NOT IN OUR TOWN

STOP HATE. TOGETHER.

NOT IN OUR TOWN

Strategic Plan Summary

BACKGROUND AND FRAMING

Mission and Vision

Not In Our Town (NIOT), a project of The Working Group, is a national campaign that guides, supports and inspires individuals and communities to work together to stop hate and build safe, inclusive environments for all.

NIOT combines public television, radio and online programming with on-the-ground action and organizing in local communities and schools. While other organizations in the anti-hate movement focus critical attention on the problems of hate, NIOT shines a light on solutions. NIOT's films and stories inspire audiences to action, converting viewers, listeners and online visitors into participants who can play an active role in addressing vexing problems in our communities, in our country and around the globe.

New Standard for Impact

Not In Our Town began in 1995 as a half-hour PBS documentary about people in Billings, Montana standing up to a series of hate crimes in their community. Not In Our Town set a new standard for television impact as The Working Group organizers initiated screenings and town hall meetings in hundreds of communities nationwide. Faith-based organizations, nonprofits, law enforcement agencies, educators, public TV stations, labor representatives and many other stakeholders also mobilized to organize their own events. The project established the NIOT network and laid the groundwork for many subsequent films, demonstrating how to use video storytelling to promote civic participation and empower individuals to create positive change in their own communities. Over the past two decades, NIOT has presented five PBS documentaries, held thousands of community screenings nationwide and has helped launch Not In Our Town activities in communities around the world. Seventeen communities in Russia and the Ukraine now use the NIOT model to help address intolerance and hate. With support from the State Department, Not In Our Town was recently introduced as a model to address anti-Semitism and anti-Roma bigotry in Hungary and Central Europe.

Not In Our School

Not In Our Town's groundbreaking education initiative Not In Our School is based on the conviction that young people will drive the solutions to bullying and intolerance. Not In Our School offers training, films, online resources and tools for change to students, teachers and parents working to create safe, inclusive environments for learning and growing. Not In Our School tools and resources have been used by over 100,000 students and in 100 schools nationwide. NIOS staff frequently present at national conferences and recently presented their work to President Obama's Education Advisors.

NIOT.org: A Platform for Change

Recognizing the potential of emerging digital technologies to inform, connect and inspire action, NIOT launched its online platform, NIOT.org, providing free access to nearly 100 short films, an interactive map charting hate crimes and local actions, a national hate crime newsfeed, resource and discussion guides, and more. In 2012 NIOT.org attracted 1.1 million visits. NIOT's Facebook page has more than 11,000 followers, and our YouTube channel hosts over 100 films, which have been viewed 640,719 times since the channel launched in 2007. Our Not In Our School-specific channel, which launched in October 2012 with eight new school films, has already been viewed 64,556 times.

From a foundation of storytelling that encourages dialogue and interactive learning, Not In Our Town and Not In Our School help build safe communities through an empowering vision of acceptance and inclusion.

Not In Our Town Strategic Plan:
Our Evolution from Response to Prevention

The Strategic Plan for NIOT's next phase demonstrates the gradual but clear evolution of our focus from documenting community response to hate crimes to actively facilitating hate crime prevention, addressing school bullying and intolerance, and fostering the building of safe and inclusive communities.

The Strategic Plan maps our work over the next three years in three distinct areas that represent the promise for long-term, measurable action at the local and national levels. These areas of focus and activity reflect a deepening and broadening of our work and a commitment to media innovation across all areas.

We have based the plan on three long-term outcomes:

Outcome A	Outcome B	Outcome C
Community Anchor Groups:	**Not In Our School:**	**Law Enforcement:**
Diverse leaders and residents are building sustainable local anchor groups to address intolerance and foster safety, acceptance and inclusion for all.	Schools and communities support safe, accepting and inclusive programs where students take the lead to create learning environments free of bullying and intolerance.	Law enforcement and community groups work together on hate crime prevention strategies to improve police/community relations and support victims as they implement better hate crime reporting methods.

Because we believe that lasting and replicable change takes place at the local level, the heart of our Strategic Plan is Outcome A: Community Anchor Groups. Over the next three years, NIOT seeks to support anchor groups in 30 towns and cities to create sustainable models for preventing hate crimes and fostering safety and inclusion for all. Local initiatives, connecting diverse leaders and stakeholders, will be supported through an array of resources, including coaching, films, online tools and how-to guides. Local models and achievements will be aggregated and shared so that one community can learn from another, and effective activities, ideas and policies can spread.

Outcome B: Not In Our School and Outcome C: Law Enforcement zero in on building resources and action opportunities in education and law enforcement. Our goal is to address bigotry from its origins to its intersection with the justice system. Outcome B promotes the idea that engaging youth is essential in ending violence and bigotry. Schools are an entry point for youth involvement in civic action and form a center of social and civic life. Outcome C, a collaboration with the Department of Justice Community Oriented Policing Service (DOJ/COPS) is focused on building new partnerships and positive relationships between law enforcement and the communities they serve, and on closing the hate crimes reporting gap.

For each outcome, we have developed goals, activities and benchmarks with specific deliverables and measurable outcome indicators to ensure accountability. These are outlined in detail on the attached charts.

A1	A2	A3
GOAL	**GOAL**	**GOAL**
Mentor and scale network of local anchors	Increase awareness of the harm of intolerance and community-based solutions.	Develop platforms and tools to assess, engage, and connect communities in action.

ACTIVITIES/PATHWAYS

A1
- Collaborate with, coach, mentor and provide crisis support to local anchor groups.
- Launch local and national NIOT Campaigns
- Produce and distribute NIOT Video Action Kits
- Produce and distribute NIOT Quick Start Guide
- Host National Gathering with local anchors

A2
- Create new products, including eight short films, the NIOT: Marshalltown project and how-to films/kits
- Develop a guide for working with civic leaders including a faith guide using NIOS
- Collaborate with newspapers, radio, public media and ethnic journalist organizations
- Market NIOT materials and resources

A3
- Incorporate state-of-the-art web design for mass usability
- Seek mass marketing opportunities through partnerships
- Develop social media and online campaigns
- Create a NIOT App
- Develop prototype for Video Action Kit

OUTPUT BENCHMARKS

A1
- 30 local anchor groups with diverse participation
- 300 NIOT Groups on the map
- Partnerships and collaborations with key civic groups, e.g., National League of Cities and U.S. Conference of Mayors.
- 5,000 downloads of key resources from NIOT.org/ NotInOurSchool.org
- 100 immediate direct support sessions and referrals
- 100 diverse leaders from across the U.S., including youth, attend the NIOT National Gathering

A2
- 500 screenings
- A television broadcast, PBS
- One million views of NIOT/NIOS on NIOT.org, YouTube and TeacherTube
- 25 public media stations present NIOT resources (beyond broadcast)
- 10 resource tools developed by SCLEAF leaders
- Evaluation protocols (surveys, analytics, etc.) developed

A3
- Development of NIOT App and optimization for mobile
- Two million visitors to NIOT.org and social media sites
- Online sharing forums for anchor groups and leaders
- 70,000 links back to NIOT content
- 10,000 registered users download tools and resources from NIOT.org
- 10 news articles, blogs and/or radio shows with 10,000+shares
- Development of online response protocols and engagement tools
- Market-ready NIOT Video Action Kit

OUTCOME INDICATORS

A1
- 80% report an increase in knowledge of best practices in building safe and inclusive communities
- 80% of local anchors have a one year plan that includes proactive goals, strategies and indicators
- 80% of local anchor groups have diverse participation of racial, ethnic and religious identity groups
- Policy adoptions (pledges, ordinances, ballot measures, legislation) that promote safety and inclusion
- 10% of participants become contributors (including donors)
- 5% of contributors become owners

*Numbers may change after year one data

A2
- 80% report and increase in knowledge of best practices in crisis response
- 50% are in contact with a peer within NIOT's network
- Communities who have faced crisis become models for other communities facing crisis

A3
- 70% of surveyed users report an increased awareness of tolerance and knowledge of how to build a safe and inclusive community
- 75% of surveyed users say they are more likely to take an action to stop hate and support inclusion
- Increased media coverage
- 25 national partners recommend usage of NIOT materials
- Network for leaders who share ideas
- Measurable increase in media sales
- 1000 followers become participants
- 10% of participants become contributors (including donors)
- 5% of contributors (groups on the map) become owners/anchors

B1	B2	B3

GOAL

Develop NIOS materials and program model into a vital source for bullying prevention and safe schools.

GOAL

Cultivate strategic partnerships and serve as a thought leader.

GOAL

Increase NIOS model market penetration to schools and communities. Focus on three states to pilot materials and initiatives for added exposure.

ACTIVITIES/PATHWAYS

- Ensure NIOS program model incudes a range of curriculum tools of engagement for all grade levels
- Refine program model to include range of modules customizable for local needs and engage independent researchers
- Produce 10 films and activity guides
- Create best practices "idea lab" and other engagement platforms
- Develop college campus web portal on NIOT.org
- Start initial development of immersive NIOS game
- Begin development of a major NIOS education documentary

ACTIVITIES/PATHWAYS

- Identify four major strategic partners to expand NIOS's reach and mission
- Identify additional partnerships with key players in the national anti-bullying arena to share information and bolster social media efforts and resources.
- Work with PTA to develop student and parent-related campaigns, videos, online resources and materials

ACTIVITIES/PATHWAYS

- Offer NIOS Trainer-of-Trainer workshops in three U.S. regions
- Train 10 professional presenters to offer NIOS workshops and courses
- Market NIOS material through articles, social media and other channels

OUTPUT BENCHMARKS

- 75% of schools surveyed report the NIOS materials are a vital source for improving school climate and reducing bullying and intolerance
- 75% of schools surveyed say that after using the NIOS model and materials, students demonstrate significant gains on climate and student behavior indicators
- Schools show evidence of reduction of bullying after NIOS implementation
- Peer-reviewed research article highlights NIOS model
- Evaluation model is implemented in three schools
- Initial contacts are made for the NIOS film

OUTPUT BENCHMARKS

- Implement three major partnership projects and document them with evidenced-based data to show effectiveness
- Implement agreements with targeted partners (PTA, NEA, AFT, Facing History and Ourselves)

OUTPUT BENCHMARKS

- NIOS campaigns are implemented in 50 schools/campuses
- 50 student-led NIOS clubs
- 500 participants attend NIOS workshops/courses
- 75,000 students participate in local NIOS school programs
- 5,000 educators participate in the NIOS network
- NIOS model is promoted through 10 highly trafficked educational websites (TeacherTube, NEA, Bully)
- 300% increase in media sales
- Marketing model is institutionalized as an ongoing income stream

OUTCOME INDICATORS

- Schools report that NIOS materials are a vital source for improving school climate and reducing bullying and intolerance
- Students in NIOS schools experience safety in expressing their identity
- Research article highlights NIOS model
- 10% of participants become contributors (including donors)
- 5% of contributors become anchors

OUTCOME INDICATORS

- Major partnership projects implemented with evidence-based data to show effectiveness
- NIOS is included in all major anti-bullying and school climate summits and conferences
- NIOS is a highly respected thought leader in the anti-bullying movement

OUTCOME INDICATORS

- NIOS model includes easily accessible menu of tools and resources
- Marketing model includes an ongoing income stream
- Educators participate in the NIOS network through Facebook, Twitter, NIOT.org and direct contact
- Teachers feel empowered to lead anti-hate and anti-intolerance campaigns

C1	C2	C3

GOAL

C1

Recruit law enforcement leaders as advisors and build connections between police and community members to develop hate crime prevention strategies and improve hate crime reporting

C2

Create online engagement tools, films and resources to train law enforcement to recognize the need for hate crime laws, to produce better reporting and to create deeper community relationships.

C3

Create momentum for improved hate crime reporting.

ACTIVITIES/PATHWAYS

C1
- LE workshops at National Gathering Recruit 50 law enforcement (LE) leaders from across the country to build a NIOT.org/COPS sub-site on the web
- Implement LE webinars and workshops at the National Gathering
- LE, local leaders and targeted communities will collaborate on hate crime policies and reporting in 30 cities

C2
- Continue to build a NIOT.org/COPS sub-site on the web for LE partners
- Develop five new videos showcasing LE/Community collaborations
- Distribute NIOT Video Action Kits and 10 Action Guides for LE.

C3
- Collaborate with DOJ and Center for Investigative Reporting to aggregate hate crime data
- Develop partnerships with national organizations to improve hate crime reporting, and prevention

OUTPUT BENCHMARKS

C1
- 50 member NIOT LE Advisory Group
- 10 new community Hate Crimes Task Forces
- 75 LE/Community Partner meetings in target cities
- Recommendations on hate crime reporting improvements

C2
- NIOT.org/COPS sub-site launched
- 1,000 DVD/Print Video Action Kits distributed
- Distribute 5,000 online LE Video Action Kits
- 100 Screenings of NIOT films

C3
- Development of Hate Crimes Cops series
- Production and presentation of Case Against Hate
- Development of Hate Crime Reporting and Data Improvement Collaborative
- Promotion of improved hate crime reporting by 20 organizations
- Partnerships and presentations on hate crimes reporting gap with key organizations including: Department of Justice COPS, Police Executive Research Forum, DOJ Community Relations Service, FBI, IACP

OUTCOME INDICATORS

C1
- Law enforcement participation with local anchor groups
- Increased confidence in local police, resulting in increased participation in communities that traditionally distrust or fear the police in LE/Community coalitions (Including youth, immigrants and communities of color)
- Elected officials and other decision-makers demand local accountability for accurate reporting and response to hate crimes

C2
- LE leaders seek out opportunities to speak publicly about the need for LE/Community collaborations to prevent and accurately report hate crimes
- LE leaders initiate ongoing programs within their agencies addressing hate crimes

C3
- LE and community partners collaborate to develop and implement local public affairs campaigns to improve hate crimes reporting
- Increased local media reporting about bias incidents and hate crimes