



**THE  
TEXAS  
TRIBUNE**

## READER COMMENTS

"I feel well **informed** each morning from reading The Texas Tribune and am ready for the day's unfolding events."

"The Tribune covers the forgotten and wonky stories others won't touch. This is a **huge contribution.**"

"While most papers are paring back their Capitol reporting and others rely on 140-character news stories, the Tribune consistently analyzes and reports on all the stories with **timeliness** and **depth.**"

"I think the Tribune reports in a manner that holds elected officials **accountable** for their positions. There is nowhere to hide with the Tribune analyzing the system."

"If I want to know anything about **Texas news** I always check the Tribune."

"Tribune events really set the publication apart. It's not enough to just talk about being politically engaged, and the Tribune provides regular, wonderful opportunities for **active engagement.**"

"**Unbiased**, no-shouting coverage."

"The Tribune has done more than any other publication to engage the public in Texas politics and news by making it very **accessible.**"

"I like the databases and interactive material best. It gives a **deeper level of analysis** than you get on other news media and allows you to really become informed without feeling overwhelmed."

"I appreciate the splendid coverage of state events and the prompt and accurate publishing of news via email. You are my **best source** of Texas news."

"Because of you, I have contacted the Texas legislative branches to participate in homeowners association laws. You have enabled me to find out facts **BEFORE** the laws are argued and/or passed. **I now vote on every matter in every election.**"

## PHOTOGRAPHY CREDITS

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When The Texas Tribune launched more than nine years ago, it was a grand experiment — a well-intentioned effort to build a nonprofit organization dedicated to serving the people of Texas. The Tribune's mission has always been grounded in the belief that giving Texans plentiful access to nonpartisan news and information about statewide issues and elections is crucial to encouraging civic participation and enabling a healthy, vibrant state.

**It is easy to forget what the world was like in 2009 — how risky our strategy seemed:**

- ★ **Newspapers and TV stations were cutting their coverage of politics and policy. We made it our central focus.**
- ★ **Our colleagues were erecting paywalls. We gave our stories to readers and other news organizations for free.**
- ★ **Political discourse was becoming increasingly polarized. We were aggressively nonpartisan.**
- ★ **The news industry's subscription and ad revenue was in decline. We created a new business model.**

Nine years later, those gambles have paid off: We've grown from 17 employees to nearly 70, expanding into innovating visual and interactive platforms and opening bureaus in Washington, D.C., on the Texas-Mexico border and in Dallas. Our web site attracts an average of more than 2 million unique visitors each month — 10 times more than in our first year — while thousands of others consume our journalism through local newspapers and newscasts, on social media and at our dozens of events.

Thanks to a growing audience and the continued support of individuals, foundations and businesses, the Tribune is one of the world's most widely respected media startups and the national gold standard for statehouse reporting. We are grateful to everyone who believes in this kind of work as a public good — a necessity for democracy and the very best Texas.

**— EVAN SMITH, CEO & CO-FOUNDER, AND EMILY RAMSHAW, EDITOR-IN-CHIEF**



# INVENTING A NEW MODEL

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“We believe that civic discourse is in danger of becoming less informed and more reflexively partisan. We believe that’s bad for democracy and bad for Texas. That’s why we started The Texas Tribune.”

— JOHN THORNTON, TEXAS TRIBUNE FOUNDER

**NONPROFIT.  
NONPARTISAN.  
STATEWIDE.**

Back in 2009, the number of full-time, professional journalists covering Texas politics, government and public affairs from the Capitol was in steady decline, shrinking the amount of information available to Texans about their elected representatives, their tax dollars, their government and the civic projects going on in their own hometowns. As a response to this and the technological changes transforming the news media, John Thornton, a longtime venture capitalist in Austin and a passionate believer in public media, joined forces with Evan Smith, veteran editor-in-chief of Texas Monthly and television host, and Ross Ramsey, longtime owner and editor of Texas Weekly, the state’s premier newsletter on politics and government. Together, they set out to reinvent the business model for providing statewide news for a mass audience.

Today, the Tribune is an established leader in digital-first journalism, devoted to educating Texans through in-depth investigations, data applications, statewide **events** and enterprise reporting on a range of topics, including public and higher education, health and human services, immigration and the border, transportation, criminal justice, and energy and the environment. We produce robust nonpartisan journalism, bringing greater transparency and accountability to public policy, politics and government. Our goal is to raise the level of civic engagement in communities far and wide, and to return civility to our discourse on the issues that matter.

**The Texas Tribune is the only member-supported, digital-first, nonpartisan news organization that informs Texans — and engages with them — about public policy, politics, government and statewide issues.**

“I saw the opportunity to be part of the solution — to throw my experience and reputation behind an energetic startup with the potential to change the face of politics and policy reporting in Texas.”

— **EMILY RAMSHAW, EDITOR-IN-CHIEF**

“You can’t solve big policy and political problems if you don’t know about them, and you can’t know about them unless someone tees them up. We’re here to tee them up.”

— **ROSS RAMSEY, EXECUTIVE EDITOR**

“We believed that public-service journalism is a public good, that there was not nearly enough of it in Texas and that we could help solve that problem if we put the right people in the right jobs with the right tightly focused mission and enough money in the bank.”

— **EVAN SMITH, CEO & CO-FOUNDER**

# STRATEGIC PLAN

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The Tribune is more committed than ever to this public service mission. Through the journalism we produce, the data sets we disseminate, and the in-person gatherings we convene in big cities and small towns, we aim to inform and engage as many of our fellow citizens as we can about the issues facing Texans and the consequences of decisions made in their name by elected officials.

As we transition from startup to established leader in the field, we have taken time for some crucial self-reflection. In September 2018, the Tribune published the results of its first strategic planning process: a ground-up, months-long initiative designed to chart a path forward to 2025. This roadmap begins with our mission. Our editorial north star remains unchanged: to produce original journalism of consequence on politics and public policy in Texas, in service to the state's diverse population. While many of the report's recommendations are specific — strategies, products, new hires — others call for a cultural shift, a change in how we think about our editorial content and our relationships with our audience and one another.

## By 2025 we aim to:

- Double our audience by deliberately pursuing readers in the fastest-growing population cohorts in Texas, and by making editorial, platform and hiring decisions that better reflect the diversity of Texans.
- Expand our membership program to twice its current size, and value member conversion as our most important measure of audience engagement.
- Structure and train the organization for flexibility and collaboration, positioning the Tribune as a multimedia and technology innovator that doesn't chase fads but makes smart choices today to maximize our options tomorrow.
- Grow our operating revenue ambitiously year over year with a greater emphasis on untapped major philanthropy and new and creative sponsor and events opportunities, and generate additional funds for innovation, for capacity-building and to shore up our reserves.

The greatest danger in our industry is complacency. We need to dig deep for the pioneering and plucky spirit that drove The Texas Tribune on day one. Nearly nine years in, it's time for us to get a little uncomfortable again.





## INNOVATIVE. ENTERPRISING. ENGAGING.

On the national stage, Texas is a superlative: It's home to six of the 20 most populous cities in the country, has the 11th-largest economy in the world; produces the most crude oil of any state, has the second-highest public school enrollment and the second-highest higher ed enrollment of any state, and has the nation's largest contiguous border with Mexico. But the challenges facing the nation are magnified here, from the state's sky-high rate of uninsured people to its abysmal rankings on everything from voter turnout to high school graduation rates. On virtually every issue, and in its fast-changing demographics, Texas is a bellwether — "as Texas goes, so goes the nation."

Through the journalism we produce each day; the data sets we acquire, visualize and disseminate; and the in-person events we convene in big cities and small towns, we aim to inform as many Texans as we can about the work of elected officials, the workings of state government and the impact policymaking in the Capitol has on them.



Our coverage runs the gamut from nonpartisan beat and enterprise reporting to columns, podcasts, original video and links to must-read news from other sources. Before embarking on a story, our reporters ask: Will this have an audience outside of the state capital? Will this matter in 24 hours? Will the story add value to what's already been reported?

In everything we do, **The Texas Tribune newsroom strives to:**

- Own breaking and developing stories on state politics and policy that have repercussions beyond Austin
- Hold those in power accountable for their actions while amplifying the voices of the people they serve
- Write stories and produce projects that have a lasting impact and relevance to a broad audience of Texans
- Share our journalism and resources widely and freely with other state and national news organizations
- Connect and engage with our audience through the journalism we produce — online, through social media and at in-person events

# REPORTING

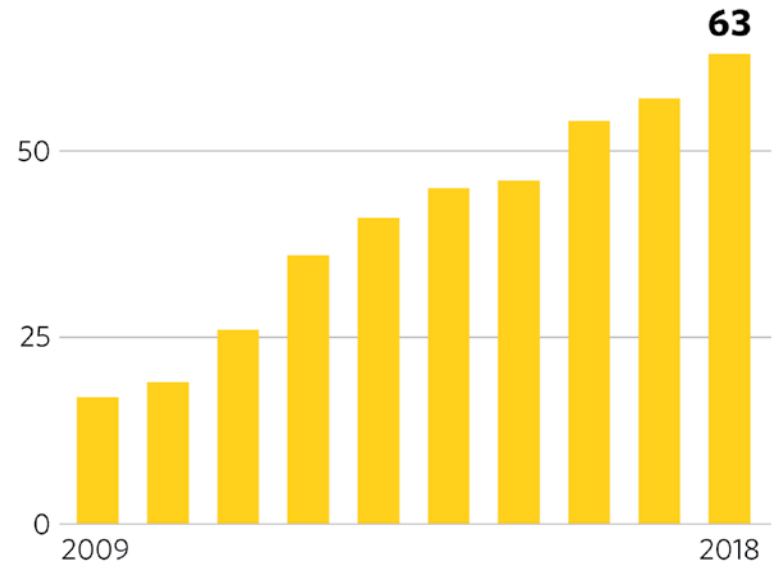
## A TRUSTED SOURCE

Tribune journalists work to inform millions of Texans about the challenges we face in **public and higher education, health and human services, race and immigration, criminal justice, energy, water and transportation**. They unearth facts that aren't being reported elsewhere, giving Texans the tools to be more thoughtful and engaged — at election time and at all times. The Tribune delivers exceptional storytelling that goes deep to provide context and clarity. And our journalists chase issues that matter to everyday Texans.

By providing reliable, fact-based, thorough reporting, the Tribune has become a trusted source for news. Through our commitment to news partnerships, Texans can find Tribune coverage in every imaginable format — TV, radio, print and online — in their community. We're dedicated to our belief that listeners, viewers and readers in big cities and small towns alike should have equal access to news and information.

We're also firm believers in collaboration. In 2018 alone we teamed up with 60+ community organizations and newsrooms, working side by side to provide unparalleled in-person experiences and reporting. Partners included TIME Magazine, ProPublica, Nexstar, The Huffington Post's Highline, NBC and MSNBC, NPR's 1A, Community Impact, KXAN, the Austin American-Statesman and a host of others.

## HOW OUR FULL-TIME STAFF HAS GROWN



Our team of public-service journalists continues to grow: A 2014 Pew Research Center report highlighted that the Tribune had the largest statehouse bureau of any news organization in the country.







## Multimedia

The Texas Tribune's multimedia team is dedicated to producing innovative and impactful projects that highlight the most important issues in Texas politics and policy, utilizing audio, video, animations and visualizations that news outlets can easily access from our website. Our [Split/Decision](#) series used virtual debates to highlight the most relevant races in the primary election season. The fast-paced videos introduced Texas voters to those who seek to represent them in a way that was informative and even entertaining.

Our short documentary on medical marijuana policy in Texas, [Out of Options](#), showed the human impact of policy decisions made around a controversial medical treatment. The video has been seen by tens of thousands of people and generated the highest reach of all of the Tribune's Facebook posts this year.

Our most recent documentary marks the fifth anniversary of the iconic [Wendy Davis filibuster](#). It includes interviews with all the key players from that historic night, as they tell the story of one of the most important moments in recent state government history.



## Washington Coverage

In 2014, we received a grant to expand our national footprint by hiring a Washington, D.C.-based reporter. This crucial reporting has significantly increased the supply of quality information on the actions and decisions of the Texas congressional delegation — going beyond the noisy rhetoric to tell important policy stories from Capitol Hill. This coverage is holding Texas' elected officials accountable and is significantly increasing Texans' awareness of federal issues as they relate to the state. Whether the topic is public education, health care or immigration, policy changes made at the federal level have a magnified effect in Texas. Our Texas-based reporting staff collaborates with our Washington bureau to report on the impact of policy decisions back home in the state's congressional districts.

## Urban Affairs

In 2016, thanks to individual philanthropy and foundation support, we added an urban affairs reporter to our team who works out of the newsroom of KERA, Dallas' public TV station. This reporting is designed to analyze, interpret and explain how statewide issues such as school choice, environmental protection, the plight of the uninsured, and infrastructure and transportation migrate down to the big-city level.



# INVESTIGATIVE PROJECTS

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As the Tribune has grown, so has its emphasis on investigative reporting and data-intensive projects. Our deep-dive enterprise reporting is designed to go beyond daily coverage to explain and demystify the long-term challenges we face as a state.

## Families Divided

After the Trump administration launched its zero-tolerance policy on the U.S.-Mexico border, chaos soon followed: Thousands of immigrant children were separated from their parents or guardians. The Tribune's focus during those early weeks — and for months after the national media had moved on to other crises — was to find these children and their parents, and to tell their stories to hold the federal government accountable.

The Tribune sent waves of journalists to the border for months at a time to supplement coverage from our El Paso-based immigration reporter. Our reporters, who produced hundreds of stories in the process, were the first to learn that federal agents were coercing detained immigrants into signing their own deportation orders with promises of reunification with their kids. The Tribune was the only U.S. outlet that partnered with Central American journalists to tell the story from the immigrants' hometowns. And we found stories that others didn't: immigrants held in limbo without access to phones or other communication, housed in cheap hotels when the government ran out of detention space, and separated from their kids after requesting asylum at ports of entry — something the government insisted wasn't happening.

“Coverage of the Texas-Mexico border can get lost in the shuffle because some of the regions are so far away from Austin. But the Tribune offers a chance to report on policy issues at play in Austin, specifically on border security and immigration, that affect areas hundreds of miles away from the capital city.”

— JULIÁN AGUILAR, REPORTER



Aerial view of the tent city at the Marcelino Serna Port of Entry in Tornillo in Sept. 2018. The shelter opened in June and has grown approximately 10 times in size.

## Dangerous Deliveries

After a months-long investigation, the Tribune produced a crucial project exploring the alarming fact that the number of women dying during or after pregnancy is increasing in Texas, and the state has missed opportunities to improve women's health programs. Conflicting data has plagued progress in addressing this issue, but all the numbers confirm that maternal deaths are on the rise. Dozens of experts and advocates say maternal deaths are a symptom of a bigger problem: Too many Texas women — particularly low-income women — don't have access to health insurance, birth control, mental health care, substance abuse treatment and other services that could help them become healthier before and after pregnancy.

## Blocked Out

Our [affordable housing investigation](#) showed how powerful state lawmakers, city officials and neighborhood activists have made housing harder to find for the poorest Texans, enabled by discriminatory state and local laws that have their roots in pre-civil rights segregation policies that were supposed to be eradicated in the 1950s and '60s.



## Dis-Integration

More than 60 years after *Brown v. Board of Education*, segregation is far from a distant memory in many Texas schools. The state's public school system is now majority Hispanic, and millions of black and Hispanic students study in schools and classrooms that include **few to no white students**. While state leaders and education officials are working to give all students more educational opportunities, they've largely abandoned a focus on racial integration as a tool for equity.

In a **four-part series**, the Tribune examined the systemic causes of school segregation in Texas and their current-day impact. Reporters looked at fears in the Longview Independent School District about a return to the past, how San Antonio ISD is innovating to address its challenges, how Richardson ISD's school board election process is under fire, and how one Bexar County district reflects Texas' record of neglecting schools that educate mostly students of color.



Bexar County's school districts are among the most segregated in the state, with boundary lines historically drawn to consolidate resources. Advanced Learning Academy at Fox Tech.



Residents near Buffalo Bayou in western Houston are evacuated by boat.

## In Harvey's Wake and Lessons from a Storm

The devastation from Hurricane Harvey was swift, and the recovery is far from over. When Harvey hit, the Tribune sent a fleet of reporters to the Texas coast to ensure around-the-clock coverage of the storm, publishing a stream of updates, mapping flooded areas, and covering the local and national response. As the national spotlight moved away, the Tribune stayed on the story, devoting significant reporting resources to this disaster and how it continues to affect people and policy alike. Our team has examined Harvey's aftermath, including rebuilding efforts, the government's response, and the effect on children, families and schools, as well as what Texas is doing to prepare for future storms.

## Blowout

An unprecedented drilling boom in the Permian Basin is great for business. But in a major partnership between the Tribune, the Center for Public Integrity, the Associated Press and Newsy, our reporters revealed how it's polluting the air, overwhelming communities and threatening the planet. **The Blowout series** explored how a new oil boom is transforming West Texas, sending U.S. oil around the world and threatening efforts to fight climate change.



# PRODUCTS

When the Tribune launched, the digital landscape was simpler. The iPhone was barely two years old. Facebook was just starting to attract users beyond college students. iPads, Instagram and Snapchat didn't exist. And the Tribune had one website, no podcasts, no newsletters. Ten years later, online media has grown far more complex, and the Tribune has grown with it.

Today we publish our content across a slew of devices, sites and channels. From mobile phones to desktops, news apps to social media, podcasts to smart speakers, YouTube to email, the Tribune meets users where they are. We've developed digital tools and processes that make us more effective reporters, event producers and revenue generators.

Whether we're building something for our readers or our employees, we approach it with a product mindset. That means we leverage technology, design and user experience to create elegant, efficient and sustainable experiences.

Each week, Tribune editors and reporters provide a journalist's take on the biggest news of the week through our informal and informative podcast, the TribCast — our weekly political roundtable. Between the TribCast and all of our events, we produce more than 100 podcast episodes each year. And with smart speakers on the rise, we've expanded our audio products to support the Amazon Echo.



## NEWSLETTERS

We offer a number of newsletters to help our audience stay engaged and informed on politics and policy. They are delivered daily and cover a range of issues, from education, immigration, health, the economy and the environment to Ross Ramsey's Unconventional Wisdom.

## *The* BRIEF

Delivered daily, The Brief keeps Texas voters and political observers up to speed on the most essential coverage of their elected officials, the policies that shape their daily lives and the future of our great state.

## *THE BLAST*

Our premium newsletter, The Blast, gives political insiders the latest campaign moves and behind-the-scenes lobbying — all without the partisan spin.






The Tribune’s data visuals team gathers unwieldy public information and puts it in user-friendly formats. These data visualizations provide context for our reporters’ watchdog reporting, fact-based journalism and deep-dive investigations — and serve as useful standalone tools for our readers.

Working together, our enterprise and data reporters make Freedom of Information Act requests a matter of course in order to separate fact from fiction.

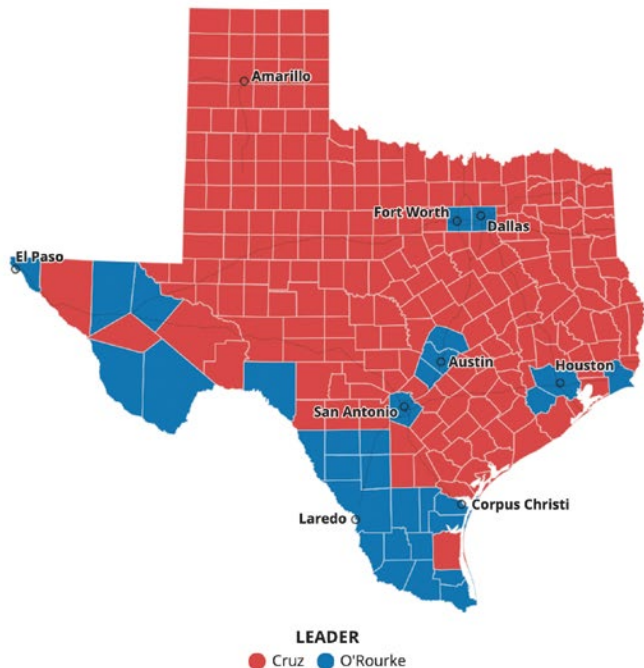
In collaboration with the University of Texas at Austin, we also conduct statewide surveys online to query Texans on their viewpoints on issues and policies. During election years, our polls take the pulse of voters statewide; during legislative sessions, they give Texans the chance to weigh in on the work that they’d like to see from their legislators.

## U.S. Senate

### Statewide

CANDIDATE	PARTY	VOTES	PCT.
<b>PROJECTED WINNER</b>			
 ✓ <b>Ted Cruz</b> <small>Incumbent</small>	<b>Republican</b>	<b>4,244,204</b>	<b>50.9%</b>
 Beto O'Rourke	Democrat	4,024,777	48.3
 Neal Dikeman	Libertarian	65,240	0.8

7,965 of 7,965 precincts reporting (100.0%)



County	<b>R</b> Cruz	<b>D</b> O'Rourke	Pct.
Harris	498,175	<b>698,580</b>	100.0%
Dallas	240,128	<b>478,289</b>	100.0
Tarrant	308,608	<b>312,477</b>	100.0
Bexar	216,428	<b>324,688</b>	100.0
Travis	118,603	<b>356,971</b>	100.0



## Government Salaries Explorer

Because the public has a stake in knowing how tax dollars are spent, the Tribune publishes the salaries of state government employees. We request salary records through the Texas Public Information Act and present them in a searchable fashion.



## Education Explorers

Our education news applications provide a wealth of data on the state’s 1,203 school districts and 8,700+ public schools, charter schools and alternative campuses. They also track higher education outcomes and achievement. Education officials, lawmakers, teachers and parents have a stake in this information, and we make it searchable and easy to find and share.



## Elections and Campaigns

We track campaign finance for candidates running in races large and small across the state, and investigate how candidates’ personal financial interests conflict with the jobs they’re running for. And on election night, we publish the most comprehensive real-time election results in Texas as well as offer those results to the rest of the state’s news organizations for free.

The Tribune’s data visuals team made its election coverage even more useful for Texans in 2018, with a personalized voter guide, an early voting tracker covering three quarters of the state and results customized by address (left).

This election was for one of Texas’ two seats in the U.S. Senate. Cruz had held the position for one term after he won the seat in 2012. It was by far the most competitive statewide race this cycle — and the most closely watched beyond Texas.

# EVENTS

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We share our passion for big public policy debates through live events across the state — on college campuses, in community centers and everywhere in between — at which public officials, policy leaders and newsmakers answer for the work they're doing and how they're spending tax dollars. In the process, we're facilitating an important public conversation about our values, as Texans and Americans, and bringing people together to have tough conversations and listen to each other.



## LIVESTREAMING

Leveraging cutting-edge technology to connect Texans with their elected representatives, we livestream a majority of our events, drawing thousands of participants into the conversation each year. This means it's no longer necessary to be in the room to learn more about politics and public policy; using desktop browsers and mobile devices, more Texans are joining our events virtually.

But it's not just our events that we make available via livestream. We first started livestreaming the Texas House and Senate floor proceedings in the 2011 legislative session so that Texans could watch and listen to their elected officials in real time. Today, we also use livestreaming to share breaking news, election night coverage, committee meetings, and political rallies and protests.

## TEXAS TRIBUNE EVENTS

Free, town hall-style conversations and symposia are an essential part of our DNA. Our 60-plus events a year provide Texans with the rare opportunity to see, hear and directly question their elected officials, community leaders and policymakers. These conversations are not only held in the big cities around the state. We convene events in communities from Alpine to Tyler, Amarillo to Brownsville, to ensure that all Texans have an opportunity to interact with their elected officials and discuss major public policy issues that affect their lives.



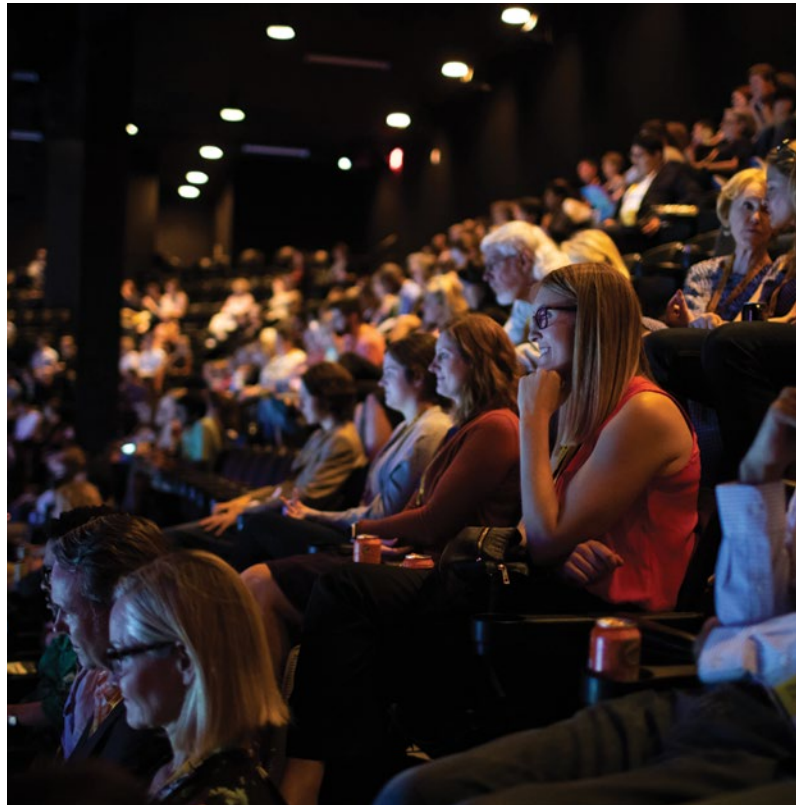
Texas Tribune Reporter Alana Rocha speaks to "Dreamers" during our Texas Tribune Summer Salon Series "Meet Texas' Dreamers."

## ★ THE TEXAS TRIBUNE Festival

Our signature annual event, The Texas Tribune Festival, attracts thousands of attendees who wish to learn about Texas' biggest challenges and engage in thoughtful discussions about solutions. Thousands of decision-makers, industry leaders, community activists and volunteers come to take part in shaping the public conversation. We also invite students to experience the festival and get involved in the conversation. The meet-and-greets and interactive sessions we offer initiate them into a lifelong love of civic engagement and interest in public policy.

"My favorite part was being able to interact directly with leaders, politicians, journalists and other world-changing figures from across Texas and the nation. It is an event that cuts across political ideology, race, religion and affiliation to embrace collaboration, understanding and learning."

— TEXAS TRIBUNE FESTIVAL STUDENT ATTENDEE



The Texas Tribune Festival draws thousands of Texans to Austin, including students, politicians, journalists, activists and thought leaders who come together to participate in panels on nearly a dozen content tracks and to engage in civil dialogue about statewide issues.

# AUDIENCE

Public policy and politics affect people — which is one reason that we view journalism as a service, not just a content suite. In the same way, growing our audience isn't about getting more clicks on a page, it's about helping communities come together to be invested in statewide issues through the journalism we produce.

We know there is an appetite for this information — our audience has grown exponentially, increasing 37 percent in 2018 to nearly 2.1 million monthly site readers on average.

Whether it's through social media, email, in-person events or our livestream, we continue to seek better ways to make our journalism accessible to readers statewide, so they can become more deeply engaged with important news and events, as well as the greater community of Tribune readers and viewers.

## 2018 AUDIENCE BY THE NUMBERS

 **5,799,876** AVERAGE MONTHLY PAGEVIEWS

 **2,086,958** AVERAGE MONTHLY UNIQUE VISITORS

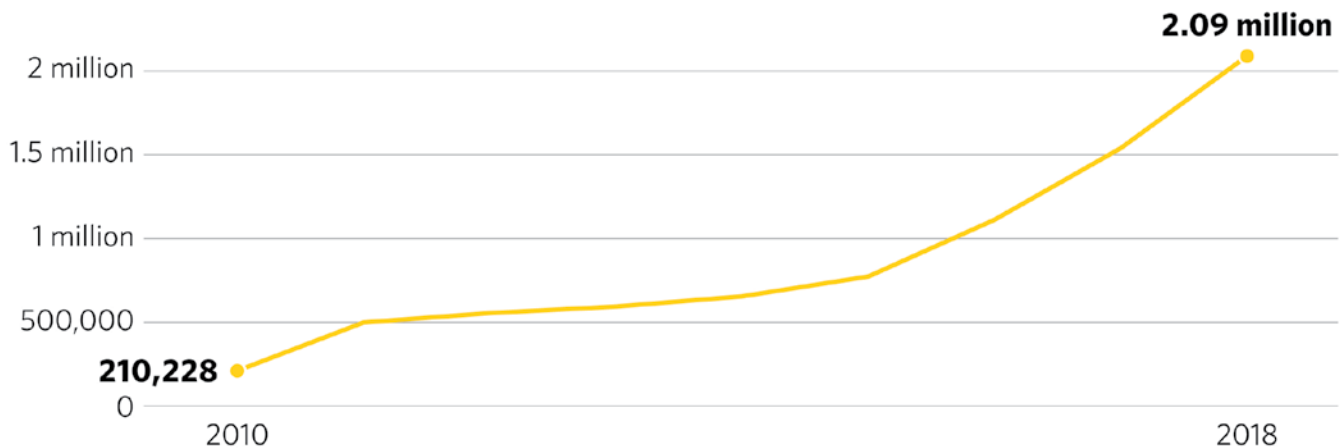
 **311,291** SOCIAL FOLLOWERS (FACEBOOK/TWITTER/INSTAGRAM)

 **47,277** NEWSLETTER SUBSCRIBERS

 **14,382** EVENT ATTENDEES

 **6,053** MEMBERS

## MONTHLY AVERAGE USERS



## PARTNERSHIPS

Partnerships are an extension of our mission to educate Texans. That's why we seek opportunities to collaborate with community and media organizations and to share our best work with newsrooms across the state (and nation) free of charge. Our partnerships arm more Texans with Tribune coverage of state politics and policy, and free up our partners to cover more local issues.

**193** FRONT PAGES

**562,190** PAGEVIEWS OF TRIBUNE STORIES VIA REPUBLISHING PARTNERS

**60** TOTAL PARTNERS



Our mission to engage and inform Texans means our work doesn't end when we publish a story. We believe it is our duty to actively engage our audience in matters of politics and policy, developing channels for meaningful discourse with and among our readers. Our events were the first embodiment of this, convening our audience with public officials, subject matter experts and our journalists to explore the impacts of policy.

Our community engagement efforts now also include Texplainer, a crowdsourced series that seeks to answer reader questions on politics and policy, and This Is Your Texas, a Facebook group for Texans who want to engage in a constructive dialogue on policy issues. Since launching in early 2018, the group has grown to nearly 2,600 members and spurred widely read stories that we simply wouldn't have otherwise reported.

**TEXplainer** 1,037 QUESTIONS SUBMITTED

This is your **TEXAS** 2,590 GROUP MEMBERS

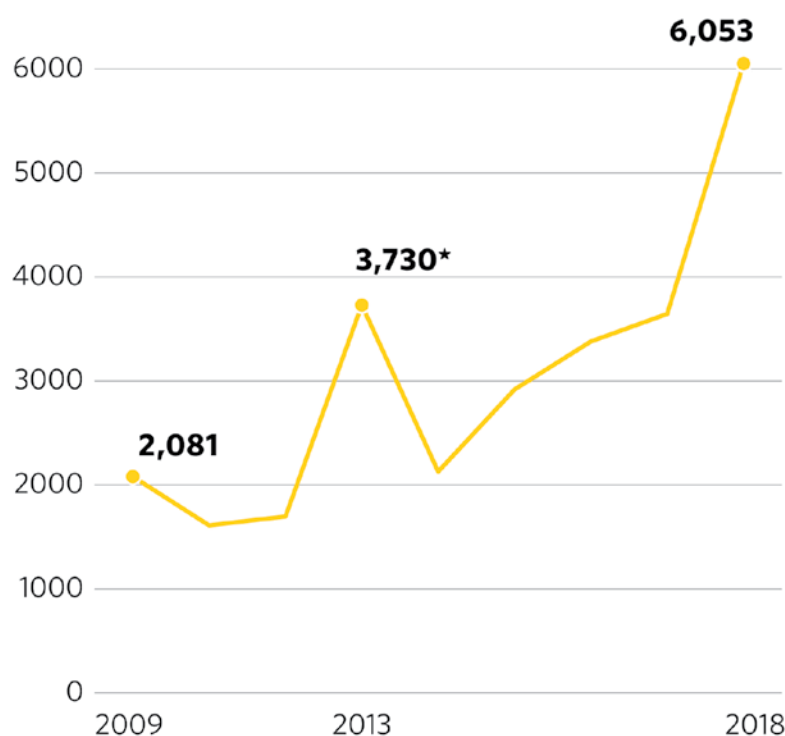


## MEMBERSHIP

As a nonprofit news organization, we're proud that our readers value our mission enough to back it with their financial support. Our members overwhelmingly give because they support credible, nonpartisan journalism and believe their gift impacts their community and the state of Texas.

Members help ensure that our stories, events and newsletters are available free of charge, and that our newsroom has the resources it needs to stick with important stories. For instance, members went above and beyond last summer to help us raise an extra \$75,000 to expand our coverage of immigrant families being separated at the border. Overall, member support was stronger than ever in 2018, with a 66-percent increase in member households and a 32-percent increase in member revenue over last year. As our audience grows, our engagement efforts will increasingly focus on cultivating support from our most loyal readers with expanded member benefits, a stronger sense of community and new ways to support our newsroom.

## HOW OUR MEMBERSHIP HAS GROWN



\*We saw a spike in membership in 2013 after livestreaming Sen. Wendy Davis' filibuster.

# FELLOWS PROGRAM

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At The Texas Tribune, innovation is happening each day, with every single hand on deck playing a key role. Whether it's through our audience engagement, or the work we do to train future generations in serious reporting, or the way our reporters and editors share best practices and tricks of the trade with other news organizations — we're working to share our mission for public-service journalism and civic engagement.



Our internships provide university students the chance to work side by side with veterans in our newsroom: They get the opportunity to experience real mentorship, learn investigative techniques and amass a body of work that they can take out into the world.

This program is integral to the future of journalism, making it possible for emerging talent to hone their craft and learn how to do the right kind of public-interest reporting in the right way.

In more than seven years in operation, we've had more than 100 fine young journalists participate in the Tribune's Fellows Program, and the reputation and competition for acceptance into it has continued to increase with each semester because of the invaluable newsroom training and opportunities Tribune fellowships provide.

"In the course of one summer, I learned how to hound government officials for data, how to think outside the box on ways to obtain that data, how to keep at a story even when it gets hard, how to delve into policy-heavy reports and analyze budgets. But most importantly, I learned about the type of reporting that excites me."

— **ANERI PATTANI, FORMER FELLOW**

To succeed in its public service mission, The Texas Tribune must reflect the diversity of Texas in its journalism. That requires a greater focus on diversity inside our own organization and on our board — from race and age to sexual orientation and socioeconomic background.

In the last year, the Tribune has begun instituting practices and procedures to help us recruit, hire and retain candidates to achieve this goal. We've identified a particular need to hire more people of color and people with Spanish-language fluency.

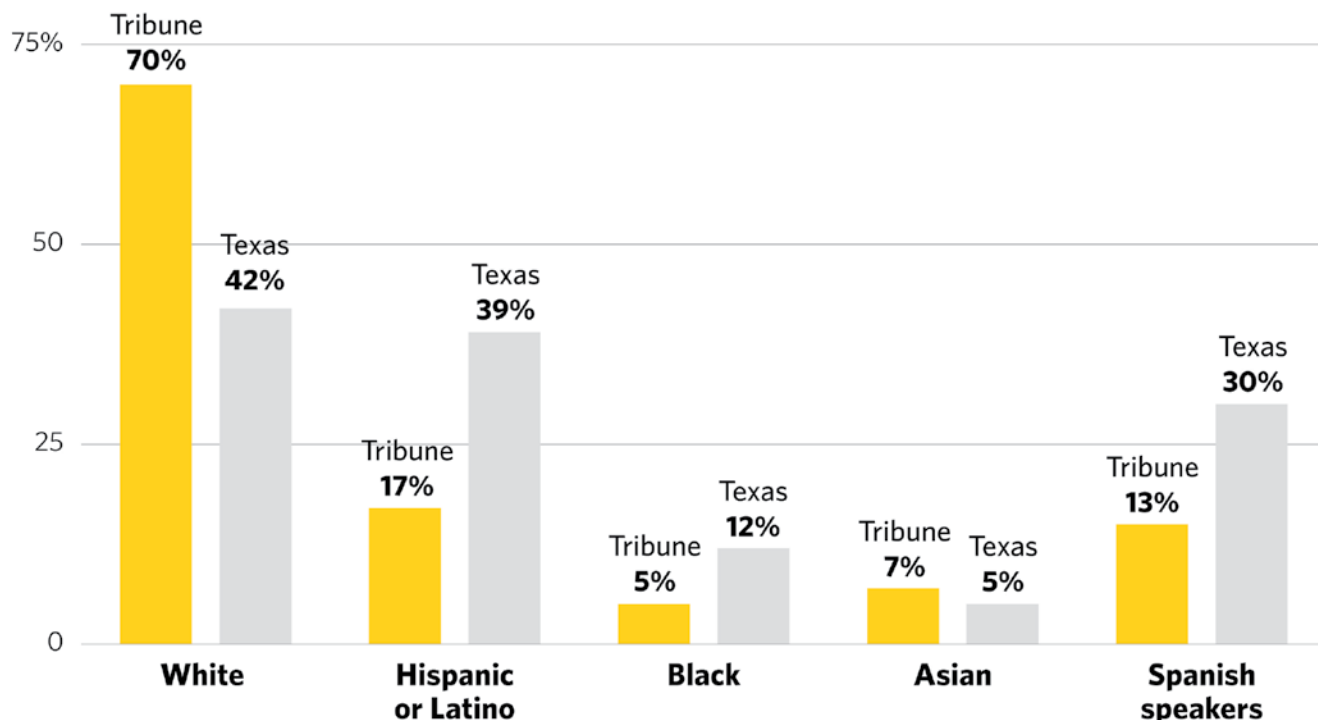
## AMONG OUR EFFORTS

- Posting all open jobs publicly and widely, and actively recruiting candidates of color for every open position.
- Creating and relying on hiring committees — a cross-departmental approach to interviewing job candidates that ensures more voices and experiences are at the table.
- Providing staff training to help identify and address unconscious biases in our journalism, our hiring and our operations.
- Establishing an annual recruiting budget to give the Tribune a bigger presence at conferences tailored to journalists of color.
- Seeking philanthropic support to further diversify our ranks of leadership, and to pilot some Spanish-language newsroom initiatives.



The Texas Tribune is working to reflect the diversity of Texas in its journalism and its staff.

## DEMOGRAPHICS OF THE TEXAS TRIBUNE'S FULL-TIME STAFF IN 2018



Sources: Tribune staff survey and U.S. Census Bureau

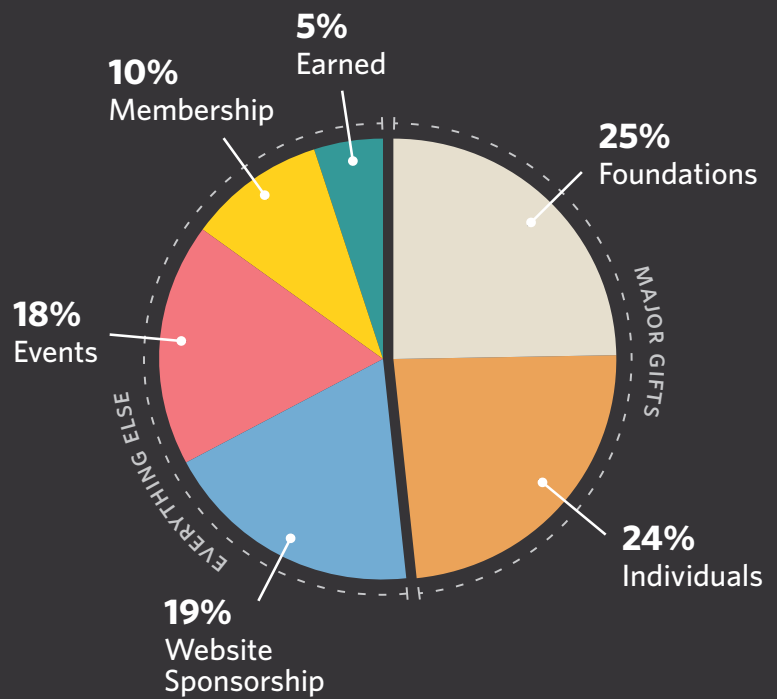


# SUSTAINABILITY

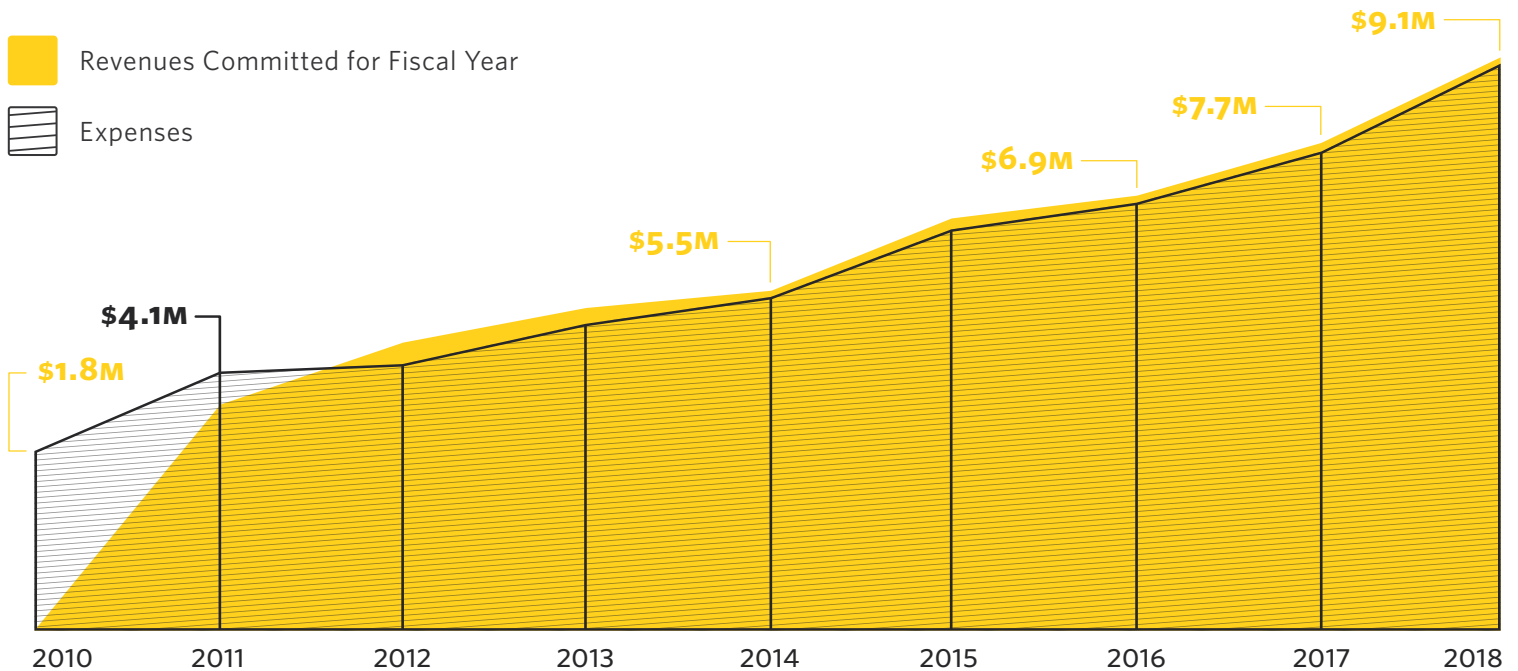
As a nonprofit newsroom, we rely on the generosity of individuals, foundations and businesses to fund our great reporting. A unique mix of philanthropy, corporate sponsorship and earned revenue makes our important work possible — and sustainable over time.

Thanks to support from around the state and across the nation, we have raised over \$60 million to fund our public service journalism. We've achieved this fundraising success without sacrificing a reputation for fairness and transparency: We adopted the highest standards of financial disclosure in the industry, including publishing online lists of every individual, foundation or corporate entity that supports us.

## REVENUE BREAKDOWN



## ANNUAL INCOME TO DATE



The same dynamic energy it took to start the Tribune in 2009 carried us to our ninth year. Going forward, we will continue to think entrepreneurially about how to fulfill our mission and provide even more exceptional journalism to more deeply inform and engage Texans.



## AWARDS

Since our inception, The Texas Tribune's journalists have been honored to receive more than 80 awards for outstanding enterprise, investigative and data journalism.



### Online News Association

Best explanatory reporting, "Dangerous Deliveries"



### National Edward R. Murrow Awards

Best news documentary, "Beyond The Wall"

Excellence in writing, "Sold Out"

Best radio investigative reporting, "No Place to Run"



### Society of Professional Journalists

Non-deadline reporting, "Sold Out"



### Fort Worth SPJ

Defending the disadvantaged, "The Taking"

Environmental news, "A Pass to Poison"

Investigative reporting, "Woohoo: Trouble at the TABC"

Opinion/commentary, Ross Ramsey's legislative columns



### Regional Edward R. Murrow Awards

Continuing coverage, "In Harvey's Wake"

Excellence in video, "Beyond the Wall"

Writing, "Sold Out"

Investigative reporting, "WooHoo: Trouble at the TABC"

Documentary, "Beyond the Wall"

Social media, Bobby Blanchard's live play-by-play of the Texas Legislature

Overall excellence



### Headliners Foundation Showcase

Gold award, "Woohoo: Trouble at the TABC"

Silver award, "Investigating Harvey's Aftermath"



### Society for News Design Awards of Excellence

Breaking/Daily news, "Where Harvey's effects were felt the most in Texas"

Special event: natural disaster coverage, "In Harvey's wake"

Features, "Why I Vote: Five Texas voters talk about their first time at the ballot box"

Features, "Puzzling Shapes: Travel across this gerrymandered Texas district"

Product design, "Higher Ed Outcomes"



### West Texas Film Festival

Best documentary, "Beyond the Wall"



### Spotlight Documentary Film Festival

Gold medal, "Beyond the Wall"



### American Association for the Advancement of Science

AAAS Kavli Science Journalism Award, "Boomtown, Flood Town"



### Texas State Teachers Association

School Bell Award, "With no state-approved textbooks,

Texas ethnic studies teachers make do"

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