

REPRESENT
JUSTICE



STRATEGIC PLAN

2021-2022

INTRODUCTION

At its core, Represent Justice is about using the power of media to engage audiences in reimagining the justice system, and creating real demand for change.

Represent Justice started as an impact campaign inspired by the life and legacy of Bryan Stevenson, and launched in December 2019 alongside the Warner Bros. theatrical release of *Just Mercy*. The work of the *Just Mercy* campaign was vast and far-reaching — through over 650 public engagement activities, we brought new allies more proximate to the flaws of the justice system, including the deep-rooted issues of racial prejudice it continued to perpetuate.

In this past year, we've seen a powerful increase in the public demand for a fair legal system, and a recognition of the need for system-impacted voices to be uplifted as part of the solution. The tragic killings of George Floyd, Ahmaud Arbery, Breonna Taylor and so many others, coupled with the extreme vulnerability of incarcerated communities to COVID-19 only increased the need for our work to continue. The public awareness of the history and harm caused by a system filled with patterns of racial prejudice has ignited a discussion around reimagining the justice system as a core component of racial equity.

Through this two-year strategic plan, we will continue to engage audiences through powerful stories and media, to build awareness and spark collective action. Over this plan period we dedicate ourselves to growing as a sustainable nonprofit platform that turns stories into action — seeking to set the standard for how media and entertainment accelerate social change, and build the capacity of the movement. Represent Justice will bring to the justice reform ecosystem a dedication to narrative change, a commitment to system-impacted leadership, and unique expertise in social impact storytelling and advocacy.

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John Andrew, Ricky Horne Jr.*



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APPROACH

To inform our plan for the next two years, we reviewed relevant campaign impact and sentiment data, gathered over the course of our work to date. In addition, we sought extensive input from a broad cross section of key stakeholders, including system-impacted individuals. Our SWOTT (strengths, weaknesses, opportunities, threats and trends) analysis involved interviews, focus group meetings and surveys, through which we gathered information from our board members, staff, system-impacted Ambassadors (see below for more information about these valued advocacy leaders) and partner organizations. We are deeply grateful to all involved for their thoughtful responses.

Over the course of the plan period, we will build on identified strengths, including our extensive reach, proven storytelling and messaging capabilities and effective collaboration. Our strong brand is founded on a demonstrated record of inclusion and diversity, and this will remain a fundamental value moving forward.

It is clear from our SWOTT analysis that careful focus and prioritization will be important, moving forward. Only by very clearly defining our mission, goals and program priorities will we be able to ensure best use of finite resources — and our organization’s continued strength and sustainability. In keeping with this, our analysis underscores the importance of a strong pipeline of values-driven programs and projects that leverage and build on our already-established priorities and existing expertise, and that contribute to the change we want to achieve in our nation’s justice system.

The continued uplifting of system-impacted individuals as leaders has also been identified as a vital — defining — aspect of our work. Our analysis underscores the importance of continued collaboration; of further expanding our network of citizen advocates; and of strengthening their capacity for engagement still further, in order to make change happen. We are setting forth on this next phase of our work in a political and cultural landscape that has lately been defined by division. Input from our stakeholders underscores the importance of reaching across the political aisle and the cultural divide, bringing more people proximate to the issues of system injustice and the need for change in a thoughtful and inclusive way.

As we proceed, we are also mindful of the continued need for reliable data, and the need to contribute to the field of narrative change. Through a strong focus on evaluation and impact we seek to continue to demonstrate our significant results and encourage still greater involvement in our vital work.

Photo credit: Ricky Horne Jr.



OUR MISSION

Represent Justice's mission is to turn stories into action to change the justice system, while building the capacity of system-impacted communities.

OUR VISION

Represent Justice's vision is a fair legal system, dignity for system-impacted individuals and communities, and an end to extreme sentencing and mass incarceration.

ORGANIZATIONAL VALUES

- 1. Accountability:** We take ownership and reflect on our successes as well as setbacks. We are committed to having meaningful and constructive conversations.
- 2. Teamwork:** Through teamwork and collaboration we achieve our best results. We support each other's work and uplift each other in times of need. We equally share success and failure.
- 3. Creative and Innovative:** We remain curious and interested in new approaches. We are willing to test out new and innovative ideas within our programs.
- 4. Inclusive:** We bring together diverse experiences, backgrounds, and knowledge bases.
- 5. Transformative:** We are not bound to convention. Our ideas are audacious and future focused.

COMMUNITY VALUES

- 1. Respect:** We show a deep appreciation and knowledge for the foundational work done by other organizers and activists. We develop our own expertise and seek continuous learning so that our actions and language can be intentional and thoughtful.
- 2. Empathy:** Through storytelling, we create proximity to inspire empathy and actively cultivate an understanding of the history and culture of the communities we serve.
- 3. System-Impacted:** Our solutions are formed in collaboration with system-impacted communities. We are mindful of the untold narratives of systemic oppression and educate ourselves on the foundations laid by organizers and activists within the community.
- 4. Community-Led:** We build up our community partners; we provide resources and amplify their platforms and relationships to create lasting impact in their work.
- 5. Passion:** Our impact on communities is never transactional. We remain committed and dedicated to making a difference.



THEORY OF NARRATIVE CHANGE

Represent Justice’s work is founded in narrative transportation theory. This well-researched theory indicates that individuals’ beliefs can be strongly affected by storytelling. In more specific terms, research demonstrates that, to the extent that individuals are absorbed (lost in) a story well told, or transported into a narrative world, their real-world beliefs can be impacted. As their psychological barriers are reduced by transportation into the narrative, the story becomes a powerful tool for persuasion and belief.

We also understand that most members of our society do not have direct experience of the justice system. The frequently negative language used and stories presented by the media and other sources have influenced beliefs and judgments. Our work is also founded in narrative accretion theory, which posits that stories we experience can “add up”: that is, stories build upon and contribute to an ongoing dialogue and a gradual accretion of belief. To succeed in moving the needle on public opinion regarding the justice system, therefore, will require an ongoing dialogue — with stories that unearth new perspectives and ideas, regarding issues related to justice system change.

THEORY OF SYSTEMS CHANGE

Our theory of systemic change builds on the theories of **narrative transportation theory** and **narrative accretion theory** — calling on us to identify and share impactful stories, with an emphasis on the perspectives of system-impacted individuals — in order to bring a broad audience more proximate to the justice system and to create public demand for system change.

As we carry out this work, we are mindful, also, of the need for **narrative change**: changing the way people talk about system-impacted individuals and the justice system, in order to further impact perceptions. Currently, the way in which the public has been “taught” to talk about the prison system and those impacted by it serves to dehumanize. Labels like “criminal,” “convict,” and “felon” stigmatize system-impacted individuals long after they have completed their sentences, and reduce them to nothing more than their offenses — removing all other context from their lives and their stories.

“The way we talk about the justice system feels like an evil fiction novel where ghouls and goblins who are inherently ugly and evil exist and belong elsewhere. It’s stigmatizing and it corners people into a false identity.... Language has intentionality and meaning. How we refer to people is how we subsequently treat (mistreat) people.”

Represent Justice Ambassador

We are committed to moving away from negative stereotypes to focus on the system and its impact on those most impacted by it. As the Ambassador quoted above notes, “By using people-centered language, we illuminate the human being and understand that human beings have needs that we as a society/government should meet.” As we change the way we talk, we also seek to influence the language used by others — thereby in turn



changing how people think about the justice system and those who are impacted by it. That is to say, we also seek **cultural change**. This cultural change manifests itself in how people publicly engage on the issue of systemic change, and helps mobilize people to act differently (for example, buying, boycotting, donating and/or volunteering to drive change). One of our assets is access to influencers: athletes, artists, business leaders, and politicians who hold sway in the culture and the systems in which they work. Collaborating, moving, and inviting these influencers to get “proximate” to the people most impacted by the justice system and hear their stories is a key part of our ability to create cultural change. It also creates more first-hand stories and storytellers while uplifting the life and experiences of those in the system.

Our system-change work is also founded in **grassroots capacity building**. Recognizing the immense scope of the challenge, we believe that change will only be possible with extraordinary collaboration and partnership building. We are

committed to partnering with others who have been doing and will continue to do the important work of national and local advocacy. We are particularly interested in supporting the efforts of organizations that are led by system-impacted individuals themselves. Whether co-developing and sharing storytelling content, providing educational resources, or distributing financial support, for example, we seek to build the capacity of others so that, together, we can make a meaningful difference in the field of justice reform.

The work ahead of us will, too, require **changing structures**. Complementing our work at the grassroots level, we are therefore also working at the grasstops level: seeking to influence top-down changes, in the fields of business and politics, that directly impact the laws and policies we identify as priorities. Throughout, our internal experts will work with our partners to carefully ensure disciplined focus — so that our finite resources are used where they can best influence and improve systems-level outcomes.



Photo credit: Stevenson Opoku

THE PILLARS OF OUR PLAN

Based on important input from key stakeholders, Represent Justice's plan supports our mission via three Strategic Pillars:

STORYTELLING

FIELD BUILDING

SUSTAINABILITY

STRATEGIES TO ACHIEVE OUR GOALS AND OBJECTIVES

Over the next two years, Represent Justice will implement three key strategies in order to meet the goals and objectives of the Strategic Plan: Firstly, a robust and thoughtful **Content Strategy** that outlines the type of mission-aligned content and partnerships that we will use for achieving scale with our storytelling. Secondly, a **Program Strategy** that reflects our approach to uplifting the voices of system-impacted individuals and building power within the justice movement. Finally, implementation of a **Policy Strategy** that aspires to accelerate the structural change needed in the justice system through national and state-based advocacy initiatives that educate the public and bolster the efforts of our organizational partners.

KEY PRIORITIES

As emphasized through our SWOTT analysis, it will be important for Represent Justice to clearly define its priorities and platform. The following have been identified as our five top priorities for the plan period:

- 1 Systemic Failures and Alternatives to incarceration:** Systemic failures leading to lack of community investment and mass incarceration. Examining school-to-prison pipeline, foster-care-to-prison pipeline, and other larger systemic issues.
- 2 Empathy:** Ending dehumanizing practices and language towards system-impacted individuals and communities. Providing hope and opportunity for those impacted by and/or currently incarcerated by the system.
- 3 Ending Extreme Sentencing:** Ending the death penalty, trying juveniles as adults, life without parole, and local or state policies such as enhancements.
- 4 System Actor Accountability:** Enhancing the accountability of system actors including but not limited to District Attorneys/Prosecutors, judges, and elected and local officials.
- 5 Overcriminalization of marginalized communities:** Ending the prosecution and oppression of communities and individuals based on race, gender, citizenship, and/or income.



CONTENT STRATEGY

In order to achieve the goals and metrics (see below for more information) outlined under our three strategic pillars, Represent Justice will create and run new impact campaigns for narrative and non-fiction films or series that spotlight civil or human rights issues in the justice system. As we transition from a campaign to an organization, we recognize the need to build up a strong pipeline for content partnerships over the next two years. We are committed to seeking out relationships with producers, funders, distributors, and studios, and we are working to cement our reputation as a thought leader within the field of impact media. Over the next two years, we will strive to establish Represent Justice as a first-choice destination for all new impact campaigns about justice issues.

We will rely on established content criteria to select mission-aligned films and series for future partnership, and these decisions will be guided by our priority areas. As part of our content criteria, our goal is to work on well-made films and series with demonstrated audience demand to bring more people proximate to injustice. We will never partner on content that perpetuates negative stereotypes of system-impacted communities or compromises our organizational and community values.

Our content strategy includes a wide range of media, which we break down into three types:

- **Feature-length studio films and television series** with a national/international release and marketing campaign.
- **Independent films or series**, including both fiction and non-fiction. Our criteria include films or series premiering at a top-tier film festival, earning strong press, and/or with distribution milestones in place (such as a theatrical release and national television broadcast, for example). This category also includes original documentary films and docuseries premiering on streaming platforms.

- **Multimedia projects** such as podcasts, short-form video, photography, virtual reality (VR) activations, concerts, and recorded music, produced or co-produced by Represent Justice. This category content includes several opportunities:

- Content we **self-produce** — including short-form video, audio, and photography — which is shared through our Represent Justice channels. Here we have full editorial and story control.
- Content we **co-produce and distribute with media partners**. Here we are pitching mission-aligned series or stories to media entities with their own platforms in order to co-produce short-form and digital content.
- Content we co-produce and/or provide early support to that features our Ambassadors or is made by **system-impacted artists**. Additionally, we seek to expand our support for our Ambassadors who are looking to further build their platform as justice movement leaders by authoring books, essays, and op-eds.

Based on our strengths and the opportunities identified by our stakeholders, and keeping in mind our organization size and capacity, at the end of the two-year period, our goal is to create:

A minimum of **two independent films or series** impact campaigns every year. The timelines for **multimedia** projects will vary, and the number of these projects each year will expand and contract based on our bandwidth, as well as partnership and funding opportunities.

In addition, over the current plan period, we will lay the groundwork for our next **studio film or television series** impact campaign — with the goal of implementing one project at this scale every two years thereafter. Over the current plan





Photo credit: Ricky Horne Jr.

period, we will map relationships and build a plan for connecting with directors and producers — scaling up to launch at least one new studio film or television series project in 2023.

During the next two years, we believe we can build a robust pipeline of future content partnerships through relationships with producers, funders, distributors and studios. We recognize the strength of our reputation will be essential to securing new media partnerships, and the purposeful selection of new, mission-aligned films for impact campaigns will be crucial to building out a bold footprint in impact entertainment.

To secure studio film or television partnerships, over the next two years, we will work to attach ourselves to directors and producers whose films and television shows will be released nationally, and to effectively communicate to filmmakers and major studios alike the added value provided by impact campaigns.

We will work to meet the need for impact campaigns for independent films and series, and we will strive

to establish Represent Justice as the first-choice organization for impact campaigns on justice issues. We will be selective in choosing standout projects to provide a solid foundation on which to create successful impact campaigns.

Producing or co-producing multimedia projects will grant us more editorial control, as well as support our ongoing programs, expand our distribution network, and help us build the field of system-impacted storytellers. As with studio films and television series as well as independent films and series, our strategy will be to use the strength of our network and the reputation of our programs to build up a pipeline of filmmakers and artists who are seeking collaboration opportunities.

For independent films and series projects, our goal is to launch at least two new campaigns in 2022, with the projects secured and pre-launch planning beginning in 2021. For multimedia projects, our goal is to produce at least two multimedia pieces or series (such as podcasts or short videos) that are aligned with our policy strategy each year, beginning in 2021 and continuing in 2022.



PROGRAM STRATEGY

Represent Justice will continue to use its digital and communications infrastructure as well as our convening power and partnership network to provide unique program opportunities to system-impacted leaders and grassroots advocates, and to bring additive support to the movement. We will also continue to provide programming in facilities to provide hope for currently incarcerated individuals. These programs will remain anchored in our storytelling work and create deeper impact for the communities we serve. They will provide unique storytelling opportunities as well as moments where we bring together different communities and stakeholders to understand and achieve our policy goals.

1. Ambassador Program: Thirteen system-impacted advocates and leaders will take part in a year-long program that involves training and workshop opportunities, paid speaking engagements and appearances, and a continued advisory role in Represent Justice’s work. Through this, we aim to build capacity for each Ambassador, create greater access, and elevate and amplify their stories and advocacy work. Represent Justice will seek Ambassadors who have an interest in building their platforms as advocates and are comfortable sharing their personal story and experience. Each graduate of the Ambassador program will become part of a Represent Justice alumni network which then welcomes a new cohort of Ambassadors the following year, creating a supportive ecosystem of advocates and movement leaders who serve as a resource and help to continuously build the power and self-advocacy of system-impacted communities. Graduates will also receive an opportunity to continue their advocacy by applying for an organizational partnership.

Over the course of the next year, Represent Justice will develop and refine the program’s leadership curriculum and seek to graduate one (1) cohorts of no less than ten (10) Ambassadors each year.

2. Organizational Partners: We will continue to engage strategically aligned partner organizations that are working on Represent Justice key priorities and/or are led by system-impacted individuals, in order to enhance the movement, combine resources, and collaborate for greater impact on initiatives. We will do this through grantmaking, through continuing and scaling work from the Campaign, and through issue- or policy-aligned initiatives (e.g., Free Our Vote, For the Sixth, State-based work).

Over the course of the strategic plan period, Represent Justice will also establish funding criteria for partnerships while also engaging partners in data-sharing and list-building opportunities to grow their capacity and establish Represent Justice as a key connector in the movement.

3. Storytelling Programming: Represent Justice will continue to create original programming that serves the system-impacted community directly by engaging system-impacted individuals in discussions around policies and solutions, while also bringing system actors and cultural influencers more proximate to the justice system and the people that it affects.

We believe that those closest to the issues are the ones who should lead the change in the system. Through programming with system-impacted individuals who share their story, when appropriate, we will have opportunities to capture their voices and experiences via video or photos. We will of course do so only with their permission — and we will use care and intentionality to ensure participating individuals are comfortable with the approach. In addition, when sharing content, we will ensure that we do not sensationalize or dehumanize any of our subjects and we will work with partners to ensure the same measure of care on their part as they share these stories.





Photo credit: Gretel Truong

The following will be key components of our storytelling programming:

- a. Play for Justice (In-Facility):** In partnership with the NBA and other sports leagues, Play for Justice will bring athletes and sports organizations proximate to incarcerated individuals to engage in conversations and games.
- b. Hope & Inspiration (In-Facility):** During the pandemic, with visitation at a halt for most prison facilities across the country, Represent Justice partnered with Scott Budnick and award-winning artist Common to produce a series of conversations that are broadcast to over half a million people in prison facilities across the country. Represent Justice will continue these conversations in order to provide hope and inspiration to many on the inside. This program component is especially meaningful when other programming is not happening in person due to COVID-19.
- c. Opportunities for System-impacted communities:** Whether providing emergency re-entry support, voter information, basic supplies or storytelling opportunities, Represent Justice will meet the needs or create new resources to serve formerly incarcerated communities and/or their families.



POLICY STRATEGY

Represent Justice will continue to engage in policy initiatives designed to create public demand around the need for justice-system change. Policy priorities are determined with reference to the Key Priorities outlined above, as well as the ability to influence an immediate policy outcome using the tactics below. Over the course of the plan period, we will deploy advocacy initiatives in three categories:

- 1. Storytelling and Education:** Raising awareness and bringing the general public closer to the history and issues of the justice system. This storytelling will be implemented in the form of virtual or in-person screenings, moderated discussions through social media channels, in-prison events, and other types of content. The objectives of this storytelling will align with key priorities outlined in the strategic plan.
- 2. Capacity-Building:** Identifying and supporting movement leaders and grassroots organizations which are engaged in policy. Support will be provided in the form of grant opportunities as well as skill-building workshops, training and data sharing.
- 3. Advocacy Campaigns:** Deploying the Represent Justice infrastructure to build a coalition of support and run dedicated and robust policy campaigns with targeted activations, to achieve a specific policy goal. Advocacy campaigns may be state-based or national and will be identified and prioritized based on the following criteria:
 - a. Active legislative or policy change opportunity (“tipping point”).
 - b. Window of time to influence change.
 - c. Opportunity for bipartisan support.
 - d. Opportunity for Governor or policy champion engagement.
 - e. Active in-state partner engagement.
 - f. Alignment with Key Priorities.
 - g. Existing Represent Justice base of support.

As a nonprofit 501(c)(3) organization, Represent Justice limits direct lobbying and grassroots activities to the limits defined by law, and does not endorse or oppose any candidate for public office. Represent Justice does not draft legislation independently, but rather works closely with community partners and justice organizations to make sure that existing policy solutions include the voices and perspectives of system-impacted individuals, while creating public demand and mobilizing policy leaders to support legislative change.

Over the course of the strategic plan, Represent Justice will seek to engage in three (3) advocacy initiatives annually. Ideally, these initiatives will be a mix of two (2) state-based advocacy initiatives (such as #JusticeforJulius in Oklahoma) and one (1) national advocacy initiative (such as the #FreeOurVote guide for voter engagement and the history of felony disenfranchisement).



STRATEGIC GOALS, OBJECTIVES AND METRICS

(2021-2022)

Over time, we seek to shift the culture and transform public opinion of currently and formerly incarcerated individuals through values-based human stories focused on redemption, forgiveness and the possibility of a second chance. We recognize this is a longer-term goal.

During this initial two-year planning period, however, we believe we can make significant strides toward this goal. Specifically, for each Strategic Pillar, we have developed shorter-term goals and objectives to guide and motivate our work over the coming two years and beyond. (Unless otherwise noted, objectives are two-year objectives.) By working on these shorter-term goals, we will expand engagement to bring more people proximate to injustice and the role that race plays in the system, sparking empathy and public action to drive system change.

STORYTELLING

PEOPLE POWER

Use storytelling to expand engagement, bringing more people proximate to injustice and the role that race plays in the system, sparking empathy and public action to drive system change.

Objectives and Metrics

- Produce 24 original pieces of media (multimedia projects).
- Launch two new impact campaigns for independent or series in the second year of the strategic plan (2022).
- Generate 1,000,000 views across storytelling.
- Aim for 20% of audiences viewing our content learn more and take action from film project screening and talkback discussions.
- Produce multiple in-facility programs annually, such as one annual Play for Justice event and quarterly Hope & Inspiration episodes.
- Document 5,000 website advocacy actions taken annually.
- Generate \$120,000 via online fundraising annually.

POLICY POWER

- Bring policy influencers proximate to the injustices of the criminal legal system and the experiences of those who are system-impacted, using storytelling and content to build empathy.
- Influence policy decision making by leveraging public demand for change.
- Support policies, legislation and advocacy campaigns that are aligned with our vision.

Objectives and Metrics

- Promote greater awareness and drive change by engaging key policy influencers through our programming, to include state governors, district attorneys, legislators and other policy influencers.
- Accelerate success in system change by identifying and leading or supporting advocacy initiatives that are aligned with our top five priorities.
- Run six advocacy campaigns over the two-year period, including four state-based campaigns and two national/federal campaigns, aimed at accelerating policies at “tipping points.”
- Each advocacy campaign will set specific goals and metrics, and will include some elements of the following:
 - Engagement of key policy influencers to include governors, District Attorneys/Prosecutors, and legislators through our programming.
 - Original content and/or educational resources produced for specific campaigns and viewer numbers.
 - Partner organizations supported with financial support and resources and audiences reached through our joint networks.
 - Creation of digital infrastructure for education and advocacy campaigns with their own microsites and social channels.
 - Legislation and policies progressed, including providing local communications support for legislation introduced, co-sponsors engaged, system-impacted ambassador testimonies scheduled, and bills passed. May include commutations and administrative actions.



FIELD BUILDING

PARTNER AND AMBASSADOR EMPOWERMENT

- Elevate the voices of system-impacted individuals, as well as justice movement leaders and organizations, to ensure they are included, heard and supported.
- Support system-impacted individuals and the organizations they lead, in order to build capacity and effectiveness.

Objectives and Metrics

- Enhance the Ambassadors program by adding a leadership and advocacy development curriculum to grow the power of movement leaders and organizations.
- Provide at least four leadership and advocacy development skill-building trainings annually, based on topics requested by each new cohort of Ambassadors.
- Develop staff training opportunities with Ambassadors as trainers to educate Represent Justice and other Partner organizations around system-impacted issues.
- Provide 50 public-facing storytelling or advocacy opportunities annually for Ambassadors.
- Increase storytelling capacity of Partners and Ambassadors by allocating at least \$75,000 in funding annually for original content we produce or co-produce.
- Provide at least \$250,000 in grants to organizations with system-impacted leadership and staff and/or grassroots organizations in the field of justice reform.
- Develop resource guide(s) for discussing the history and harmful narratives of two to three justice system subjects within priority areas over the next two years (e.g. why using justice-focused language matters, felony disenfranchisement, foster care-to-prison pipeline, etc).

RESEARCH FOR ADVANCEMENT

- Generate knowledge, via programming and research, that supports future advancements in the justice field.
- Conduct meaningful evaluation to measure our efficacy and inform continued success.
- Gather and disseminate information regarding the importance of narrative change and its potential to drive system improvements.

Objectives and Metrics

- Develop robust social listening reporting to better understand the current discussion around the following:
 - Tough-on-crime opposition to changes in the justice system;
 - Broader justice issues;
 - Represent Justice and our programming.
- Develop polling strategy and conduct polling that encompasses questions around public sentiment around our priority areas.
- Conduct message testing of future impact campaigns in alignment with storytelling priority areas.
- In partnership with Stanford University, complete a two-year comprehensive study examining the effect of exposure to the film *Just Mercy* on behavioral and physiological empathy towards formerly incarcerated individuals.



SUSTAINABILITY

GROWING ORGANIZATIONAL CAPACITY

- Expand Represent Justice staff and Board expertise.
- Raise awareness of Represent Justice within the film and impact media industries.
- Strengthen fund development.

Objectives and Metrics

- Retain a full-time fund development officer.
- Retain a full-time national policy director.
- Increase Board of Director capacity in the following areas: fundraising and development, content partnership outreach, justice advocacy and policy, media marketing.
- Develop strong relationships with filmmakers and distributors and secure at least one new content partnership and one new media or distributor partnership annually.
- Build base of funder support to include renewing existing funders and identifying new funders with an interest in Represent Justice programming.

CONCLUSION

Represent Justice aspires to turn human-centered stories into action, to change the narrative around the U.S. justice system. Our plan recognizes that storytelling may come in all forms, but must be achieved at scale in order to create this impact. We also recognize the uncertainty of film caused by the global pandemic, which has sped the continued evolution of storytelling through media. This plan is a roadmap to the sustainability required for Represent Justice to navigate such uncertainty and transition from an impact campaign to a robust storytelling and narrative change platform.

Represent Justice will develop an impact data dashboard which will be updated with strategic outcomes on a quarterly basis as the strategic plan is implemented. This reporting will combine quantitative metrics as well as qualitative storytelling. We will engage our partners, funders and the online supporters in discussions around our results and invite the general public to periodically visit the site and review our progress.

We are committed to tracking and reporting our plan progress, both successes and failures, over the next two years with a high degree of transparency and accountability. As needed, we will evaluate our progress for potential strategic adjustments or course corrections as needed, in partnership with our Board of Directors. We are accountable to our funders, partners, and the communities we serve.



STAFF

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