project was different from traditional news gathering, an awareness that led them to engage more eagerly than they would with a sole media outlet doing a one-off story or series. This qualitative evidence was gathered via testimonials and public statements, and surveys of both private and public citizens (See Appendix B-6)



JANE M. VON BERGEN/PMN Staff

Keith Choice (left), an ex-offender and a participant in the Uplift Solutions Program, gets tips on how to work the register at a Philadelphia ShopRite from instructor Monique Oakman (right). Another participant in the program, Rahiem Paige, stands by in the background.

3) Impact and Metrics

After much discussion and by the time the initiative was well underway, the Philadelphia Collaborative eventually settled on two primary metrics to measure the success of The Reentry Project:

- a) Impact on journalism and news professionals
- b) Impact on the issue area

Some of the impacts were already apparent mid-way through the project, and they continued to be validated and strengthened throughout the second half of the project.

a) Impact on news professionals:

At its most basic level, the Collaborative conclusively proved that local competitors can organize themselves successfully to work together over a long period of time. In a historically fiercely competitive market, news professionals that were initially distrustful of each other not only reached the understanding that the combined power of their journalism is more effective than individual efforts to fully inform about a burning issue but also managed to execute a complex project as proof of concept.

The Reentry Project helped Philadelphia news professionals overcome built-in preconceptions. Some Collaborative participants were initially skeptical about the capacity of other participants to make a meaningful contribution, but came to recognize and appreciate the fact that everyone brings something to the table.

The experience succeeded in embedding the practice of solutions journalism in more than a dozen local newsrooms simultaneously. A survey conducted by SJN indicates that the majority of the Collaborative participants intend to continue to use the solutions journalism focus.

Another impact of The Reentry Project was that it cultivated institutional willingness to engage in innovative audience engagement ideas such as the focus



JESSICA GRIFFIN/PMN Staff Photographer

New employee Kristi Goldstein (left) and seafood manager Carlos "Omar" Alvarez Carrion (right), an ex-offender and now a full-time ShopRite employee, weigh fish at a store in Philadelphia.

group inside Graterford prison, through which prisoners read the Collaborative's reporting and then met with partner editors and reporters to give their feedback. Here is Ariella Cohen of NexCity commenting on the visit to the prison: *"We are so fortunate to have had the opportunity to learn from the men we met. Thanks so much Emma and Jean for your work to make our visit happen, and to Michelle for driving through rush hour madness to get us there. I look forward to continuing our work on this project and after Friday's meeting, I feel more inspired than ever."*

Arguably the most significant impact of The Reentry Project on the participating news professionals is that the experience inspired them to sustain the collaborative beyond the initial endeavor. As Temple's Jim McMillan points out, *"The most convincing measure in my opinion is that all of the participating organizations are in line to do it all again."*

Sustained collaboration among local market competitors, even to complete one project, can represent a daunting challenge. The Philadelphia Collaborative not only managed to set a different tone for the public discussion around

one of the city's entrenched problems, but also achieved a lasting commitment from participants to embrace collaboration moving forward. The Collaborative has established a stand-alone entity that can administer and manage itself, and that can receive funding and generate revenues. Every current active member of The Reentry Project has fully embraced participation in the goal to build a workable and solid collaborative model through the new organization: RESOLVE Philly.

From a practical standpoint, The Reentry Project introduced solutions journalism to the participating news outlets and provided the Collaborative participants with a new set of project management skills. Editors, reporters, and pro-



JESSICA GRIFFIN / PMN Staff Photographer

Anthony Jackson, frozen food manager at a Philadelphia ShopRite, lifts the back door of a food truck to begin unloading it at the store. Jackson formerly served time in prison.

ducers learned what interaction mechanisms and practices work most productively in a collaborative setting. Ideas emerged during the first year that were not executed but will be tried in a second phase. The experience showed participants that they had the talent and creativity to build capacity and capability in a multi-partner project, adopt new methods and learn best digital and journalism engagement practices from each other.

Beyond the willingness to share information to cover a story, the sophisticated level of interaction demanded that participants make joint strategic and financial decisions and trust each other enough to make the right choices on behalf of the group.

b) Impact on the issue area:

The Collaborative's relentless focus over a 20-month period brought to the forefront a topic that was previously on the margins. The project clearly succeeded in advancing the community conversation, effecting public policy changes and prompting government action.



ED HILLE / PMN Staff Photographer

Louis Rivera, an ex-offender who served time, has now been employed at ShopRite for almost a decade.

By February 2017, the impact of the project was starting to be felt anecdotally.

The website became a forum where people came to tell their own reentry stories, even after reading the content on a participant's website and even though participants viewed the main purpose of the website as a jumping off point to drive traffic to their respective sites.

Local reentry service providers, like U-Belong, reported that they were actively directing their clients to the site. Additionally, these reentry service providers (including municipal ones) began to reach out to the Collaborative to identify opportunities for cooperation. As a result, the participating news outlets produced several outreach events in partnership with nonprofit groups working in the reentry arena.

The coverage brought about the launch or helped to sustain specific initiatives. Here are a few examples:

- It spurred the extension of a virtual visitation program for inmates that was scheduled to be shut down.
- It spurred interest in spreading vocational programs for prisoners into new area facilities. Detention facility administrators have contacted the Collaborative requesting to information on how to implement vocational programs being carried out in other prisons which we highlighted in our stories



MENSAH DEAN/PMN Staff

Zane Johnson (left), of Philadelphia Lawyers for Social Equity, speaks with Leon Sullivan (right) at the MLK Day pardon and expungement workshop at Shepard Recreation Center in Philadelphia.

- It generated vocal commitment from several Philadelphia organizations and business leaders to make a concerted effort to hire people with criminal histories. Philabundance made a commitment to prioritize formerly incarcerated persons for their open slots and Ikea stated it was exploring creating hiring practices and work environments friendlier to those formerly incarcerated.
- It led to the creation of formerly-incarcerated-friendly hiring filters for city area online job boards.
- Because of an article highlighting the needs of deaf detainees and the panel that Generocity led yesterday at the reentry summit, for the first time ever, this summit had ASL interpreters for the plenary session and some of the workshops. Also because of this story, the Philadelphia Police Department began using the hearing-impaired friendly video-phones mentioned in the reporting.
- City officials publicly praised the work of the Collaborative for starting to change the perceptions around reentry. For example, in the ceremony recognizing June as Reentry Awareness month in Philadelphia, Councilmember Helen Gym publicly commended The Reentry Project for starting to “change the narrative” on post-incarceration in the city.

- Experts in the field commented on the thorough and steady reporting on a topic that is traditionally sidelined.
- The project also had impact outside Philadelphia. For example, The City of Camden contacted the Collaborative to inquire about replication of a dog training program featured in the site. Here is a relevant passage from the message by Rochelle Andress, a Camden official, to The Reentry Project, dated June 14, 2017. *“I heard the story regarding the Camden County Jail inmates training dogs for veterans. I am the Assistant Superintendent of the Atlantic County Juvenile Detention facility-Harborfields. I am interested in learning more about implementation of this program. Is that something I would speak to your organization about or staff at the jail? My e-mail address is attached.”*

Metrics

The Collaborative used a variety of methods, both qualitative and quantitative, to gauge response from and engagement with its reporting, in addition to any other metrics employed by the participating news outlets.

Qualitative tools:

- Surveys
- Storytelling booth
- Collection of testimonials and reactions

Quantitative Tools:

In addition to the analytics tracked routinely by each individual outlet, Jim and his Temple team produced Collaborative-specific analytics.

Here is Jim’s summary of The Reentry Project’s approach to online traffic and engagement.

“Based on the direction of the planning committee during the summer of 2016 – we strategically made every effort to drive all traffic back to content published by our partnering news organizations.

We maintained thereentryproject.org as an index of all project content and as a branded hub for information about the project but made no effort to point traffic inward.

For instance, clicking on article titles on our site or in our related social media streams would – in nearly all cases -- steer traffic directly back to the contributing partner, rather than driving users to our site and hoping they would execute a second click to visit the partner.

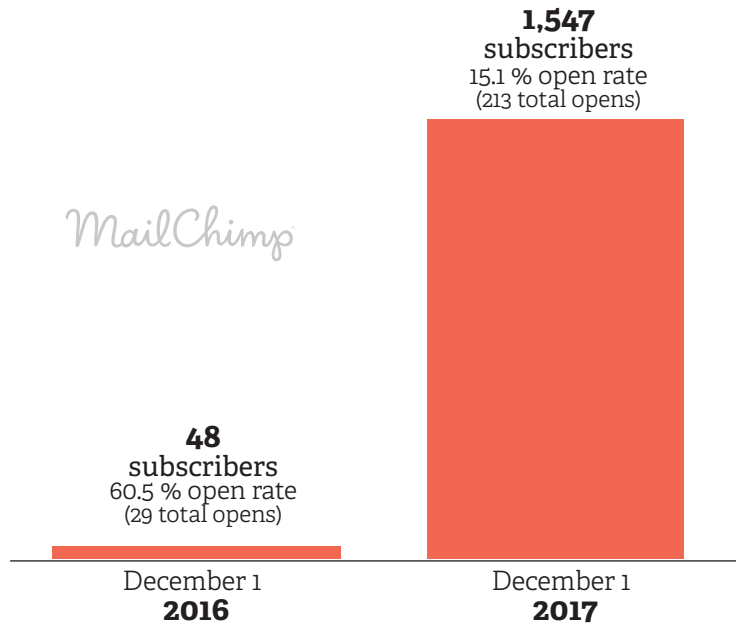
Most of the peaks...can be correlated to our events and sometimes to referrals back from the most influential partners, but overall most traffic came from search.

Also, we had an unexplained spike in August traffic which did not sustain. I spoke with Klein College IT but we could not identify the cause.”

Here are some examples of the metrics the Temple team kept track of for the Collaborative:

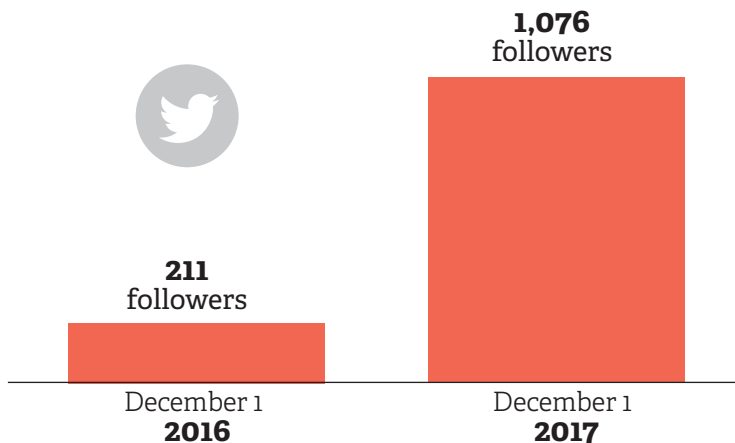
MailChimp Newsletter

A comparison of reports from sample newsletters sent one year apart show that open rates went down as subscribers were added, but total opens multiplied by nearly a factor of 10.



Twitter: @reentryupdates

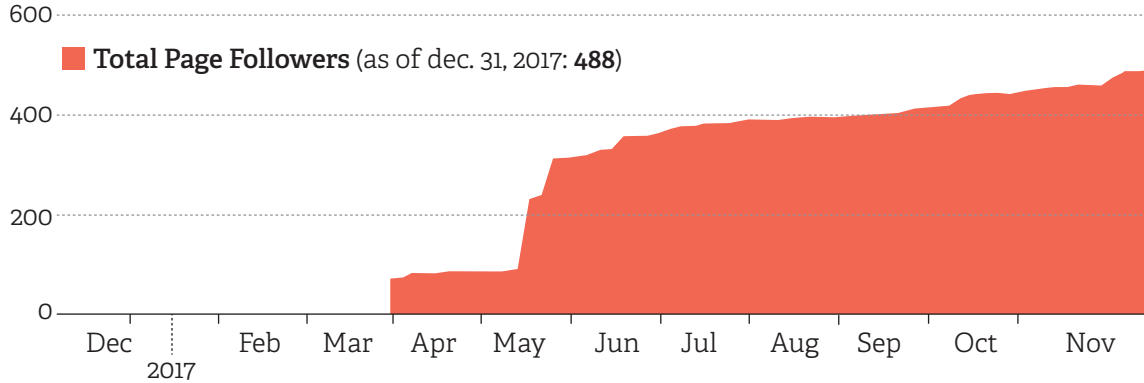
The great majority of followers included mostly social services organizations and individuals with profiles identifying with social issues.



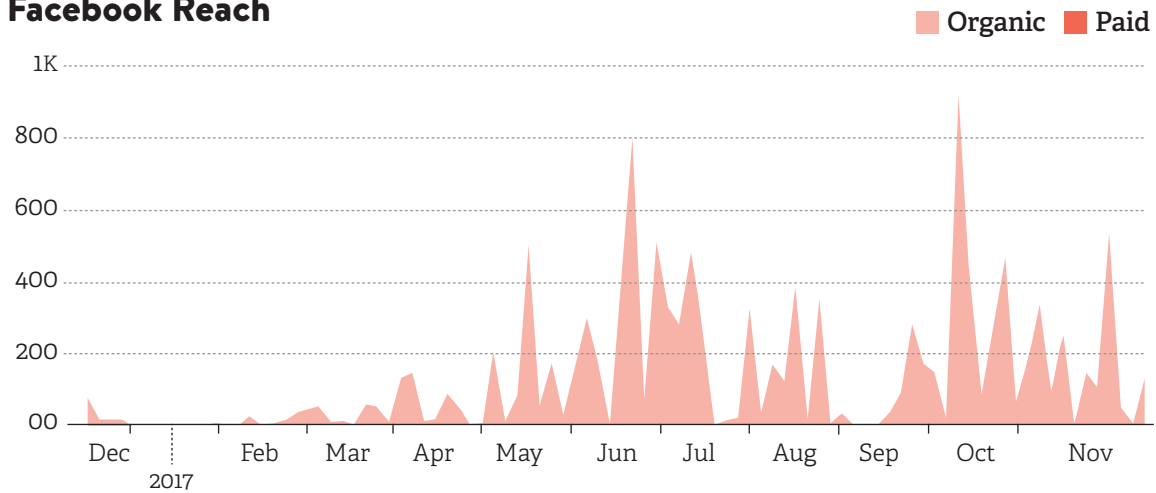
The Facebook page (facebook.com/ReentryProject/) had 488 followers as of December 31, 2017



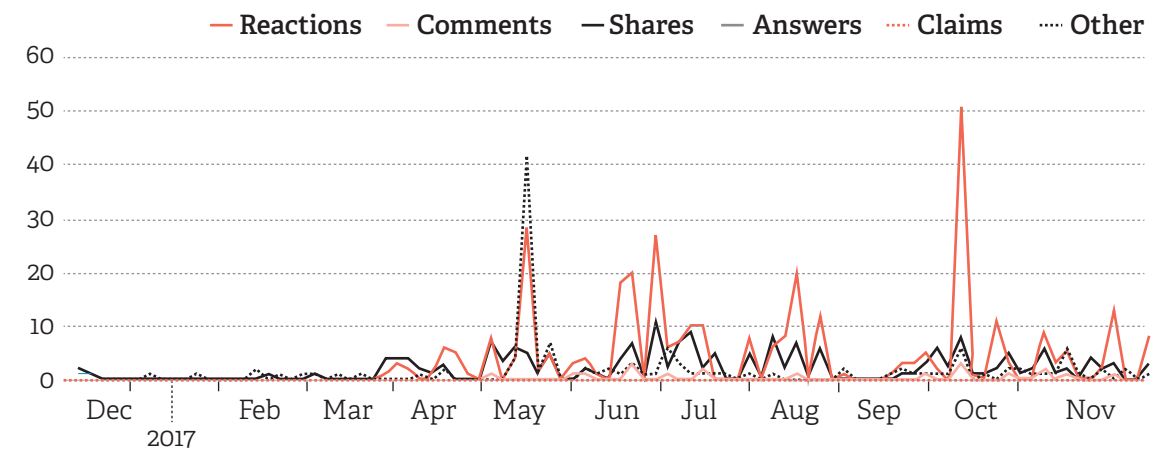
Facebook Followers



Facebook Reach



Facebook Engagements

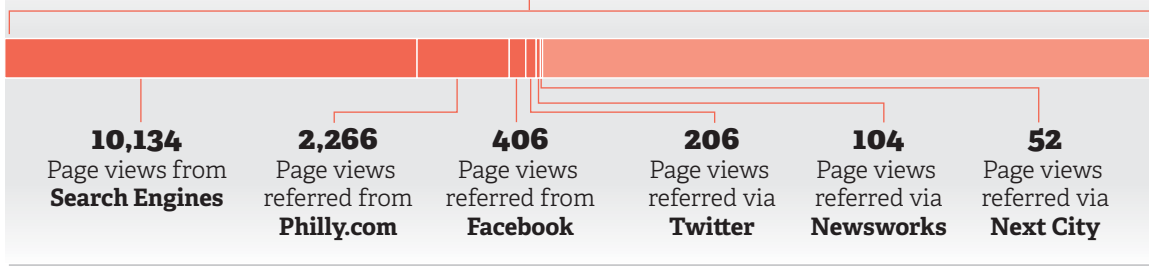




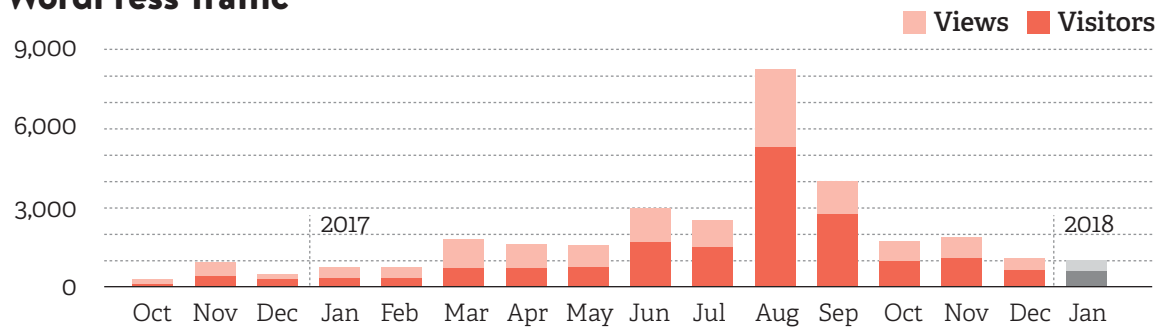
WordPress Analytics For 2017

The Reentry Project published **322** posts in 2017.

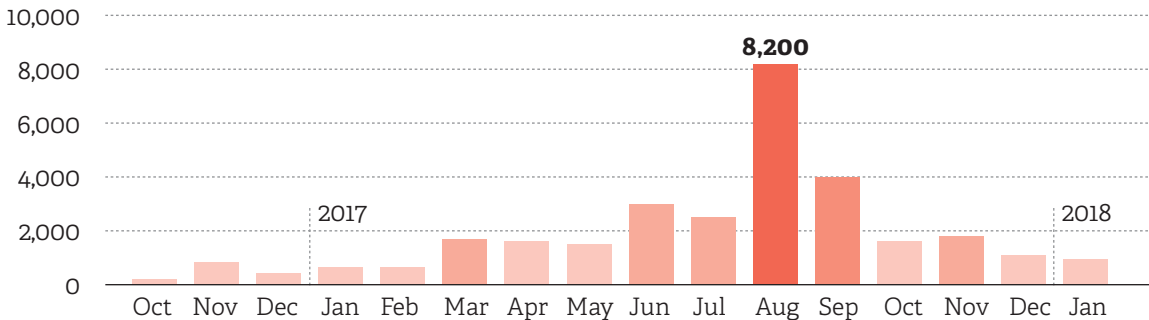
28,307 total page views, including **21,232** US page views



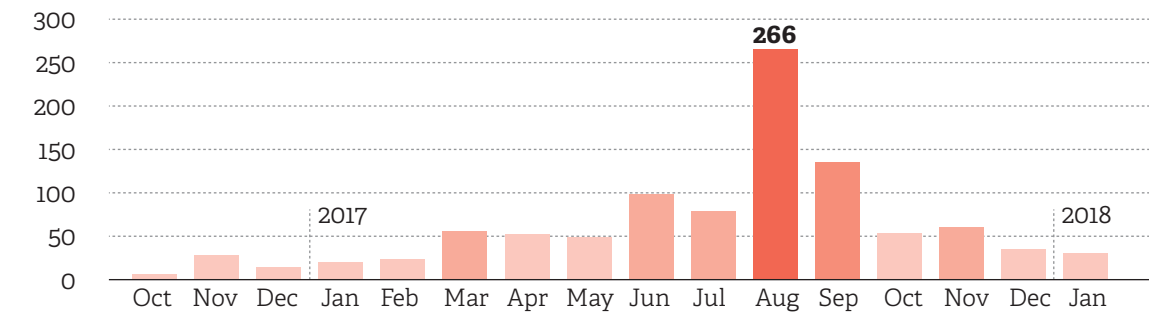
WordPress Traffic



WordPress Total Views



WordPress Average Daily Views



Finally, the events organized by the Collaborative served a variety of purposes and yielded both quantitative and qualitative evidence of engagement.

For example, typically gatherings were sold out and two had more than 200 attendees. Smaller gathering had deeper engagement by specialized groups, like the all-weekend hackathon, or targeted community influencers, like the employment event at the Philadelphia Chamber of Commerce.

The Collaborative also explored the possibility of using a variety of engagement tools to enhance its dialogue with audiences at large and extend the impact of its content, including Ask from Coral Project, Opinary, Hearken and Listening Post. It did not pursue active use of any of these tools, except for Listening Post. In the case of Hearken, the decision was due to cost.

4) Challenges and Remaining Areas of Opportunity

Even as the results of the partnership achieved and amply surpassed initial expectations, the Collaborative struggled to address a few issues and was forced to manage unanticipated complications.

a) Transition in the Project Editor position. Sabrina Vourvoulias set up the basic infrastructure for the Collaborative. When she left to accept another full-time position, the Collaborative had to scramble to find a new Project Editor. This development could have been a significant setback, but because the foundation was already in place, this hiatus did not compromise the work of the Collaborative. Jean succeeded Sabrina and her energy and passion were instrumental in moving the Collaborative forward, navigating and facilitating relationships and ensuring the success of the outreach effort.

b) The Collaborative had some challenges defining metrics of success. More discussion and decisions should have happened earlier in the process. In the end, it managed to show strong evidence of success, such as attendance to the events hosted by the Collaborative and the engagement of non-traditional constituencies with the editorial coverage produced by the Collaborative, but starting earlier in the process would certainly have provided valuable insights and a baseline for comparison.

c) The Collaborative tended to focus more on traditional text storytelling. For the second half of the grant period, it sought to emphasize the power of visual representation of information and optimize the use of images and videos. Moving forward, the Collaborative is mindful that it will be important to think of the visual component from inception and not as an add-on.

d) Data gathering: The Collaborative could have been more intentional in the exploration of better ways to exploit the potential of the data gathered in the reporting effort— for example, by exploring the possibility of monetizing resulting databases.

e) Producing more content jointly: the great majority of the editorial content produced by the Collaborative was done individually by the members. Almost all the cross-newsroom reporting that did occur was at the suggestion of the Project Editor, who tried to identify potential reporting projects that could be enhanced by a joint approach. Feedback from year-end evaluations found that there was greater appetite for this than was evident to the Project Editor and could have happened more.

f) Achieving financial sustainability: The Collaborative has already taken a solid first step towards financial sustainability with the Lenfest Institute matching grant. However, the partners know this will not be enough to firmly sustain a stand-alone entity that can administer and manage itself, and that can receive funding and generate revenue.

As of yet there is no plan for financial sustainability beyond foundation support. During the second year the Collaborative plans to carry out an analysis of revenue generating options so that by the end of 2018 it can begin to diversify its financial structure, expanding beyond sole reliance on grant funding.

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Section III

General Lessons and Takeaways

The Reentry Project of the Philadelphia Collaborative was an ambitious undertaking from the standpoint of participation, a fact that made it imperative to take some specific steps in order to ensure execution, such as periodic in-person general meetings and a project manager.

Collaboratives come in many shapes and sizes, but all models face some of the challenges that were present in Philadelphia as well as different challenges particular to their context. Likewise, there is some commonality in the responses and tools that collaboratives deploy.

Regardless of the size of the collaborative and magnitude of the project, SJN's experience working with these joint initiatives has shown that there are universal positive practices and universal counterproductive practices.

Keys to Success/What Works

1) The process of setting clear expectations is laborious but essential to success. The Collaborative invested heavily in in-person meetings and online discussions. These exchanges could become quite tedious, but the participants persisted until they reached clarity and consensus. Once these expectations are agreed upon, they must be spelled out in a written document.



2) An independent Project Editor to manage the process and address both individual and collective needs efficiently can be the difference between success and failure. There are an infinite number of details to keep track of in a collaborative project of this size. A project editor is indispensable to organize coverage, meet deadlines, ensure there is no duplication of efforts and in general maintain oversight of the process. More crucially, a good Project Editor acts almost as a coach, inspiring and coaxing participants and helping everyone keep the eye on the ball.

3) Periodic in-person gatherings are key. Not everything can be decided on via e-mail or on the phone. This thought was actually articulated by participants on more than one occasion. While the first meetings were awkward, as the project progressed the personal encounters facilitated communication, helped resolve misunderstandings, and defused tensions.

4) The inclusion of a committed academic partner and the inclusion of other community institutions can greatly enhance the power of the reporting and allow news gatherers to develop a broader and richer perspective. The Philadel-

phia Solutions Reporting Collaborative established a successful partnership with Temple University, Mulhenberg College and several community groups.

5) Having access to funding to cover extraordinary expenses associated with a common project is undoubtedly a desirable development. It can help raise the level of ambition of the project and provide opportunities for additional coverage. However, funding by itself will not guarantee success if the project has no clear direction and the participants lack shared goals. There is also the risk of overspending or using funds inefficiently. The Philadelphia Collaborative worked very hard to manage its funding equitably and prudently.

6) From an editorial standpoint, bringing a variety of complementary narrative platforms to the project to provide different perspectives and formats of presenting the information will greatly enrich the storytelling. The Philadelphia Collaborative included radio stations, print outlets and digital operations.

7) Joint training: most participants in the Philadelphia Collaborative received training in solutions journalism. The common experience not only acquainted the news professionals with a new reporting tool, but also facilitated interaction with colleagues from competing institutions in a neutral setting suitable to foster camaraderie.

8) Talk early and often about the project and its goals internally: the project must have buy-in from those actively involved and even those tangentially involved. Transparency about the leadership's motivations to engage in a collaborative effort and candid progress reports will go a long way to manage resistance and suspicion in the newsroom.

9) Talk early and often about the project and its goals externally: creating anticipation around the project among audiences and stakeholders will give the news outlets a more vigorous impetus to get off the ground and spark a more robust engagement with existing and new audiences. Articulating the commitment will infuse the news professionals who have now promised to deliver with a sense of urgency.

10) Give the project a title to create a common identity and foster a single purpose. Make it concrete and avoid evocative vagueness, so that the name can stick easily in the minds of both journalists and audiences.

Keys to Success/What Does Not Work

1) No news organization can adopt a controlling role, as this can become detrimental to collective decision-making. Designating an independent Project Editor is an efficient solution. If that is not possible due to lack of resources, at the very least the editor assigned the leading role in the collaborative effort should detach from the daily rou-



tine. If it is the case that the leader of the collaborative is an employee of one of the partner outlets, this should be acknowledged and understood to be a handicap.

This individual must make a conscious effort to go the extra mile to demonstrate that his or her allegiance is to the collective goals, rather than the particular agenda of his or her organization. Collaboratives can consider establishing guidelines that enhance the independence of the leader.

2) Ignoring the administrative imperatives: nailing down details such as communication protocols, meeting agendas, to-do lists, or projected spend is not a glamorous endeavor, but it is essential to the success of a collaborative. The best selection of reporting topic or the most enthusiastic mindsets can easily drown in a sea of uncertainty and disorganization.

3) Being unrealistic about the time commitment and the extra work involved: at a minimum, participation in the Philadelphia Collaborative required attending meetings, joining conference calls, reviewing communications via e-mail, and taking part in the planning and execution of outreach events. An honest examination of what the project will entail and balancing these considerations against expectations of results will help avoid frustration and disappointment.

4) Lack of a well-defined news project: it is not enough for a collaborative to gather in order to report on a general issue such as Poverty, Homelessness, or Health. It is essential to define the specific aspects of the coverage area (the “manageable slices”) that will bring clarity and order to the reporting as well as facilitate interaction among collaborative members. Applying the solutions journalism lens is a very effective method to define editorial direction.

5) No clarity beyond the basic reason for coming together: a collaborative project will become more viable if participants not only rally around a concrete area of coverage but also develop a plan of action, rather than coalescing around a vague statement of purpose or a broad aspirational goal of cooperation without goals or commitments. A Memorandum of Understanding is an efficient solution to overcome this challenge.

6) Trying to do it all: the very point of a collaborative, and one of the unique advantages of going into this arrangement, is precisely the understanding that a news organization does not need to do it all in-house and can greatly benefit from taking advantage of other organization’s expertise. Diminished resources alone could be a valid reason to reach out and depend on a partner to create a podcast or a video, particularly when this organization has specific expertise, but the traditional individualistic mindset of most news organizations makes this leap a challenge.

7) Discussing too long before launching: prolonged discussions among newsroom leaders to achieve consensus on a topic or on how to tackle a topic lead to fatigue and loss of enthusiasm on the part of the reporting staff that is waiting for the green light to push off out of the starting gate.

8) Lack of resources: financial constraints and tiny staffs in small newsrooms, particularly those located in isolated and rural areas, can make it difficult to meet the increased demands presented by a collaborative project. On the other hand, a collaborative project can provide small newsroom with resources that they currently lack.

9) Not developing a metrics plan from the get go: What will success look like? The answer to this question must be integral to the planning process from the beginning, as it will influence not only areas of coverage but what tools will be selected to measure success. Not all tools will serve equally to measure different objectives. The Philadelphia Collaborative struggled in the beginning to identify the appropriate metrics of success.

10) Inability to overcome the technological barriers to share content and calendars effectively: this is an instance where an academic institution can play a significant support role by taking on the design and curation of the common website, as was the case with the Philadelphia Collaborative and Temple. Regarding internal communications, there are a number of online tools, from basic e mail to project management tools such as Slack and Basecamp, that can assist in disseminating the information to all partners. The key factor is the willingness and commitment of the partners to incorporate these tools consistently into their daily routines and keep the information up to date. Slack worked for some individual communication among the Reentry Project partners but was not an effective means for communication amongst the entire group. E-mail worked best for all-partner information sharing.

Appendix A

Other Collaborative Models –A Basis for Comparison

There are currently many manifestations of partnerships among news outlets across the US, and many have the potential to work successfully and become transformational.

To date, SJN has supported and helped steer a variety of solutions-oriented collaborative efforts in addition to the Philadelphia Collaborative.

Some, like Keystone Crossroads education series, "Small Towns-Big Change" in Northern New Mexico-Southern Colorado, and "Changing Course," produced by Ohio Valley Resource, are successfully completed.

Others are currently active or in the planning process, including the Long Beach Collaborative in California, "State of Change" in New Mexico and the Montana Collaborative.

SJN has also had the opportunity to interact with other projects in various stages of partnership, a circumstance that has allowed SJN to gain further understanding as to why many projects, even those focusing on urgent issues and supported by funding, frequently go awry.

To serve as a basis for comparison with the Philadelphia Collaborative, a multi-platform local collaborative, this Playbook will briefly showcase two other models of partnership: the single-platform regional collaborative Ohio Valley ReSource and "State of Change," a multiplatform state collaborative in New Mexico. Like Philadelphia, both collaboratives engaged in long-term reporting projects that received financial support.

"State of Change," a News Collaborative in New Mexico

(this section was contributed by Leah Todd, Mountain West Manager/Newsroom Practice Change, Solutions Journalism Network)

"State of Change" is a collaboration of New Mexico newsrooms examining the challenges – and effective responses – to building resilient rural communities. This partnership is in its second year, and is an expanded, statewide iteration of a smaller pilot collaboration that launched in 2016.

This collaborative has received funding from the LOR Foundation.

Collaborative structure:

- 13 newsrooms across the state of New Mexico participated in a day-and-a-half-long in-person launch workshop in June 2017; seven produced and published a total of 15 text, audio and visual stories for the first of two coordinated story packages. Partners include two public television stations, two public radio stations, four daily newspapers, two weekly newspapers, a for-profit online news outlet, a Native American-owned broadcasting company, and a bi-weekly Western news magazine.



- The geographic area represented by participating newsrooms is vast, with partners representing all four corners of the state of New Mexico, from Gallup in the far northwest, to Taos in the northeast, to Las Cruces and Carlsbad in the south. Editorially, the stories focus on rural issues primarily relevant to a New Mexican audience with implications for other Western states.
- Part-time project editor Kate Schimel, of High Country News in Paonia, Colorado, provides story development help, story editing, overall coordination and weekly e-mail updates.
- Part-time project reporter/community engagement coordinator Leah Todd, produced several feature stories for each package, co-reported stories with several partners, coordinated community engagement as needed, and helps coordinate periodic group webinars and phone calls.
- Data support: Headwaters Economics in Bozeman, Montana, provided data training at the in-person project launch workshop and follow-up training in two subsequent webinars.
- Syndication and design support: High Country News magazine published all stories online and made them available to newsrooms outside the partnership through their regional syndication service.
- Funding was available from SJN for audience engagement and reporter travel, including to in-person meetups.
- A framing note outlined project expectations, including foundational principles of collaboration, expected contributions, governance, editing structure, timeline and more.

Audience engagement:

- A focus group in Truth or Consequences, NM, brought together eight community leaders for an evening discussion about the town's economic future hosted by KRWG public media and NMPolitics.net: September 7, 2017. Information and sources cultivated at the focus group directly benefited a subsequent story on the role of a new brewery in the economy of the town of 6,000 people.
- Individual newsrooms use their own social media networks to source audience input and promote project stories. SJN provided sample tweets and Facebook posts for individual stories, for newsrooms to plug into their own social media streams.
- This year, the group chose not to host a separate website for all the content outside of High Country News' syndication of all the content on a project page. In year one, the project published stories on a Medium publication.

Impact:

- All participating newsrooms, even those that did not produce stories for the first package have expressed interest in continuing the solutions journalism approach.
- All but one of the collaborating newsrooms that produced stories published the work of collaboration partners, suggesting that stories about what was working or being tried in one community effectively traveled statewide, to other rural communities grappling with similar problems. In addition, several stories were published in Gannett papers outside the collaboration, and on The Atlantic's online site.
- SJN looked for a "beacon effect," to learn whether more news organizations would be interested in adopting solutions approach after learning about the State of Change project. Newsrooms in and around New Mexico continue expressing interest in solutions journalism, and newsrooms outside the collaboration asked to run partner content. In addition, two participating partners published separate collaborative, solutions-focused projects during the collaboration. KNME public television and National Native News co-produced a series of stories with funding from the USC Annenberg Center for Health Journalism; NMPolitics.net and the Las Cruces Sun-News co-reported a series of stories investigating fixes to the state's broken mental health system.

Three things that worked:

- Cross-publication. SJN saw greater cross-publication in year two than in year one, and having access to a range of relevant, solutions-focused stories was valuable to partner newsrooms.

- In-person meetups are valuable. Newsroom leaders reported that the personalized solutions journalism workshops were valuable, as was the chance to share story ideas and hear ideas from around the state at the June project kickoff workshop and throughout the collaboration. Newsrooms stressed the value of the project editor and project reporter in helping plan stories. The project also helped forge new relationships across news media in the state that proved beneficial to newsrooms outside the scope of the project.
- Tweaking how SJN dispersed funds to newsrooms in 2017 worked. In 2016, the first year of the project, SJN gave small sub-grants directly to newsrooms, earmarking the funds for items not covered by the newsroom's budget – namely, audience engagement events or reporter travel – but that guideline was not enforced. In year two, SJN asked newsrooms to apply for funding as needed for individual reporting or audience engagement projects. The result? More journalists traveled outside of the communities where their news outlet is based this year than in year one.

Three challenges:

- Internal communication is a persistent challenge. Do we use e-mail or Slack to communicate? Do we have monthly webinars, or twice-monthly phone calls? When to schedule those? The group used Slack to share research, discuss story ideas and brainstorm community engagement, but not all members participated and many reverted back to e-mail. Maintaining momentum while expending effort on all sides trying to coordinate group communication was difficult.
- Geographic distance compounds the communications issues, rendering in-person meetups more than once a year nearly impossible. SJN hosted several webinars for story development sessions among small groups of collaborating newsrooms, which achieved modest success, but scheduling remained a challenge.
- Capacity constraints facing newsrooms posed a challenge, as well. Three partners dropped out of the collaboration soon after launch, due to changes in funding for news departments, leadership changes, and other staffing capacity issues.

An almost identical network launched in Montana in October 2017 is showing early promise. Three daily papers, eight weeklies and Montana Public Television agreed to collaborate on a similar editorial topic, looking at the long-term viability of rural communities in that state, given rapidly growing urban areas like Bozeman and Missoula. But the process of establishing this collaboration differed in a few key ways: a) SJN had already done basic solutions journalism

trainings with every newsroom ahead of the project launch; b) economists from Headwaters Economics led a webinar on data reporting before the project launch, permitting a more nuanced, concrete in-person conversation with the economists at the in-person meetup, and c) collaboration partners made pitches to their peers for what the group's first editorial topic should be, instead of SJN soliciting ideas then reporting back to the group what consensus emerged. That process seemed to produce broad buy-in on the focus of the first feature package. Participation in the early webinars was high, resulting in more refined story ideas, a clearer timeline, and a greater sense of ownership among collaboration partners at the two-day project launch workshop. All that led to stronger momentum and collaboration.

Ohio Valley ReSource and "Changing Course"

The Ohio Valley ReSource collaborative crosses state lines and covers issues from a regional perspective, namely, the Appalachian regions of Kentucky, West Virginia and Ohio. Three different state governments and laws overlap a region with a strong, shared cultural identity. OVR uses this broader lens in covering issues that affect people of this area - such as the post-coal economy, outdated infrastructure, energy production, environment protection, education pressures and the agriculture business - rather than an individual state or city focus. The OVR collaborative also has a built-in national network of cooperation from NPR. It is one of several regional NPR collaboratives across the US that were funded by a grant from the Corporation for Public Broadcasting in 2015.

Collaborative structure:

Anchored at Louisville Public Media, Ohio Valley ReSource launched in 2016 and includes seven public radio outlets located in Kentucky, West Virginia and Ohio. These include:

- WMMT/Appalshop in Whitesburg, KY
- WVPB (West Virginia statewide broadcasting system)
- WKMS in Murray, KY
- WOUB in Athens, OH
- WKYU in Bowling Green, KY
- WFPL in Louisville, KY
- WEKU in Richmond, KYs



These member stations came together to broaden and deepen their coverage around on the post coal economy and associated topics – economy,

environment, energy and health. They worked together with SJN to develop a solutions-oriented series on school innovations that addressed the region's economic transition by including schools in broader community services beyond the traditional educational scope, such as the production of locally grown foods and delivery of health care.

OVR's dedicated Project Editor was Jeff Young, whose previous experience includes stints at WVPB and as Washington host and senior correspondent of PRI's Living on Earth. The core team was made up of seven reporters, one from each station, who work 70% of their time for the collaborative and 30% for their station. This occasionally caused difficulties and delays in reporting, especially in the case of the health reporter's contribution to OVR, when breaking news events caused her to focus completely on the effects in Kentucky of the proposed changes to the Affordable Care Act.

There were no periodic in-person meetings. The group met as needed for training and events. Internal communications were carried out via Slack, phone and e-mails.

Staff salaries and administrative support for this collaborative were supported by a two-year grant from the Corporation of Public Broadcasting. The CPB grant stipulates the expectation that the collaborative will ultimately cover its own costs of operation. Support for "Changing Course," OVR's solution-oriented project on education, was supported by a one-year grant from SJN and NoVo Foundation.

The Collaborative got off to a very gradual start over a six-month period of time as Project Editor Jeff Young was hired and began assembling his team from the participating member stations.

One of the first issues was a name change, from Ohio River Network to Ohio Valley ReSource, as the original name did not resonate with many member stations which were located far from the actual river. The ReSource tracked a group of teachers, students, and health workers involved in a series of programs and explored the intersection of poverty, health, education and economic development. Over the course of one year, reporters interviewed students, teachers and volunteers to get a sense of how this innovative approach differed from the function of the standard classroom, whether it broke the downward cycle, and how it could be scaled up throughout the region.

OVR was in touch with the LOR Mountain West project in New Mexico to explore ways for their reporters to jointly cover the post-extractive industries economies in both regions, looking at similarities and differ-

ences in challenges and solutions around this issue in both Native American and Appalachian communities. They discussed the idea of setting up a closed Facebook group to enable students from each community to reflect on issues and solutions to their common problems.

Three things that worked:

- This collaborative has a dedicated project manager.
- This Collaborative worked to find topics that were relevant to all participating news organizations.
- This Collaborative received funding to get off the ground.

Three challenges:

- The Collaborative struggled to define branding. For the broadcast product, OVR initially thought about bumper music to introduce the segment, but participating stations balked at this option, pointing out there is too much of that already. The solution was to introduce the content calling it an OVR story. On the online side, branding opportunities were easier. The project produced its own logo and a video promo.
- Creating a successful interface among the various technological platforms in order to share content seamlessly.
- Reporters had difficulty balancing the needs of the Collaborative against the need of the individual stations.

Audience engagement:

Key elements of the OVR's engagement plan included:

- A public event in conjunction with KVEC schools annual conference, in order to reach key target audiences in the school system.
- curated, ongoing conversation between Kentucky school students and teachers and their counterparts in tribal communities in the Southwestern United States.
- Use of social media early in the reporting process so as to broaden the potential pool of resources and build interest in the project before the publication of stories.

Impact:

The issues highlighted in these stories attracted high profile interest, as shown in this excerpt from one segment of the solutions series on education (“Changing Course”):

“Betsy Layne High School serves rural Floyd County in the eastern Kentucky town of Stanville, population 206. Students there produce a video program called

“Bobcat Banter” where they usually talk about sports and student life. But early last year “Bobcat Banter” introduced some special guests.

‘We’re here with Mr. and Mrs. Gates from the Gates Foundation,’ the students said.

The world’s richest man and his partner in life and philanthropy, Melinda Gates, had dropped in for a chat.

The big question, of course, was why this high-tech power couple had come to Betsy Layne High. You might expect that the Gateses had come to see coal country’s problems, or to explore what could be done about the failings of small-town schools.

No. They were there to see how other schools could achieve what Betsy Layne has. Bill Gates praised the interactive classroom and enthusiastic teachers. He also noted that Floyd County has achieved a graduation rate well above the national average in a state that has long lagged behind.

‘If I could pick up Betsy Layne and make every high school in the nation do what’s happening here,’ Melinda Gates said, more schools would be meeting their goals.

And the Gateses aren’t the only tech billionaires-turned-education donors who have visited eastern Kentucky schools. Facebook founder Mark Zuckerberg visited a school laboratory in Hazard in September.

Zuckerberg and Gates are attracted by the progress and promise they see in the schools participating in a collective effort called the Kentucky Valley Educational Cooperative, KVEC for short.”

Appendix B

Useful Protocols and Documents

Developing processes and procedures and keeping track of calendars, deadlines, funds spent, discussions and decisions is essential to the success of a collaborative effort. From a practical standpoint, it is not realistic to think that one journalist or newsroom leader, no matter how talented, will be able to keep all the information in his or her head. And beyond just creating these tools, it is key to use them and rely on them. An editorial budget is useless if participants do no log in their plans. Also, keeping written references cuts down on mistrust and eliminates potential misunderstandings or he-said-she said arguments that can prove distracting and counterproductive.

Many journalists view this type of activity as a constricting inspiration-killer. In fact, it is the opposite. Not having to waste time recollecting what was decided in the previous meeting will free partners to build on existing discussions and move forward.

Here are examples of documents and protocols designed and used by the Philadelphia Collaborative, as well as suggested generic templates designed by SJN and inspired in documents used by other organizations, that might prove useful to news outlets interested in pursuing a joint project. Also included is the Planning Document of the New Mexico Collaborative.

1) Foundational: these spell out the reason for the collaborative to come together, as well as the commitments and obligations partners agree to. In addition to a Memorandum of Understanding, this category can include Guiding Principles, a Mission Statement and concept and governance papers.

a) Memorandum of Understanding of the Philadelphia Collaborative

**PHILADELPHIA REENTRY COLLABORATIVE REPORTING PROJECT
MEMORANDUM OF UNDERSTANDING (MOU)**

Editorial Scope

The focus of this project is on re-entry from incarceration and detention. Reporting will bring to the fore the journeys of Philadelphia-area returning citizens what helps them build sustainable lives and what stands in their way. Coverage will include how re-entry impacts families and communities, as well as how our city (and state/region) aims to tackle the recidivism problem.

This is broad. Over the next 4 months, the newsroom partners will narrow the gauge, agreeing on a core list of issues, questions, and/or tensions to focus on.

- What are the big picture forces that weigh on the lives of the formerly incarcerated? (i.e. unemployment, access to healthcare and other social services, social stigma, ban-the-box, etc.)
- How does access to programs and education during incarceration impact a returning citizen's chances at success once they leave?
- What are the mental and physical health challenges of this population and who is currently addressing these problems?
- Who in the Philadelphia community has been making a concerted effort to work with and/or facilitate the inclusion of the formerly incarcerated? (i.e. businesses, start-ups, social work schools, etc.)
- What are the particular challenges faced by underreported groups such as women, juveniles, and immigrants?
- How is the city planning to reach its MacArthur grant goals and how can we use this project as a way to track their

The project will be solutions oriented— but not every story must be a “solutions story.” Each newsroom partner will be expected to produce at least one solutions-oriented story per month (either online or in print/radio). As for the rest of the reporting, some stories will simply establish and describe problems; others could be powerful profiles of the people at the heart of this project. There will be “hybrids”— stories that reflect only some elements of solutions reporting. What's important is that the project, as a whole, reveal and investigate both the challenges of recidivism and reentry as well as credible responses to those challenges in the Philadelphia region and elsewhere.

Timeline

- This is a 12 month project, with the possibility of extension, if funding is available and if desired by the collaborating institutions
- The target launch is September 2016.
- We will hold at least three community events during the project's one-year duration; the first within the first three months of the project.

The Nature of Collaboration

As of May 2016, the collaborative project includes the following newsroom partners: Al Día, Philadelphia Magazine, PMN (The Daily News, The Philadelphia Inquirer and Philly.com), The Philadelphia Tribune, WHYI (News division and Keystone Crossroads) and WURD. Other participating institutions include Temple University School of Media and Communications, The College of New Jersey and Muhlenberg College.

We will make a concerted effort to bring at least one New Jersey publication and at least one Television Station into this core group.

In addition, we are aware that other Philadelphia region outlets may be interested in participating in this collaborative project. The existing partners will decide soon whether/how to incorporate other interested parties. Also, partners will seek to include the reporting of freelancers in this project.

The newsrooms will make reasonable efforts to collaborate across media boundaries. We understand that not every story will be trans-media, but we view cross-newsroom projects as great opportunities to extend the reach of the reporting. This approach to reporting could include:

- Co-reporting stories: Certain stories will lend themselves to multimedia story-telling and/or reporting from two or more newsrooms. Partners and the Project Editor (PE) will proactively seek out these opportunities
- Spin-off stories: Some written stories can be adapted for radio, for example, without a lot of extra effort. In these cases, newspaper and audio reporters will record (and, if possible, edit) short interviews with sources that can be incorporated into a radio-scripted version.
- Group project: a specific reporting project (i.e. following the lives of a certain group of former inmates; final angle or idea TBD) in which all collaborative members will participate in some way.
- Partner interviews: In some cases, reporters may appear as guests to discuss their stories on other partners' broadcast programs.

Similarly, partner newsrooms bring diverse resources. One outlet may be stronger in social media, another in web design, another in data graphic production. We will look for opportunities to share and leverage partners' skills and assets across the network and we encourage any resource sharing that strengthens the collaborative.

This is an entirely voluntary collaboration. If at any point a collaborating media outlet would like to remove themselves from the project, they may do so with the understanding that any project funds or shared resources being used by the outlet would be withdrawn and/or no longer made available.

Publication and Output

- The newsroom partners will decide on a project title, logo, image, and tagline (i.e. This article is part of the TKTK collaboration). These project ID's will, whenever possible, accompany all stories, and will be used by all partners. The partners will
- also agree on standing text available from the project's central webpage (and elsewhere if desired) that explains the project's goals and motivation; as a matter of transparency, this text should identify the sources of funding.
- There will be a standalone central project webpage to feature all stories, possibly on Squarespace. All stories will appear on this website in some form; it is still up for discussion if the central webpage will display or have embedded the entirety of every story or just some or if readers/listeners/viewers will be directed to originating sites.
- If possible, we will have some web-based persistent content, such as a running tally of people coming out of or going back into prisons each week.
- There will be a concerted effort to include appealing and informative graphics and explainers related to the issue of reentry. Partners will decide if these features
- run only on the central webpage or on their own sites too.
- Newsrooms can decide to add a sub-section or special page on their own website that will be a dedicated home for content related to this project, if they so choose.
- Online cross-posts: All stories produced for the project by newsroom partners and the shared reporter are, in theory, available for publication/broadcast by any newsroom partner but will always give credit to where the reporting originated. However, the partners believe that the most advantageous cross-posting strategy will be for each site to run headlines, deks and/or short summaries of project pieces on their sites with links back to the originating outlet(s).

- In some instances—decided on a case-by-case basis in coordination with the PE—the originating outlet(s) will be given initial temporary exclusivity for a project story before any content is available for publication on other websites.
- Any print publication is welcome to publish any of the project’s reporting but will always give credit (byline, outlet, tagline) when doing so
- Newsroom partners are not required to publish/broadcast every single story produced by the collaborative. However, the hope and expectation is that all newsroom partners will all leverage this collaboration by publishing a significant portion of the project’s content.
- There will be student film production and long-form writing produced for the benefit of this collaborative. Partners will decide, in time, whether they want to work with those student reporters to edit and then publish/air their reporting as newsroom pieces. This is not mandatory. Partners will also decide whether the students’ finished products will air only on the project’s central webpage or on newsroom websites as well.
- Depending on final funding amounts, the partners and the PE may decide it advantageous also include some documentary film reporting
- Partners will consider including innovative or non-traditional forms of reporting for this project such as, for example, having returning citizens or their families do some of their own story-telling.
- The collaboration will make every effort to translate project pieces into Spanish. If there is a story that directly relates to the lives of a sector of the population that does not speak English as a first language, the PE or Project Coordinator (PC) will make sure the article is translated into the primary language of the subjects of the piece (using project funds).

Editorial requirements

- We recognize that every participating outlet is distinct in its size, strengths and output capabilities. Therefore there is no minimum number of stories that every newsroom is expected to produce. Of course, participation in this collaboration means that every newsroom is excited to cover the topic of re-entry over the course of the year.
- At the outset, these are the minimums of staff produced pieces that each partner can commit to:
 - PMN: 1 story/month
 - Philadelphia Tribune: 1/month
 - Philadelphia Magazine: 1 longform piece
 - WURD: 1/month
 - WHY: TBD
 - Al Día: TBD
- All major or enterprise text reporting will be passed to the PE when nearing a final draft for conceptual input. The PE is responsible for the timely reading and feedback on these pieces. Editors will take this feedback under consideration but are not obligated to incorporate the suggestions.
- It is every newsroom partner’s responsibility to send links of published/aired stories or broadcasts to the PE and PC so that they can keep track of all project work.

Community Events

The collaborative partners will help plan, promote and participate in at least three community events over the course of the project (or just after). These events will seek to bring together the various stakeholders in this issue: legislators and policy-makers, journalists, experts, members of the business community, grassroots organizations, legal scholars, community organizations in areas particularly affected by mass-incarceration, schools, and of course, the formerly incarcerated themselves and their families.

Other Deliverables

In addition to the reporting itself, the project will aim to produce other valuable deliverables which may include: building an e-mail listserv of people interested in these issues and this reporting; tracking of any legislation or policy or lawsuits filed that comes out of project reporting; aggregate and send out weekly links to national or international re-entry related news; a web-based public repository for comprehensive and accurate information related to prisoner re-entry including prisoner number data, community organizations working on this issue, business and start-ups working with returning citizens, and how city and state policy makers vote on issues relating to incarceration and re-entry.

Back-end Coordination

The partners and PE (and PC) will agree to share pertinent data, resources and final pieces via google drive. There will be a shared online story budget describing stories in the pipeline, with author, art, deadline, and any other info the group needs.

Newsrooms and reporters will agree to use the central data set and term definitions agreed-upon by the group prior to the launch.

It is expected that every outlet will inform the Project Editor of the project stories they are working on in a timely manner. For any and all cross-newsroom production, roll-out will be agreed upon by the newsrooms who have reported the story, in coordination with the PE. For the timing of simpler stories, we all know we cannot hold back the news. However, participating newsrooms will, whenever possible, take into consideration that they are working on a collaborative project and, if requested by another partner or the PE, will consider adjusting or postponing a story or coverage for the good of the collaboration.

Metrics and Impact

We will establish an impact-tracking tool for all partners to use over the course of this project. We expect that participating newsrooms to send the PE or PC reports about traffic and time on page; participate in staff and audience surveys and use the impact tracker.

Roles

The Project Editor will coordinate coverage in line with the editorial goals set by the network partners. S/he will:

- Be the voice and leader of the project, ensuring that it is staying true to its vision and managing the relationships between the partners

- Be responsible for ensuring that project’s reporting, as a whole, is meeting the goals and strategies set by the partners; the PE is the person responsible for thinking about what story our reporting is telling on a whole
- Convene monthly (or more frequent, if needed/desired) conference calls or in-person meetings, attended by at least one representative from every newsroom partners, to reflect on the project’s coverage; discuss concerns and problem solve; adjust goals and strategy; and determine near-term editorial priorities.
- Encourage and seek to facilitate as much multi-media and/or cross-newsroom coverage as possible.
- Consult the project’s editorial advisors (if established) regularly for input and discussion
- Act as spokesperson for the project
- Reinforce the solutions approach by offering guidance on potential story ideas, reporting strategies, research resources, sourcing, and potential models.
- Act as “traffic cop:” be the central-keeper of the reentry story pitches/plans of each participating outlet. In the case of conflicting or overlapping story plans, the PE will act as moderator and decision maker, looking for, whenever possible, ways to meld the reporting so that the efforts and integrity of each newsrooms’ work is maintained.
- Carry-out “quality control” on the project as a whole—identifying gaps in coverage and flagging inconsistencies
- Offer feedback on major text pieces to ensure that the piece meets our shared standards for high-quality reporting and comprehensive coverage. The PE will not do line edits or adjust the tone of the piece. Each outlet is encouraged to have their reporters’ and outlet’s voice shine through the story-telling that comes out of this project.
- If unfamiliar with the solutions approach, the PE will make a commitment to work close with SJN staff to learn about the method and make sure the project is solutions oriented as a whole

Depending on a variety of factors, there may also be a Project Coordinator who would have the following responsibilities:

- Website maintenance and updating
- Various administrative responsibilities including allocating and keeping track of project funds, meeting notes, overseeing google drive, etc.
- Social media promotion
- Event Planning for Community Engagement elements of the project
- Securing translation for project stories

Governance and the Role of SJN

While the Solutions Journalism Network (SJN) is guiding and sponsoring this collaboration, we view ourselves very much as stewards rather than directors. Our interest is in helping newsrooms do high-quality and high-impact solutions-oriented reporting. Ultimately, what this collaboration does is up to the newsroom partners. Formal governance questions will be decided by a majority vote of the core newsroom and participating institutions, and the project editor; in the case of a tie vote, the partners will seek SJN’s mediation.

SJN will not participate in day-to-day editorial decision-making, unless asked to do so by the newsroom partners, but will stay abreast of the collaborative’s work and trajectory. A SJN representative will participate in the monthly conference calls, will provide feedback

on published/broadcasted work, and offer guidance and technical assistance on applying the solutions approach to the project. We will be available for editorial consulting on specific stories, if desired. We will also host one training, geared towards the issue of reentry for newsroom partner staff and any likely freelancers involved in this project.

SJN is responsible for finding project funding (though any additional funding ideas or avenues provided by partners are welcome) and we understand that the success of the project is dependent on dedicated funding. The funding it seeks will cover/be available for:

- Pre-launch data collection
- Travel grants for local reporters
- PE salary
- PC salary (if needed)
- Video production (in-house or freelancer)
- Freelancer contributions for written or radio pieces
- 3 community events
- Translation
- Support and opportunities for the returning citizens community

The sources for this project's funding have yet to be determined. But funders will have no role in the day-to-day operations of the project or in the editorial decisions of the newsroom partners.

b) Planning document of the New Mexico Collaborative for "State of Change"

PLANNING DOCUMENT OF THE NEW MEXICO COLLABORATIVE

Collaboration principles and mechanics:

These were our bedrock for last year's collaboration. We think they hold up:

- Everyone contributes
- Everyone runs each others' stories – but not every story
- Opportunistic leverage: We're constantly looking for 1+1=3
- Entrepreneurial generosity: From each, according to his/her ability...
- Regular communication and iteration
- Loosely coordinated publication/broadcast
- You guys own this

The most important principle, though, has to do with flexibility. We all understand that there's a certain amount of ambiguity associated with an undertaking like this. We also know that, for all we learned in last year's pilot, we're still learning. As the project evolves, we want to be able to accommodate twists and bumps – keeping our eye on the bigger goal of producing great journalism that moves the needle in our communities. Please tell us what you think is working, and what's not.

We've talked generally about several potential types of collaboration. These include:

- Simply sharing each others' stories
- Co-reporting, including cooperative efforts between print/text and broadcast
- Video/audio project teasers run by all
- Regional engagement activities
- Two-way interviews by broadcast reporters of print reporters
- Coordinated social sharing

We've decided on a project title. The newsroom partners also should agree on a logo that will accompany content, and which will be used consistently by all partners. We suggest that the partners also agree on standing text that explains the project's goals and motivation; as a matter of transparency, this text should identify the source of funding.

Timeline

We're aiming for two feature packages. The first, landing in mid-October, will focus on resilience: How do rural communities adapt to current economic shifts – and how do they prepare for what comes next, and what comes after that?

The second package will appear in April; it may or may not connect thematically to the first.

While most/all of the core feature stories will appear in a two-week window, partners are encouraged to produce, publish/broadcast, and share content in the months leading up to the feature package, and in the months that follow. Likewise, audience and community engagement activities will, we hope, follow an arc that leads to and from the feature launch.

And while we've described specific start and end dates, we really view this initiative as more than a one-time splash. We hope to foster an ongoing and iterative collaboration, where engagement with audience and communities informs reporting – which, in turn, drives more public discussion.

Governance:

All stories produced for the project by newsroom partners and the shared reporter will be available for publication/broadcast by any newsroom partner. Last year, we agreed on a shared embargo date for each package. We also acknowledge the need for some flexibility around this, since publication/broadcast schedules don't mesh perfectly.

Newsroom partners will not be required to publish/broadcast any single story of other partners or of the shared reporter. However, our expectation is that all participants will want to publish some of each others' content; otherwise, why would you be here? Each newsroom partner will be expected to produce at least one substantial solutions-oriented feature story per package. Some may produce more, which will be great. In addition, they may contribute other features, news articles, and other content, if they meet the goals of the project.

SJN's role: While the Solutions Journalism Network (SJN) is initiating and sponsoring this collaboration, we view ourselves very much as stewards rather than directors. Our interest is in helping newsrooms do high-quality and high-impact solutions-oriented reporting. Ultimately, what this collaboration does is up to the newsroom partners. Formal governance questions will be decided by a majority vote of newsroom partners; in the case of a tie vote, the partners will seek SJN's mediation.

LOR's role: The LOR Foundation has provided funding to SJN to support this project; the LOR grant will cover SJN's time and travel; expenses related to the shared reporter and editor; and sub-grants to newsroom. LOR has approved the core project design -- but otherwise, it has no role in the day-to-day operations of the project or in the editorial decisions of the newsroom partners. Its interest is twofold: Understanding how news ecosystems in rural communities function; and catalyzing high-quality, solutions-oriented coverage of issues in those communities.

Shared resources:

igh Country News and the project editor, Kate Schimel, will coordinate coverage across the network, serving the editorial goals set by the network partners. They will...

- Construct and steward a dedicated Slack channel to provide the foundation for all communications related to project coordination.
- Convene conference calls or webinars, as needed, to reflect on the project's coverage; adjust goals and strategy; and determine near-term editorial priorities.
- Produce and disseminate a story budget reflecting the plans of participating newsrooms and the shared reporter.
- Offer guidance on potential story ideas, reporting and engagement strategies, research resources, sourcing, and potential models.
- Approve proposals for funding of reporter travel, engagement activities, and/or freelancers.

- Coordinate and edit stories produced for the network by the shared reporter.
- Provide backstop editing for other stories, as needed, to ensure consistency and coordination.

The shared reporter, Leah Todd, will report and write and/or produce stories exclusively for the project. She will come up with her own story ideas that fit with the network's priorities; and she will respond to suggestions from newsroom partners. Her stories, edited by the shared editor, will be available for publication/broadcast by all network partners.

The shared reporter also will be available to co-report stories with newsroom partner staff, or to contribute reporting to a newsroom partner story that is connected to the project. She also will help create and execute community engagement activities throughout the life of the project, and be available to answer questions as needed. Not sure whether she can help with a particular roadblock or idea? Ask her anyway.

Headwaters Economics will provide training and consulting services related to data reporting. Beyond its initial participation at the launch workshop, it will convene webinars to provide broad guidance on reporting strategies; and will be available, as needed, for one-on-one phone consults with project reporters and editors.

SJN will supervise the work of the shared editor and reporter but will not participate in day-to-day editorial decision-making, unless asked to do so by the newsroom partners. We will participate in conference calls and/or webinars, provide feedback on published/broadcasted work, and offer guidance and technical assistance on applying the solutions approach to the project. We will be available for editorial consulting on specific stories, if desired.

Editorial approach:

“State of Change” is focused on the challenge of building resilience in rural communities. As noted above, the question isn't just how towns adapt to economic dislocation happening now – a boom-and-bust oil and gas cycle, for example – but how they plan and prepare for future shocks.

While that's a very important question, it's still very broad. In the next month, based on our combined reporting, engagement, and data research, we'll work toward greater concreteness and clarity.

Part of the power of this project, we hope, is that the answers to these questions may be very different from one community to another. The way people in Taos think about infrastructure development may be wildly different than what's emerging in Gallup. Some questions may be more important to some towns than to others. We hope that you will be eager to seize on these differences and to explore and examine what's going on down the road or across the border -- and, for our urban partners in Albuquerque, Las Cruces and Santa Fe, outside the city limits. (That's what the travel money is for. We know there will be relevant responses worth examining in far reaches of the state, and in communities across the U.S. Get in your car, or get in a plane. We'll cover the tab.)

Overall, the project will reflect the solutions approach — but not every story must be a “solutions story.” Some project stories will simply establish and describe problems; others may be “hybrids” that reflect only some elements of solutions reporting. It is important that the project, as a whole, reveal and investigate both the challenges and credible responses to those challenges.

Project grants:

SJN has modest pots of money available for reporter travel; engagement activities; and freelancers. We hope that everyone will take advantage of these funds. We're still working out the details of what we hope will be lightweight administration, but basically, you should:

- 1- Run your ideas that require funding past Kate Schimel. We will come up with a compact application form. Kate will have to sign off on expenses before the activity happens.
- 2- After the activity – a reporter's trip, say, or a public forum – you'll submit an invoice to SJN. It usually takes us a couple of weeks to mail checks.

Next steps:

- 1 - Right now:** If you haven't already, join the HCN/Solutions Slack team:
https://hcn-solutions.slack.com/join/shared_invite/MTk2MzkwMjQ4NDAxLTE0OTczNjA2jktMTFmNTA0MTM0NA
- 2 - June:** Basic reporting, data research, and community engagement (focus groups, surveys) to identify and shape story ideas.
- 3 - Ongoing brainstorm** on Slack to draft project language and sharpen story ideas
- 4 - End of June:** Webinar to talk through story ideas and specific collaboration opportunities
- 5 - July/August:** Focused research and reporting. Continued engagement. Early promotion.
- 6 - August:** In-person gathering to coordinate launch and engagement activities
- 7 - September:** Writing, producing, editing
- 8 - October:** Polishing and launch

2) Human Resources: this category includes job descriptions, process descriptions and organizational charts

a) Job Description Project Editor, Philadelphia Reporting Collaborative

JOB DESCRIPTION / PROJECT EDITOR, PHILADELPHIA REPORTING COLLABORATIVE ON PRISON REENTRY

Project Editor, Philadelphia Reporting Collaborative on Prison Reentry

A diverse network of media outlets across the Philadelphia area has come together for an unprecedented journalism project.

Over the course of six months, the Philadelphia Reporting Collaborative will combine resources to explore issues and solutions to problems around prison reentry. The reporting will bring to the fore the complex lives of the Philadelphia-area's formerly incarcerated, their families and their communities, what stands in their way as they return to life beyond the bars, and what's working to change the status quo.

The Collaborative is backed by **Solutions Journalism Network**, a media nonprofit based in New York City that encourages rigorous, regular reporting on solutions as well as problems.

The Collaborative is seeking a *Project Editor* who will coordinate coverage in tandem with the editorial goals set by the network partners.

This is a six-month contract position based in the Philadelphia area, with no formal vacation/sick days/benefits. The editor will report to SJN program staff in New York while working closely with project mentors based in Philadelphia.

Role and responsibilities:

- Be the leader and spokesperson for the project, ensuring that it is staying true to its vision and managing the relationships between the partners.
- Be responsible for ensuring that project coverage, as a whole, is meeting the goals and strategies set by the partners; the PE is responsible for maintaining the overall narrative of our coverage.
- Maintain project budget management and approving invoices for payments.
- Convene monthly (or more frequent, if needed/desired) conferencecalls or in-person meetings, attended by at least one representative from every newsroom partner, to reflect on the project's coverage; discuss concerns and problem-solve; adjust goals and strategy; and determine near-term editorial priorities.
- Encourage and seek to facilitate as much multimedia and cross-newsroom coverage as possible.
- Consult the project's editorial advisors regularly for input and discussion.
- Reinforce the solutions approach by offering guidance on potential story ideas, reporting strategies, research resources, sourcing, and potential models.

- Act as “traffic cop,” the central-keeper of the reentry story pitches/plans of each participating outlet. In the case of conflicting or overlapping story plans, the PE will act as moderator and decision maker, looking for, whenever possible, ways to meld the reporting so that the efforts and integrity of each newsroom’s work is maintained.
- Carry out “quality control” on the project as a whole—identifying gaps in coverage and flagging inconsistencies, and making sure that the project website reflects the aims and vision of the enterprise.
- Offer feedback on major pieces to ensure that each report meets our shared standards for high-quality journalism and comprehensive coverage. The PE will not do line edits or adjust the tone of the piece. Each outlet is encouraged to have its own voice shine through the storytelling that comes out of this project.

Qualifications:

- Must be based in the Philadelphia area
 - Familiar with current thinking on reentry, mass incarceration, recidivism, parole, probation; knowledge of Philadelphia’s politics and prison system is desirable.
 - Proven organizational experience and conceptual leadership of large projects
 - Experience working with a diverse array of media outlets
 - Experience reporting on communities of color and those affected most by incarceration in Philadelphia
- Familiar with solutions journalism

Qualifications:

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- Familiar with current thinking on reentry, mass incarceration, recidivism, parole, probation; knowledge of Philadelphia’s politics and prison system is desirable.
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- Experience working with a diverse array of media outlets
- Experience reporting on communities of color and those affected most by incarceration in Philadelphia
- Familiar with solutions journalism

Applicants should submit current CV, cover letter, and three references by Friday, July 22 to info@solutionsjournalism.org with “Philly Project Editor position” in the subject heading. The position will begin part-time on August 8, and transition into a full-time position prior to project launch in September.

b) Job Description Intern, Philadelphia Reporting Collaborative

JOB DESCRIPTION INTERN, THE REENTRY PROJECT

The Reentry Project is seeking two 12hr/week paid interns for the Fall 2017 Academic year for which they will receive academic credit.

The selected applicant will work remotely but at the same time closely online with the project editor and site manager, and will be required to attend at least one in-person meeting per week. Training sessions or other meetings may be required at the Temple University main campus or possibly in Center City Philadelphia; so, maintaining residency in greater Philadelphia is required.

Responsibilities will include management of the organization’s news website as well as complimentary social media platforms, including the production of both curated posts and

some original reporting, audience engagement responsibilities such as staffing events and conducting interviews, as well as additional ad-hoc tasks related to the project's on-going projects. Applicants should be deeply familiar with standard practices in journalism law and ethics as well as the AP Stylebook. Graphic or data design experience is a plus.

Applicants are strongly urged to familiarize themselves with the Collaborative's work and theme, and, in their cover letter, articulate a convincing argument about why you're the best candidate to join this unique project.

The selected intern will attend event when possible, and which may included evenings, and should plan to be a very hard-working person on this hard-working team. We expect the highest reporting standards, and will work with our interns to

Applicants must be full-time undergraduate or graduate students of the Klein College of Media and Communication at Temple University and must be planning a career in journalism.

One recommendation should come from a full-time member of the Klein College faculty and the other may come from another professor or a previous newsroom internship manager or news media employer.

Dates and hours may be negotiable but responsibilities to this project should be your top professional priority other than your courses. Candidates with previous internships, student media or professional newsroom experience preferred but everyone with a passion for journalism, partnerships and solutions and our topic should apply.

This position pays \$12 per hour from TKdate to TKdate.

To apply, please send a cover letter, resume and two recommendation letters to **mac@tedmple.edu**. The deadline is July 14, 2017.

About the project:

The Reentry Project is an unprecedented partnership among 15 of the city's general interest newsrooms and community and ethnic media organizations to reveal and investigate credible responses to the challenges of recidivism and reentry. Supported by the Solutions Journalism Network, this project seeks to advance the conversation on reentry these issues by exploring the social and economic toll of high recidivism rates and by highlighting models that demonstrate promise in facilitating a successful transition for returning citizens. Throughout 2017, we will be reporting, hosting public events and forums, and seeking community engagement and dialogue on this critical, and often overlooked, issue.

Here's our site: <https://thereentryproject.org/>

3) Meeting Records: these types of documents memorialize decisions and relevant discussions. They serve to organize thoughts and guide future decisions. They do not need to be exhaustive, but must contain precise details.

a) Example of Record of a Funding Meeting

RECORD OF FUNDING MEETING

This morning we held our first funding meeting via conference call.

The voting members in attendance were:

Maria Archangelo - The Notebook

Bobbi Booker - Philadelphia Tribune

Julie Zeglen - Generocity

Jim MacMillan - Temple U.

Laura Deutch – PhillyCam

Ariella Cohen - Next City

Non-voting in attendance:

Liza Gross – SJN

Sabrina V. - project editor

Because the quorum for funding (for projects under \$0000) was met (5 votes, excluding the organization pitching), the following three items were approved unanimously:

- 1) For Next City: \$0000 for a freelance journalist and photographer for a story on the STAR program, to be published in April.
- 2) For Next City: \$000 for freelance reporting, video and travel costs for a story on halfway houses to be published in spring 2017.
- 3) For The Notebook: \$0000 for video editing and production in conjunction with a story about the Workshop School's project on mass incarceration to be published in the next few weeks.

All receipts and invoices for reimbursement for the approved amounts must be e-mailed to sabrina@solutionsjournalism.org.

Total budget for collaborative: \$0000

January 2017 approved disbursements: \$0000

Remaining budget: \$0000

Please note: The next funding conference call is scheduled for Feb. 28 at 10 a.m.

- Example of summary of outcomes and conclusions of the First General Strategic Meeting SJN and Philly Collaborative [add link]
- a) It articulates clear goals for The Reentry Project:

b) Responsibilities of the Collaborative as Outlined in the Second General Strategic Meeting

RESPONSIBILITIES OF THE COLLABORATIVE SECOND GENERAL STRATEGIC MEETING

a) It articulates clear goals for The Reentry Project:

- 1) build a community around this issue
- 2) shed light on an underreported topic
- 3) understand the real dynamics of the re-entry process
- 4) overcome prejudices and bring excluded groups into the conversation
- 5) monitor the spending of the funds that have been granted to the city towards this effort
- 6) compare with best practices in other locations
- 7) inspire a new engagement of different stakeholders to advance productive community behaviors (such as connecting formerly incarcerated individuals with business for job opportunities)

b) It defines mechanisms to execute on the project:

- 1) Individual reporting
- 2) Joint reporting (by two or more partners)
- 3) Sharing editorial deliverables among all partners
- 4) A website that will serve a number of purposes (more on this below)
- 5) Pre, concurrent and post social engagement to generate community interest and involvement (more on this below)

c) It discusses resources necessary to accomplish the above:

- 1) Hiring a project editor to coordinate the work
- 2) Creating teams within the participating organizations (editors, reporters, videographers, infographic artists)
- 3) Incorporating students in some kind of role

d) It explores funding options

4) Editorial Strategy: this category includes common editorial calendars, common lists of contacts, reporting trips memos, and comments on best joint editorial practices.

a) Example of Preliminary Common Editorial Calendar of the Philadelphia Collaborative.

EDITORIAL CALENDAR			
Month	Stories	Events	Administrative
January	<ul style="list-style-type: none"> • Phila Inky - Beyond the Bars • WHYY - Former inmates offer advice to new RISE director • Next City (Giving Building Materials and Ex-Inmates a Second Chance in Baltimore) • El Zol (Convo from inside Graterford about education) • WURD (Interview with Rob Rosa) • Muhlenberg (Video piece about former inmates engaged in voter registration) 		<ul style="list-style-type: none"> • General meeting Jan. 11 • Funding meeting Jan. 31
February	<ul style="list-style-type: none"> • WHYY (Solutions piece on lack of educational standards for kids in juvenile facilities) • The Notebook (further angles w/WHYY on above) • El Zol (Convo from inside Graterford, topic TBD) 		<ul style="list-style-type: none"> • Funding meeting Feb. 28
March	<ul style="list-style-type: none"> • El Zol (Convo from inside Graterford, topic TBD) 	<ul style="list-style-type: none"> • First reentry lunch with Judges/Lawyers (Proj. Editor is asking Judge Nelson Diaz to host and help populate) • Screening of Solitary & panel at Wilma Theater (Mural Arts) 	<ul style="list-style-type: none"> • Funding meeting March. 28
April	<ul style="list-style-type: none"> • WHYY (Get a job) • Next City (feature about STAR program) • El Zol (Convo from inside Graterford, topic TBD) 	<ul style="list-style-type: none"> • Public discussion of the arts and criminal reform at Eastern State Pen. (Mural Arts) 	<ul style="list-style-type: none"> • Funding meeting April 25
May		Second reentry lunch (TBD)	<ul style="list-style-type: none"> • Funding meeting May 30
June	<ul style="list-style-type: none"> • Next City (Halfway houses - this multimedia piece is slated for summer, exact timing TBD) 	<ul style="list-style-type: none"> • Beyond the Bars Summit (Philadelphia FIGHT & ICJ) • Writings on the Wall exhibit (Mural Arts) 	<ul style="list-style-type: none"> • Funding meeting June 27
July		Third reentry lunch (TBD)	
August			
September		Fourth reentry lunch (TBD)	
October			
November		City Council hearing on reentry project findings (TBD)	Produce eBook of collected project pieces

b) Guide to establish editorial consistency (This template is adapted from The Philadelphia Reporting Collaborative on Prison Reentry, A Solutions-based Guide to Covering Prison Reentry, produced by multi-media journalist Max Marin for use by participants in the Philadelphia Collaborative)

GUIDE TO ESTABLISH EDITORIAL CONSISTENCY

Name of project: XXXX

Table of contents

1. Definitions, Glossaries and Key Data Points
2. Organizations and Institutions Connected to the Area of Coverage
3. Description of Public Policies Connected to the Area of Coverage
4. Description of Existing Responses Addressing Pressing Challenges in the Area of Coverage
5. Lists of Contacts and Main Stakeholders
6. Additional Resources
7. Background Reading

c) Common Tagline used by the Philadelphia Collaborative

XXX is one of the 15 news organizations in the Philadelphia Reentry Reporting collaborative [hyperlink: <https://reentryreporting.org>], a solutions-oriented journalism initiative focusing on the challenges of prisoner reentry.

5) Procedural Templates: this category includes any document that sets down an operating protocol.

a) Template for Funding Protocols for Spending Requests by Philadelphia Collaborative participants

GUIDELINES TO APPROVE FUNDING REQUESTS

- Funding meetings are to be conducted via conference call, once a month (at minimum). The first funding meeting is set for **Tuesday, Jan. 31 at 10 a.m.**
- Five members is the quorum for funding meetings for requests under \$5,000.
- Eight members is the quorum for funding meetings for requests over \$5,000.
- Funding decisions will be disseminated to the collaborative as a whole via e-mail, following the funding meeting.
- Editors/Publishers/Decision-makers for each collaborative member organization will receive a monthly report from the project editor regarding total fund disbursements to date, and remaining funds.
- Organizations whose funding requests are approved by five-member or eight-member quora submit their expenses to be reimbursed via Expensify to Casey Mollon of SJN.

b) Template for Design of an Engagement and Metrics Strategy (This template is based on the advice of Andrew Losowski of the Coral Project and offers a comprehensive baseline of options)

GUIDELINES TO DESIGN AN ENGAGEMENT AND METRICS STRATEGY

Related to the editorial content produced:

- To measure Attitudinal Change: Track keyword usage in public discourse
- To measure Potential Change: Create a list of lawmakers contacted by everyone
- To measure Outreach and Breadth across the Collaborative: Compile number of community members from different catchment areas (by zip codes?) who interact, communicate, e-mail journalists, share stories
- To measure Contributions and Outreach: Number of people who e-mail/fill out forms/comment/call in (by zip code?)
- To measure the Breadth and Range of Stories Shared: Number of, and demographics of, people's stories told in pieces
- To measure the Spread and Reach of the stories: total page views, FB shares
- To measure Engagement: create 'engagement funnels' around the stories (identifying different ways to get more and more involved)

Related to Events:

- To measure Reach - Number of people who come to events
- To measure Stickiness - Number of repeat event attendees
- To measure Effectiveness of the event to Create Awareness - Simple one-question surveys at the beginning and end of events rating people's understanding of the issue.
- To measure Remote Participation and Involvement: Twitter live streaming

Other ideas for relevant metric of impact:

- Number of downloads of any resources created. If printed by any community partners, number of copies handed out.
- Qualitative evidence: testimonials
- Adding a password to the shared resources and tracking how many times people access the resources.

6) Feedback and Data Collection: this category includes surveys, questionnaires, and evaluation forms.

a) The Reentry Project: Audience Impact Survey

THE REENTRY PROJECT: AUDIENCE IMPACT SURVEY

Describe what you see as the focus of The Reentry Project.

Your answer.....

Was there one story or broadcast that stuck in your memory? If so, which one and why do you think it made an impression?

Your answer.....

Did you learn something new about reentry through our reporting? If so, what did you learn?

Based on what you have heard or read in the media about reentry in the last year, do you feel you have an understanding about the ways individuals, groups and the city are trying to tackle the challenges?

- Yes
- No
- Somewhat
- Other:

What do you think about the way formerly incarcerated individuals are typically portrayed in media more broadly?

Your answer.....

What do you think about the way formerly incarcerated individuals were portrayed in Reentry Project reporting? How was it similar or different than what you'd seen before?

Your answer.....

Do you think there should be more/less/the same coverage about reentry in the media as there is currently? Why?

Your answer.....

Have you ever shared an article from The Reentry Project, posted it on a social media platform, or discussed it with someone else?

- Yes
- No

What did The Reentry Project do well?

Your answer.....

What could we have done better?

Your answer.....

After learning about reentry through our reporting, do you now find yourself interested in (check any that apply):

- Learning more about the issue
- Becoming active on the issue
- Changing your mindset on formerly incarcerated people
- None of the above

In general, how did you come across our stories? (check any that apply)

- The Reentry Project Weekly (our e-mail newsletter)
- Social media alerts/feeds
- Friends or colleagues forwarded them to me
- I happened to see/hear them in the paper, on the radio or on a homepage
- I check The Reentry Project website regularly
- Other:.....

b) The Reentry Project: Impact Survey for Featured Participants in Storytelling activities

THE REENTRY PROJECT: IMPACT SURVEY FOR PEOPLE FEATURED IN OUR REPORTING

Why did you choose to share your story?

.....

Overall, how was the experience of being featured in one of our stories? How was it positive and/or negative? Would you do it again?

.....

Did being featured/included in our reporting impact you in any way? If so, how?

.....

Are you aware of any changes in the policies or practices discussed in your story that came about after your story was published? If so, please describe.

.....

Did your participation in this reporting change your perspective on the media in any way? If so, how?

.....

After you were featured in The Reentry Project, did you read or listen to more Reentry Project reporting?

- Yes
- No
- Other
- Add option

.....

What do you think about the way formerly incarcerated individuals were portrayed in Reentry Project reporting? How was it similar or different to the way they have been portrayed more broadly in the media?

.....

Why did you choose to share your story?

.....

Do you have any thoughts on the work of The Reentry Project generally that you'd like to share with us?

.....

Any suggestions for improvement?

.....

- In general, how did you come across our stories? (check any that apply)
- The Reentry Project Weekly (our e-mail newsletter)
- Social media alerts/feeds
- Friends or colleagues forwarded them to me
- I happened to see/hear them in the paper, on the radio or on a homepage
- I checked The Reentry Project website regularly
- Other...
- Add option

.....

c) The Reentry Project: Impact Survey for Journalists

THE REENTRY PROJECT: COLLABORATIVE PARTNER IMPACT SURVEY

As the Reentry Project wraps up the year, we want to hear from you, our partners in this journey! Please be as detailed as you can in your responses as you can.

.....
Has being part of this project changed your journalism in any way? (For example, new skills learned, perspective shifts, etc.) Please be specific!

.....
What do you think are the strongest stories you've worked on or overseen for this project? Why?

.....
Are you aware of any changes in policies or practices highlighted in your outlet's reporting that occurred after your story was published? If so, please describe.

.....
How was your participation in this project received by your larger newsroom/institution? Did you face any issues in communicating the goals of the collaboration and/or solutions journalism?

.....
What did you find challenging about this project? What did you find helpful?

.....
Do you feel like you have a stronger understanding of the solutions approach through your involvement in this project? Are there parts that are still unclear? (If so, please describe.)

.....
How has being a part of this project changed your perspective on reentry and the challenges facing formerly incarcerated people?

.....
How has collaborating on a central topic with other outlets changed how you go about your reporting or how you go about your work (if at all)?

.....
Did participating in this project affect your relationship with related community organizations and service providers? How so?

.....
Did you develop new contacts through this project? Do you think you will follow up with them in future?

- Yes
- No
- Other
- Add option

.....
What did you like most about being part of this collaborative?

.....
What did you like least about it?

.....
What do you think we did well as a group?

.....
What could be improved as we move forward? (Please be as specific as possible.)

d) The Reentry Project: Impact Survey for the Reentry Community/Service Providers

THE REENTRY PROJECT: REENTRY COMMUNITY IMPACT SURVEY

When you first heard about The Reentry Project, what were your expectations?

.....

How did those expectations compare to the work we've done during the last 10 months?

.....

Did The Reentry Project's reporting or community engagement work have any impact on your work or on your life? If so, how?

.....

Did you have interactions with media prior to, or not connected to, The Reentry Project? If so, what were those like?

.....

Did The Reentry Project's reporting or community engagement work have any impact on your work or on your life? If so, how?

.....

Did you have interactions with media prior to, or not connected to, The Reentry Project? If so, what were those like?

.....

In what way were these interactions different from your past contact with media? In what ways were they the same?

.....

Were you aware that The Reentry Project was focusing on solutions rather than just the problem of reentry? What did you think of this approach?

.....

What do you think about the way formerly incarcerated individuals are typically

.....

What did you think of the way that formerly incarcerated individuals were portrayed in our reporting? How was it similar to or different than what you see in other reporting?

.....

What did The Reentry Project do well?

.....

What could we have been done better?

.....

What would you have liked to see us cover, or do, that we didn't?

.....

Did we make any mistakes that we should know about?

.....

In general, how did you come across our stories? (Check all that apply.)

- Weekly newsletter
- Social media alerts/feeds
- Seeing/hearing them on their respective outlet homepages
- I checked the reentry project website regularly
- Friends or colleagues forwarded them to me
- Other...
- Ad option

.....

.....

7) Financial Records: this category includes budgets, spending reports, requests for funding and reimbursement and invoices.

a) Generic Template for a Collaborative Budget

EXAMPLE OF BUDGET TEMPLATE			
Project Name: _____			
Project Launch Date: _____			
Project Completion Date: _____			
	Original	YTD	Actual
REVENUES
(available funds for the Project)
Subtotal
EXPENSES
Staff
- Project Editor
- Content Producers
- Social Media Manager
Presentation
- Data Visualization support
- Website development
Travel
- Engagement events
Subtotal
TOTAL

b) Example of Request for Funding by a Philadelphia Collaborative Participant

EXAMPLE OF REQUEST FOR FUNDING FORM

XXXXXXXX - \$0,000 - FOR TRAVEL REPORTING SERIES

PITCH BY XXXXXXXXXXX XXXXXX

I've always had this idea: If you can push someone to look at a convicted sex offender differently, then you can make that same person look at any former prisoner — or any type of person for that matter — in new light.

Sex offenders. The phrase immediately makes most people cringe. And as a man, I'm aware that I only know the tip of the iceberg of that emotion. They are the most neglected of the neglected in our society —

the prisoners shunned by other prisoners. In television prison dramas, we are always reminded of this much: behind bars, the convicted rapists and predators are the bottom of the social hierarchy inside. They're arguably the least sympathetic cohort of the reentry population, which is why so many sex-offender laws are broken and draconian. What politician would advocate for them? Hell, what criminal justice advocate, even, would advocate for them?

I want the challenge of writing about reentry housing for sex offenders, because again, if you can force people to look at their plight differently, I believe we can force people to look at all reentry citizens differently. This longform story in Texas Monthly — more of a profile — successfully did that for me: <http://www.texasmonthly.com/articles/the-strange-tale-of-greg-torti/>

Sex offenders are a massive part of the prisoner and reentry population, one that we rarely talk about. According to a Justice Department report from 2007, 10 percent of the country's then-1.5 million prison population were serving sentences for sexual assault. (If you remove criminals in prison for rape, it's still 6 percent of the prison population.) Each year, between 10,000 and 20,000 sex offenders are estimated to reenter society.

But when they do, they're often nomads. Megan's law and various other restrictions on housing for reentry citizens forces them to uproot and move, often after outcry from neighbors. Research has shown that the lack of stable housing greatly increases the chances of recidivism, making solutions to sex offender housing all the more important.

The program that I want to write about is located in Vermont. **It's called Circles of Support and Accountability (CoSA). The goal of CoSA is clear: no more victims.** As far as I can tell, CoSA has been written about sparingly. This is the only feature that I've found so far: <http://archive.jsonline.com/news/crime/community-plays-a-role-in-helping-ex-prisoners-b99718342z1-379536211.html/>

It's considered a national model for sex offender reentry, and CoSA has been copied in several cities in Wisconsin, among other areas. What makes CoSA successful is a statewide network of services, so that there's a nearby organization monitoring each individual's case. Reentry services began pre-release and continue well into the release, while participants enter transitional housing and then full reintegration. "A CoSA consists of 3-5 trained and supervised volunteers who enter into structured, voluntary and mutual relationship with an individual reentering the community after incarceration," they say. Participants initially live in a group house together, but they hold individually leases to their living quarters. Building a social compact is central to CoSA. <https://csgjusticecenter.org/nrrc/webinars/reentry-housing-options-for-sex-of-fenders/>

Preliminary research has shown significant drops in recidivism. Further, CoSA is a model that's being applied beyond just the sex offender population with success.

BUDGET:

\$00.00 TRAVEL COSTS

\$00.00 REENTRY PROJECT FUNDING FOR REPORTER PAYMENT

(\$00.00 XXXXXXXX DIRECT PAYMENT TO REPORTER)

FUNDING REQUEST FROM THE REENTRY PROJECT:

\$00.00

XXXXXX - \$00.00 - SONGS IN THE KEY OF FREE REPORTING AND PRINTING

The Reentry previously approved \$00.00 for illustration and workshop attendance costs to produce full color panel illustration/web comic of Graterford inmates looking ahead to post carceral life, which will accompany a feature on the ground for the website.

XXXXXXX requests an additional \$00.00 for the illustrator for added time that the illustrator needed to put in for the final product, as well as \$00.00 for the printing of the materials for XXXXXXX and The Reentry Project distribution and use.

For more details about the work of Solutions Journalism Network, including a calendar of upcoming events and resources such as webinars, video case studies and a searchable database of solutions journalism stories, please go to

www.solutionsjournalism.org

Use this link to access and download a PDF version of the Collaborative Playbook:
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