



BIG
BOOK OF

KNOWLEDGE

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INTRODUCTION

Within this publication, you will find information ranging from staff benchmarks to readership growth ideas to revenue generating initiatives, plus common legal concerns and workplace safety tips, that impact all departments of your organization.

The Pennsylvania NewsMedia Association recognizes that your time, energy and resources are limited. Yet now, more than ever, it is crucially important that all departments within your organization are staying apprised of industry developments and trends. Successful businesses are implementing forward thinking initiatives that help move the company towards growth and prosperity.

This publication provides the tools and inspiration needed to reach your goals.

Thank you to the following PNA members for sharing information about your companies with us. Your contributions benefit news media organizations across the commonwealth.

- Altoona Mirror
- Beaver County Times
- Bucks County Herald (Lahaska)
- TheBurg (Harrisburg)
- Butler Eagle
- Centre Daily Times (State College)
- Chester County Press (Oxford)
- Chestnut Hill Local
- The Citizens' Voice (Wilkes-Barre)
- The Corry Journal
- Cranberry Eagle
- The Daily Herald (Tyrone)
- The Daily Item (Sunbury)
- The Daily News (Huntingdon)
- The Daily Press (St. Marys)
- The Daily Review (Towanda)
- Delaware County Spirit (Glenolden)
- Erie Times-News
- The Evening Sun (Hanover)
- The Express (Lock Haven)
- The Forest City News
- Gettysburg Times
- Hazleton Standard-Speaker
- The Herald (Sharon)
- Herald-Standard (Uniontown)
- The Indiana Gazette
- Jewish Exponent (Philadelphia)
- The Journal-Herald (White Haven)
- Journal of Penn-Kidder (Weatherly)
- Journal of the Pocono Plateau (Blakeslee)
- The Kane Republican
- The Latrobe Bulletin
- Lebanon Daily News
- Lehigh Valley Media Group/The Express-Times (Easton)
- The Meadville Tribune
- Morrisons Cove Herald (Martinsburg)
- New Castle News
- PennLive/The Patriot-News (Harrisburg)
- Philadelphia Gay News
- Philadelphia Sunday Sun
- Pittsburgh Catholic
- Pittsburgh Post-Gazette
- Pocono Record (Stroudsburg)
- Press And Journal (Middletown)
- Public Opinion (Chambersburg)
- The Republican-Herald (Pottsville)
- The Ridgway Record
- The Sentinel (Carlisle)
- The Sun (Hummelstown)
- The Times News (Lehighton)
- The Times-Tribune (Scranton)
- Town and Country Newspaper (Pennsburg)
- Williamsport Sun-Gazette
- York Daily Record/Sunday News
- The York Dispatch



MANAGEMENT



NEWSPAPERS UNDER 5,000 IN CIRCULATION

PNA MEMBER BENCHMARK INFORMATION

AVERAGE STAFF SIZE:

4 advertising
0 marketing **5** editorial
1 circulation
2 production **1** management
0 human resources
3 other



AVERAGE PAID TIME OFF

by seniority:

0-2 years **16 days** 2-5 years **20 days**
5+ years **24 days**

Average reporter salary

\$34,445



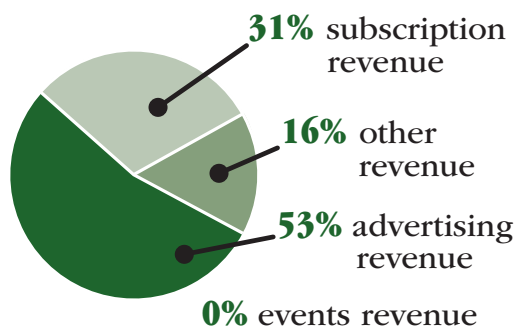
Average advertising salesperson salary

\$46,889



27% Average percent commission for advertising salespeople

50% Average percent of healthcare paid by employer



Over half (54%)

of Pennsylvania newspapers **print their own product.**

- The most common printing press is Goss.
- Of those that print their own paper, the majority also accept outside print jobs.

Over 60% of Pennsylvania newspapers participate in **Newspaper in Education** programs.

Over 90% of Pennsylvania newspapers **offer internships.**

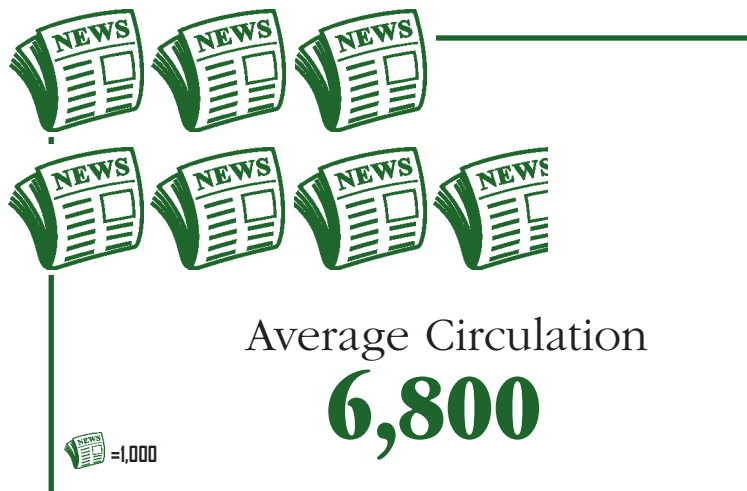
- Internships are primarily offered in the editorial department, but many publications also offer internships in the sales, marketing and production departments.
- The majority of internships at Pennsylvania newspapers are unpaid.

NEWSPAPERS 5,000 – 10,000 IN CIRCULATION

PNA MEMBER BENCHMARK INFORMATION

AVERAGE STAFF SIZE:

6 advertising
1 marketing **8** editorial
3 circulation
3 production **2** management
0 human resources
6 other



AVERAGE PAID TIME OFF

by seniority:

0-2 years **16 days** 2-5 years **20 days**
5+ years **24 days**

Average reporter salary

\$34,445



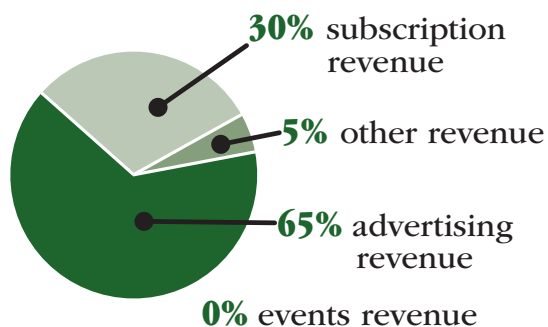
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NEWSPAPERS 10,000 – 20,000 IN CIRCULATION

PNA MEMBER BENCHMARK INFORMATION

AVERAGE STAFF SIZE:

11 advertising
1 marketing **16** editorial
7 circulation
10 production **2** management
1 human resources
15 other



Average Circulation

15,300

= 2,000

AVERAGE PAID TIME OFF

by seniority:

0-2 years **16 days** 2-5 years **20 days**
5+ years **24 days**

Average reporter salary

\$34,445



Average advertising salesperson salary

\$46,889

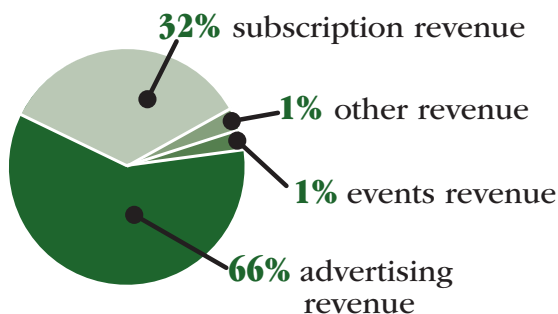


27% Average percent commission for advertising salespeople

50% Average percent of healthcare paid by employer



\$4.1 million
in annual revenue



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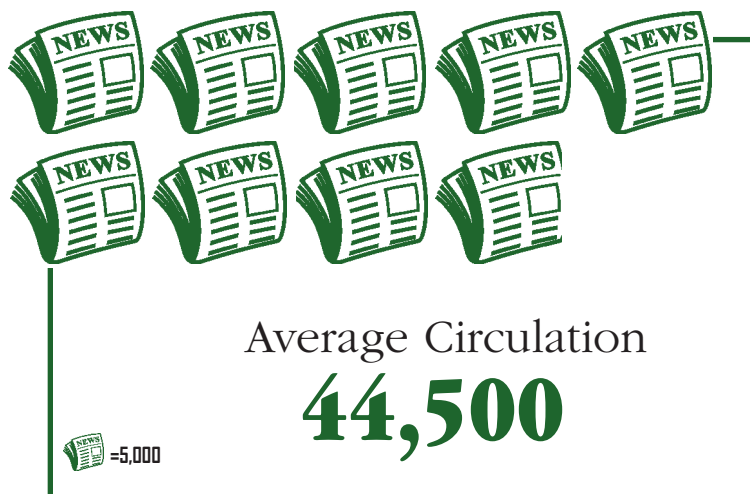
- Internships are primarily offered in the editorial department, but many publications also offer internships in the sales, marketing and production departments.
- The majority of internships at Pennsylvania newspapers are unpaid.

NEWSPAPERS OVER 20,000 IN CIRCULATION

PNA MEMBER BENCHMARK INFORMATION

AVERAGE STAFF SIZE:

21 advertising
2 marketing **41** editorial
28 circulation
18 production **2** management
2 human resources
26 other



AVERAGE PAID TIME OFF

by seniority:

0-2 years **16 days** 2-5 years **20 days**
5+ years **24 days**

Average reporter salary

\$34,445



Average advertising salesperson salary

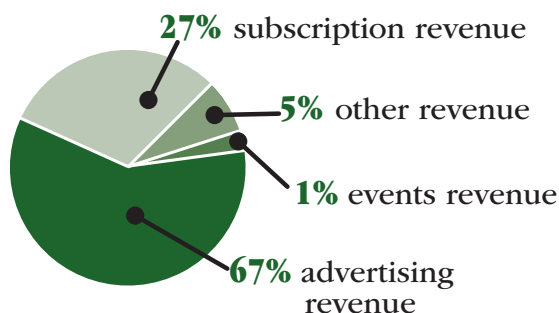
\$46,889



27% Average percent commission for advertising salespeople

50% Average percent of healthcare paid by employer

 **\$12.3 million**
in annual revenue



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NEWSPAPERS: NEW MODELS AND ADVERTISING

While newspapers continue to reach millions of people every day (over 25 million in the U.S. on weekdays and over 30 million on Sundays¹), their economic model is going through a change that will impact the advertising industry. This article discusses four changes impacting the news media industry that may impact local media advertising.

NEW OWNERSHIP

The rising trend for major metro newspapers in the past five years is for the publications to be purchased by a billionaire. These wealthy individuals, either an inheritor of old money or a tech entrepreneur, are purchasing or creating new newspapers across the U.S. In the past decade, several major market publications have joined The Billionaire Local Newspaper Club².

- The Boston Globe
- The Minneapolis Star-Tribune
- Hoy Los Angeles
- The San Diego Union-Tribune
- Los Angeles Times
- The Time-Picayune (New Orleans)
- The Washington Post
- The Worcester Telegram & Gazette

These publications have seen a revitalization in both their economic standing and their technological base - emerging as leaders in the field of journalism and the delivery of local news.

Potential Advertising Changes

Look for new and innovative products from these publications. With their new ownership, they are trying new tactics, breaking down old traditions and coming into their own.

NONPROFIT MODELS

Since early in the 2000s, we have seen the advertising spend fragment. As the total dollar volume is divided up between more and more outlets, newspapers and other news media companies have sought new sources of funding. These funding sources can range from grants that support individual story initiatives or an entire company, to membership-driven models akin to PBS or NPR. Two great examples of these models can be found on either side of the country.

The Texas Tribune

"The only member-supported, digital-first, nonpartisan media organization that informs and engages Texans about public policy, politics, government and statewide issues."

PublicSource

"PublicSource is the only nonprofit digital-first news organization that lives up to its mission of delivering public-service reporting and analysis in the Pittsburgh region. We are local. We believe in journalism as a public service. We tell stories for a better Pittsburgh."

These publications showcase the ways nonprofit models can work. In the case of The Texas Tribune, their income utilizes a mix of donations, membership, display advertising, email sponsorship, events and sponsored content. PublicSource relies on grants, donations, membership and limited corporate sponsorship of events.

Potential Advertising Changes

While reaching a new audience, many of these publications are veering away from an advertising-supported model.

FOR-PROFIT MODELS

The for-profit model is nothing new in the news media industry. For decades, it was seen as the ultimate option, and it's only been in the last few years has the discussion of alternatives been taken seriously. The majority of newspapers across the U.S. still utilize the for-profit model, but not without changes.

The first change started with the disruption of the delivery of news. As more reader eyeballs shifted to digital screens, so did ad dollars and the attention of newspaper publishers. Now, many newspapers have added a plethora of digital options to their catalog and can serve advertisers in a multitude of ways.

Continued on Page 10

- Digital display advertising both on their site and across their custom networks
- Sponsored and native content running on their trusted local platforms
- Email in the form of local newsletters and 3rd party lists
- Video advertising surrounded by locally created content

Along with these tools, news media companies are offering full-service digital agencies, events creation/ sponsorship and, of course, the reliable power of print advertising.

Outside of advertising tools, for-profit models are also placing a larger emphasis on circulation revenue. The Minneapolis Star Tribune is a perfect example of this shifting focus, with 50 percent of their revenue coming from circulation efforts.

Potential Advertising Changes

News media outlets across the country are offering advertisers more tools than ever before, changing the nature of their company to that of an advertising agency.

EXPANDED TOOL SETS

Brought about by the same forces that created a drive to the nonprofit model, many organizations are creating new tools and resources for journalists. These tools often arrive with little to no cost and enable newspapers to expand their coverage into new topics or new locations. Below are a few examples of these new toolsets.

ProPublica

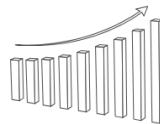
ProPublica's mission is "to expose abuses of power and betrayals of the public trust by government, business, and other institutions, using the moral force of investigative journalism to spur reform through the sustained spotlighting of wrongdoing." To help them accomplish this goal, they have tapped into the power of the local news media industry in a multitude of ways, but germane to this topic is their release of stories under a Creative Commons License (<https://www.propublica.org/steal-our-stories/>). By doing so, they have greatly expanded the reach, but also enabled news media companies from across the country to expand their content set.

The Lenfest Institute for Journalism

Creating a center of journalism activity in Philadelphia, The Lenfest Institute for Journalism is "the first-of-its-kind nonprofit organization whose sole mission is to develop and support sustainable business models for great local journalism." They have grown their initial \$20 million seed money and are providing the news media industry with new technology, new membership methodology, ongoing industry reporting and many other programs (<https://www.lenfestinstitute.org/programs/>).

Continued on Page 11

KEY FINDINGS ONLINE NEWS LANDSCAPE U.S. DIGITAL NEWS INDUSTRY



GROWING SHARE

Over 30% of U.S. adults prefer to get their news online.

ONLINE VS. TELEVISION

Approximately four out of ten U.S. adults prefer to get their local news online, similar to those who prefer to get their news through television.



EASY TO USE WEBSITE

An easy to use website is an important feature for the nearly eight-in-ten Americans who get their local news online.

INCREASED EMPLOYMENT

Between 2008 and 2018, over 6,000 jobs were created in newsrooms for digital-native employees.



SOCIAL MEDIA

The majority of Americans who get their news through social media say they expect the news they see on these platforms to be largely inaccurate.

CHANGING HABITS

Over half of Americans report they have changed the way they use social media because of made-up news, while over a third will still click on stories they think are made-up.



READ MORE AT THE PEW RESEARCH CENTER
"KEY FINDINGS ABOUT THE ONLINE NEWS LANDSCAPE IN AMERICA"

STAY INFORMED BY SUBSCRIBING TO THE PENNSYLVANIA NEWSMEDIA ASSOCIATION WEEKLY NEWSLETTER, HEADLINES & DEADLINES. VISIT WWW.PANEWSMEDIA.ORG/SERVICES/PUBLICATIONS/ TO SUBSCRIBE.

Google News Initiative

Through the Google News Initiative, one of the largest technology companies in the world is taking an active hand in the promotion and development of journalism. By combining grants, product development and in-field partnerships, Google is providing resources to newspapers to develop even more content that is built with the latest tools.

Facebook Journalism Project

Facebook realized that their users want content about where they live and work. To help deliver that content, they built their Journalism Project to work with the news media industry by training over 13,000 journalists directly, providing online training tools and expanding the quality of newsroom projects, through partnership.

Potential Advertising Changes

With these tools, newspapers can reach more people and cover more topics, providing an even larger audience pool for advertisers to tap.

CHANGING INDUSTRY

As the news media industry continues to evolve, it can be hard to keep pace. If you need help, rely on your partners at the Pennsylvania NewsMedia Association. Find the assistance you need by contacting one of our hotlines, Legal Hotline 717-703-3048 or Marketing Hotline 717-703-3041, or by attending one of our training or networking events offered through your membership in the Association.

Sources:

1: "Newspapers Fact Sheet," <https://www.journalism.org/fact-sheet/newspapers/>

2: "A Landscape Study of Local News Models Across America," <https://shorensteincenter.org/landscape-local-news-models/>

TO SLOW DECLINE, NEWSPAPERS SHOULD ACT THEIR AGE

By Matt DeRienzo

Vice President of News and Digital Content, Hearst Connecticut

Flat is the new growth, many would say, when it comes to declining volume of daily newspaper print circulation, especially as success has been found in raising prices among the most loyal subscribers.

So maybe it's time for publishers to radically lean in to serving and retaining their most loyal print readers – the elderly.

I've read a lot of lengthy, handwritten or typed-and-snail-mailed letters from print edition subscribers in their 70s and 80s, usually written in response to a price increase or renewal notice. After nominal objection to price, their real passion spills out.

Why can't we deliver the paper to their doorstep like we used to (they're not as mobile as they used to be and worried about an icy driveway in the winter), or get it there at a consistent time to fit their early morning breakfast routine?

Why are our bills so confusing? Why is putting the paper on hold while they're in Florida such a frustrating process now? Why do they have to wait on hold to talk to someone from out of state who doesn't seem familiar with our newspaper and can't actually make a decision if they have a special request? Why can't they get someone in charge on the phone?

Why do we keep making the size of type smaller (since we haven't changed anything, it might actually be that their eyesight is getting worse)? Can't we hire a proofreader and do something about all those typos and grammar mistakes?

Newspaper publishers have gone through stages of dealing with the print decline – trying to make print editions appeal to a younger audience with youth sections, edgier content and splashier and more colorful layouts; trying to incorporate all kinds of tie-ins and promotion of online content in the print edition, hoping that the combination of experiences breeds loyalty; and neglecting print altogether as they focused on growing a less lucrative digital audience.

Fast-forward and you have a remaining core group of print subscribers who are older than ever, and print editions that are mostly frozen in whatever stage of tweaking when publishers stopped thinking about their evolution. You also have a limited but perhaps significant pool of older, engaged people in your community who have canceled

their subscriptions in recent years because we failed them.

It's time to zero in on what they want in a print edition, and that means questioning some assumptions about print's relationship to the broader digital news ecosystem.

A Pew Research Center study of daily print newspaper readership found that as much as half of this audience reads the news in print only. So assuming that they've already read a story that just missed the previous day's print edition could be wrong. Assuming that they get their world-nation news elsewhere could be wrong. Most likely, they're looking for as well-rounded a picture of the news of their community, region, state, nation and world in print as possible.

Maybe the formula for print subscriber retention includes increasing newshole to provide more national wire content and late previous-day box scores (that we all pay for anyway) and increasing the size of type to be friendly to aging eyeballs.

What other kinds of content will inform and delight an older print audience? History and nostalgia, longer features, puzzles. They have leisure time to spend on these things that a younger audience does not.

Why aren't we treating the obituary pages, from a design and editing perspective, as one of the most important sections of the newspaper? We might joke about it, but what could be more important than the deaths of loyal readers' contemporaries? And if a Tim Conway or Doris Day dies, it deserves major treatment. These are the stars of our readers' youth.

The same kind of thought process could be applied to local news and information. It will likely lead to quite a divergence between newspapers' print editions and digital presence, but end up serving both audiences more effectively.

The cost implications of the distribution and customer service element of the problem could be more difficult to fix, given how much publishers have changed the cost structure to hold on to profits in recent years. But if our most loyal readers are canceling because of it, we've got to admit that we've made that tradeoff and are choosing to wind down the print business one frustrated senior citizen at a time.



Matt DeRienzo is vice president of news and digital content for Hearst's newspapers and websites in Connecticut and writes the Industry Insight column for Editor and Publisher magazine, where this article originally appeared. He has worked in journalism as a reporter, editor, publisher, corporate director of news for 25 years, including serving as the first full-time executive director of LION Publishers, a national nonprofit that supports the publishers of local independent online news organizations.

WHY CYBER?

1 **Cyber crime is the fastest growing crime in the world, but most attacks are not covered by standard property or crime insurance policies.**

New crimes are emerging every day. The internet means that your business is now exposed to the world's criminals and is vulnerable to attack at any time of the day or night. Phishing scams, identity theft, and telephone hacking are all crimes that traditional insurance policies do not address. Cyber insurance can provide comprehensive crime cover for a wide range of electronic perils that are increasingly threatening the financial resources of today's businesses.

2 **Systems are critical to operating your day to day business but their downtime is not covered by standard business interruption insurance.**

All businesses rely on systems to conduct their core business, from electronic point of sales software to hotel room reservation systems. In the event that a hack attack, computer virus or malicious employee brings down these systems, a traditional business interruption policy would not respond. Cyber insurance can provide cover for loss of profits associated with a systems outage that is caused by a "non physical" peril like a computer virus or denial of service attack.

3 **Data is one of your most important assets yet it is not covered by standard property insurance policies.**

Most businesses would agree that data or information is one of their most important assets. It is almost certainly worth many times more than the physical equipment that it is stored upon. Yet most business owners do not realise that a standard property policy would not respond in the event that this data is damaged or destroyed. A cyber policy can provide comprehensive cover for data restoration and rectification in the event of a loss up to the full policy limits.

4 **Third party data is valuable and you can be held liable if you lose it.**

We all hold more data than ever before and often this data belongs to our customers and suppliers. Non-disclosure agreements and commercial contracts often contain warranties and indemnities in relation to the security of this data that can trigger expensive damages claims in the event that you experience a breach. Increasingly, consumers are also seeking legal redress in the event that a business loses their data. This risk is further heightened in the event that you hold any data on US consumers.

5 **Retailers face severe penalties if they lose credit card data.**

Global credit card crime is worth over \$7.5bn and increasingly this risk is being transferred to the retailers that lose the data*. Under merchant service agreements, compromised retailers can be held liable for forensic investigation costs, payment card reissuance costs and the actual fraud conducted on stolen cards. These losses can run into hundreds of thousands of dollars for even a small retailer. Cyber insurance can help protect against all of these costs.

6 Complying with breach notification laws costs time and money.

Breach notification laws are slowly being introduced across many different countries. These generally require businesses that lose sensitive personal data to provide written notification to those individuals that were potentially affected. Even though a legal obligation to notify only currently exists in some countries, this is changing and there is a growing trend towards voluntary notification in order to protect your brand and reputation. Customers who have had their data compromised expect openness and transparency from the businesses they entrusted it with. Cyber policies can provide cover for the costs associated with providing a breach notice even if it is not legally required.

7 Your reputation is your number one asset, so why not insure it?

Any business lives and dies by its reputation. Although there are certain reputational risks that can't be insured, you can insure your reputation in the event of a security breach. When your systems have been compromised, you run a risk of losing the trust of your loyal customers which can harm your business far more than the immediate financial loss. Cyber insurance can not only help pay for the costs of engaging a PR firm to help restore this, but also for the loss of future sales that arise as a direct result of customers switching to your competitors.

8 Social media usage is at an all-time high and claims are on the rise.

Social media is the fastest growing entertainment channel in the world. Information is exchanged at lightning speed and exposed to the world. But often there is little control exercised over what is said and how it is presented and this can give rise to liability for businesses who are responsible for the actions of their employees on sites such as LinkedIn, Twitter and Facebook. Cyber insurance can help provide cover for claims arising from leaked information, defamatory statements or copyright infringement.

9 Portable devices increases the risk of a loss or theft.

The advent of portable devices and the ability to work away from the office has made life a lot easier for many of us. However, this new style of working also means that important and confidential data can be stolen or lost much more easily. A laptop left on a train, an iPad stolen in a restaurant, or a USB stick going missing are all good examples. In addition, the devices themselves are being targeted with a growing number of viruses being built just for them. Cyber insurance can help cover the costs associated with a data breach should a portable device be lost, stolen or fall victim to a virus.

10 It's not just big businesses being targeted by hackers, but lots of small ones too.

Whilst the large-scale hack attacks on the news often involve big companies, small companies are also at risk and often don't have the financial resources to get back on track after a hacking attack or other kind of data loss.

Interested in a quote or have questions? Please email
Tyler Segrin at tsegrin@bbofpa.com.

Brown & Brown Insurance supports the PNA through an affinity partnership.



HUMAN RESOURCES

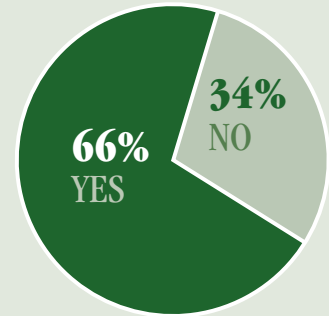


PROMOTING POSITIVE EMPLOYEE MORALE

Morale is boosted when employees are recognized for contributing to the workplace in a meaningful way, and they are acknowledged for the value they bring to the organization. It is important for managers to support each individual and express their gratitude for a job well done. Studies have shown that when employees feel appreciated, there is less absenteeism and higher engagement and productivity.

Here are some ways that PNA members are boosting employee morale in their organizations.

**Percent
of PNA members
who initiate
activities to
boost
employee
morale.**



Employee celebrations

- We host birthday and work anniversary lunches to celebrate.
- We sponsor an employee of the month luncheon.
- Senior management selects an employee of the quarter. The winner receives an extra paid day off along with a \$50 gift card and certificate.
- We host an Employee Appreciation Day in which we have hourly gift card drawings, and we provide breakfast, lunch and dinner – as well as treats throughout the day.
- We host a quarterly birthday/work anniversary luncheon.

Food and drink-related celebrations

- We have employer-paid lunches to celebrate large issues at least twice per year. We allow employees to order what they'd like from a local pizza shop.
- We provide catered lunches to celebrate the major holidays throughout the year.
- We host two lunches/happy hours per year.
- Throughout the year, our senior staff will cook breakfast for all employees.
- We buy our employees pizza for lunch each quarter.
- Once a year, the executives from our organization cook hamburgers and hot dogs for lunch for all employees.
- We have a Christmas luncheon each year.
- We organize quarterly barbeques for our staff.
- We regularly host happy hours.

Outside of the office celebrations

- We invite employees to a company picnic at an amusement park that is paid for by the company.

- We conduct summer and fall cruises on a river paddleboat as a retreat for employees, spouses/partners and children.
- We provide free tickets to local MiLB and MLB games.
- We offer free overnight stays at a popular resort.
- We giveaway tickets to local theatre events and concerts.
- We hold an annual staff-only holiday dinner party at a local restaurant. Everyone is given two drink tickets and we play ice breaker games.
- We do trades with our local amusement parks and give the tickets to our employees.
- We provide tickets to sporting and cultural events to our employees.
- We have sponsored events such as family day at the zoo and a summer cornhole tournament.
- We host a company get together twice a year at a local MiLB ballpark.

Workplace celebrations

- We conduct focus groups so every employee has a say in what we're doing and how we can do things better.
- We pay close attention to our employees' personal lives so we can be sensitive to their needs.
- We run sales promotions in which we include non-sales employees on each team so everyone can earn prizes based on the team's performance.
- For our advertising sales team, there is recognition monthly, quarterly and annually and awards include "Above and Beyond," "All Grit and No Glory" and "Salesperson of the Month/Quarter/Year."
- Our employees participate in a holiday decorating contest.

TIPS TO KEEP YOUR STAFF MOTIVATED

By Jessica McAllister

Executive Editor, Centre Daily Times

Everyone has those days. When it feels like the clock has sped up, causing the hours to disappear. When someone thinks they can do your job better – and lets you know. When a project doesn't land the way you'd hoped.

Journalists might have more of those days than employees in the average workplace. But because of the nature of our changing newsrooms, it's more important than ever to keep staff motivated. It helps to have a strong, driven team, but because it's true that everyone has "those days," there are simple things newsroom leaders can do to keep staff motivated.

Beyond 'good job'

Whether it's a video that goes viral or a deeply reported story that makes a difference in the community, success is celebrated in our newsroom. What that looks like depends largely on the person. Not everyone is comfortable with a parade, (yes, we've had those around our building to recognize outstanding employees) or company-wide email touting a story's success, for example. For some, it's a quick note or chat.

However the praise is expressed, specificity is important. The words "good job" don't mean much on their own, but pointing to a particularly powerful sentence, transition or use of visuals show what's behind those words.

In it together

At the Centre Daily Times (State College), the executive editor's office sits empty most of the time. When it's not, it's usually because it's used as a meeting space, with indecipherable writing usually on the whiteboard. Managers in our newsroom are right where they need to be – working alongside reporters.

Beyond physical space, our team goes through the ups and downs together. Some of those cheering the loudest when Keystone Press Award winners were announced were those who weren't recipients. We've signed cards for weddings, new babies and graduations, but also to offer condolences on a loss or to say goodbye.

The power of food

Election night pizza is a longstanding tradition for newsrooms across the country, but "we hit our monthly page view goal" pizza tastes just as good. We use food as a way to celebrate group and individual wins. Our visuals editor knows the favorite type of candy for every reporter and hands out a coveted "candy cameraman" of the week award. The best part is that the candy cameraman is usually willing to share.

Eye on the prize

Make no mistake: Ours is a tough business. Things are changing at breakneck speed, there are increased workloads and demands placed upon reporters and criticism of our work and profession can come from all angles. Sometimes, we all need a reminder of why we do this work and the tremendous impact it can have. That impact can't go unnoticed. Legislators who finally start talking about water quality issues. The nonprofit that keeps its doors open because of a story that highlighted its importance. The wheelchair bound teen who can now drive to work because someone read about her struggle and offered help.

The examples don't have to come just from your own news organization, but any examples of inspiring, courageous journalism serve as a reminder for why we're all here. Those are shared around our newsroom as much as possible – sometimes with candy, of course.



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TARGETING SMART HIRING AND RETENTION PRACTICES

By Mary Walsh Dempsey and Bob Ufberg

Ufberg & Associates, LLP

Every employer's goal when hiring is to attract the best talent it can find in its field or industry, at a reasonable, competitive rate. **In recruiting applicants, employers should have three main goals:**

1. Establish job criteria that accurately informs the applicant about the position, the company's expectations and job performance standards
2. Attract qualified, competent, solid performers
3. Ensure a hiring process that is legally compliant and flawless, from start to finish.

Some examples of problematic hiring include unlawfully obtained/considered information about an applicant; failure to inquire into or consider an applicant's non-compete agreement with a current or former employer; and failure to include required notice when advertising to replace a striker (state strikebreaker laws).

An employee's completion of a job application is usually the first step in the hiring process. Applications should elicit relevant background and substantive information about the applicant that help determine their potential suitability for the position. Though many employers use standardized job applications, a well-thought-out application tailored to one's industry and specific needs will likely yield better and quicker results - capturing better candidates - especially in higher level positions. Avoid obsolete, inadequate or legally noncompliant applications, and questions on applications or in interviews which - though perhaps not per se illegal - are irrelevant or convey to the attentive applicant that the employer is antiquated or sloppy.

When possible, **derive the substantive job advertisement narrative from the underlying job description** - easy if the employer maintains legally compliant job descriptions that delineate the job's essential functions, in compliance with the ADA (Americans with Disabilities Act). Parenthetically, employers are advised, when establishing written job descriptions, to avoid the temptation of making essential read like all-inclusive catchalls of duties performed by a larger group of jobs, or an entire department. Only list as essential those job functions which really are.

These days, with so much at stake in and from problematic workplaces, **lawful background checks and determined efforts to reach all listed personal and business references** so as to procure real information about applicants is simply smart business. Thorough background checks can help identify in advance - and so exclude from your workplace - "problem" employees early in the recruitment process, rather than after issues, claims, lawsuits and the drain of corporate treasury.

Now comes the live (or Skype) interview, an important step in the hiring process, where applicant and potential employer first meet. **First impressions matter!** Beyond their skills, you get to observe the candidates and assess their demeanor, attitude and maybe some personal habits. Remember that as the employer, you, too, are being judged. An improper, inept or unlawful question may reveal or infer a discriminatory thought process or workplace environment, which may lead a good candidate to walk away, or worse, file a lawsuit.

The smart employer plans for an interview in advance by preparing questions designed to elicit relevant information about the applicant, his or her character, interests and suitability for the position. Resist the temptation to ask, during the interview, any question you could not have lawfully asked on the job application. Permissible areas of inquiry include applicants' education, work history, educational status, licenses or certifications, and qualifications and skills relevant to the position sought. Legally impermissible or problematic areas include questions likely to elicit an applicant's age, gender, marital and/or family status, arrest record, national origin, religion, disability and/or medical history. Check with your attorney about other areas of inquiry that may be out-of-bounds in your state, municipality or county, such as an applicant's current salary, or prior criminal convictions. Good practical advice is to approach a job interview as you would a first date - thoughtfully, with your best foot forward, not in your mouth. Like Goldilocks' porridge, keep the time and tempo well balanced - not too long or short, not too light or heavy - knowing you can always bring that candidate back for more. And don't forget to leave some time for his or her questions.

Employers should avoid using social media in the hiring process, especially prior to a job offer being extended. About half of the states have statutes restricting an employer's ability to access an applicant's social media accounts. But regardless of state law prohibitions, one outstanding reason to discourage social media use by managers and recruiters is that it may inadvertently reveal to the employer protected and/or prohibited information, such as an applicant's age, race, sex, gender, sexual orientation, religion, or specific health conditions, taboo under the Genetic Information Nondiscrimination Act. ("GINA").

Having invested substantial time and effort in recruiting, hiring and training a quality employee, the employer naturally wants to retain her or him. **Actually, most employees have a fairly simple secret sauce for wanting to stay on.** Here are the key ingredients: Beyond the obvious factor of fair compensation, employees want a work environment in which they:

1. Receive respect.
2. Feel that their opinions are heard, and matter.
3. Are allowed and encouraged to use their talents and skills.
4. Understand the employer's expectations.
5. Receive continuous feedback.
6. Feel that their work and efforts are appreciated.
7. Are able to maintain a good working relationship with their manager and co-workers.

It is important, and highly recommended, that an employer do at least annual employee evaluations where the past (i.e., performance, conduct, connectivity with managers and colleagues) and the future (i.e., opportunities for increased wages, promotion and further training) are open for discussion, and the employee is reassured of an open line of communication with management. Target all or most of those factors, and your next big issue will be how to encourage some degree of employee turnover!

PREPARING FOR AND MANAGING AN ACTIVE SHOOTER SITUATION

The human resources department and facility managers should engage in planning for emergency situations, including an active shooter scenario. Planning for emergency situations will help to mitigate the likelihood of an incident by establishing the mechanisms described below.

Human Resources' Responsibilities

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior
- Make counseling services available to employees
- Develop an Employer Action Plan (EAP) which includes policies and procedures for dealing with an active shooter situation, as well as after-action planning

Facility Manager Responsibilities

- Institute access controls (i.e., keys, security system pass codes)
- Distribute critical items to appropriate managers / employees, including:
 - ♦ Floor plans
 - ♦ Keys
 - ♦ Facility personnel lists and telephone numbers
- Coordinate with the facility's security department to ensure the physical security of the location
- Assemble crisis kits containing:
 - ♦ radios
 - ♦ floor plans
 - ♦ staff roster, and staff emergency contact numbers
 - ♦ first aid kits
 - ♦ flashlights
- Place removable floor plans near entrances and exits for emergency responders
- Activate the emergency notification system when an emergency situation occurs

Assisting Individuals with Special Needs and/or Disabilities

- Ensure that EAPs, evacuation instructions and any other relevant information address individuals with special needs and/or disabilities
- Your building should be handicap-accessible, in compliance with ADA requirements.

RECOGNIZING POTENTIAL WORKPLACE VIOLENCE

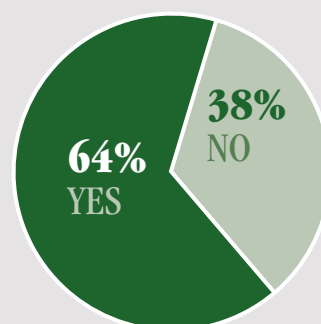
An active shooter in your workplace may be a current or former employee, or an acquaintance of a current or former employee. Intuitive managers and coworkers may notice characteristics of potentially violent behavior in an employee. Alert your Human Resources Department if you believe an employee or coworker exhibits potentially violent behavior.

Indicators of Potential Violence by an Employee

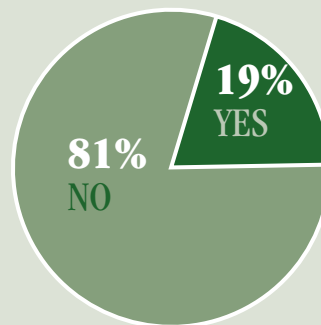
Employees typically do not just "snap," but display indicators of potentially violent behavior over time. If these behaviors are recognized, they can often be managed and treated. Potentially violent behaviors by an employee may include one or more of

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Percent of PNA members who have **ENACTED** training/policies regarding active shooter threats



Percent of PNA members who **PLAN TO ENACT** training/policies regarding active shooter threats



the following (this list of behaviors is not comprehensive, nor is it intended as a mechanism for diagnosing violent tendencies):

- Increased use of alcohol and/or illegal drugs
- Unexplained increase in absenteeism; vague physical complaints
- Noticeable decrease in attention to appearance and hygiene
- Depression/withdrawal
- Resistance and overreaction to changes in policy and procedures
- Repeated violations of company policies
- Increased severe mood swings
- Noticeably unstable, emotional responses
- Explosive outbursts of anger or rage without provocation
- Suicidal; comments about “putting things in order”
- Behavior which is suspect of paranoia, (“everybody is against me”)
- Increasingly talks of problems at home
- Escalation of domestic problems into the workplace; talk of severe financial problems
- Talk of previous incidents of violence
- Empathy with individuals committing violence
- Increase in unsolicited comments about firearms, other dangerous weapons and violent crimes

Reactions of Managers During an Active Shooter Situation

Employees and customers are likely to follow the lead of managers during an emergency situation. During an emergency, managers should be familiar with their EAP, and be prepared to:

- Take immediate action
- Remain calm
- Lock and barricade doors
- Evacuate staff and customers via a preplanned evacuation route to a safe area

MANAGING THE CONSEQUENCES OF AN ACTIVE SHOOTER SITUATION

After the active shooter has been incapacitated and is no longer a threat, human resources and/or management should engage in post-event assessments and activities, including:

- An accounting of all individuals at a designated assembly point to determine who, if anyone, is missing and potentially injured
- Determining a method for notifying families of individuals affected by the active shooter, including notification of any casualties
- Assessing the psychological state of individuals at the scene, and referring them to health care specialists accordingly
- Identifying and filling any critical personnel or operational gaps left in the organization as a result of the active shooter

LESSONS LEARNED

To facilitate effective planning for future emergencies, it is important to analyze the recent active shooter situation and create an after action report. The analysis and reporting contained in this report is useful for:

- Serving as documentation for response activities
- Identifying successes and failures that occurred during the event
- Providing an analysis of the effectiveness of the existing EAP
- Describing and defining a plan for making improvements to the EAP

Source: U.S. Department of Homeland Security



ACTIVE SHOOTER THREATS

present unique challenges for those involved.

Mental preparation and having a plan are vital to help you manage the situation.

When faced with an active shooter event, three options are available:

RUN

- Know all escape routes and locations
- Leave regardless of what others do
- Prevent others from accessing area
- **DO NOT** gather belongings
- Prepare for possible Law Enforcement Encounter:
 - > Keep hands visible
 - > Follow all commands

HIDE

- Turn off lights, lock doors and barricade
- Stay out of active shooter's view
- Silence phones/electronic devices and **STAY QUIET**
- Position yourself for the element of surprise
- Consider escape routes
- **DO NOT** let anyone in
 - > No exceptions - shooter could be outside
 - > Police will conduct search/clearing of location

FIGHT

- Sudden, aggressive and violent action against shooter
- Once engaged, remain engaged
- Throw objects at or use objects to strike/hit
- Yell, scream and be strong-minded
- Group tackle/assault if possible

REMEMBER TO:

Have a plan, remain calm and call 911 when it is safe.

WHAT IS AN ACTIVE SHOOTER?

Defined by the U.S. Department of Homeland Security:

An active shooter is an individual **actively engaged** in killing or attempting to kill persons in a confined and populated area. In most cases, active shooters use firearms with no apparent pattern or method to select their victims.

CALL 911

Remain calm and when possible to do so, provide the following:

- Name and physical address of location
- Estimated number of employees, students, etc.
- Description of and number of shooters
- What type of weapon(s) is being used
 - › Long gun, handgun, other
- Victims and injuries, if known

UPON ARRIVAL OF LAW ENFORCEMENT:

- Keep hands visible at all times
- Listen to commands / follow instructions
- **DO NOT** approach or attempt to grab officers
 - › Avoid quick movements
 - › Remain calm
- Attempt to control yelling and screaming

First responding officers are there to locate and stop the threat. Basic life saving measures may be required until it is safe for rescue personnel to enter your location.

Be prepared and plan to survive!

FOR QUESTIONS OR REQUESTS FOR PRESENTATIONS:

Contact your Troop's Community Services Unit.

Visit **psp.pa.gov** > Contact Us > PSP Troop Directory



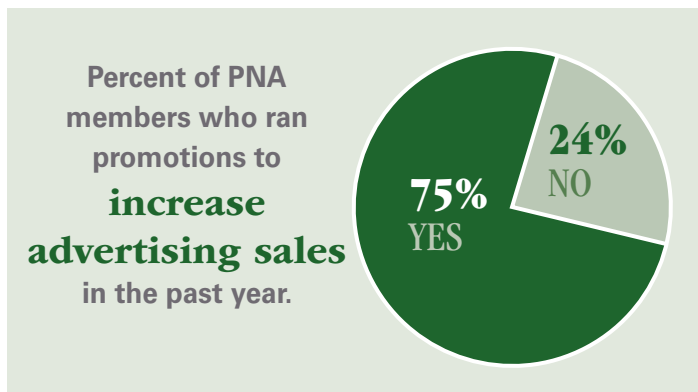


ADVERTISING/ MARKETING



ADVERTISING PROMOTIONS

The majority of PNA members offer special products, promotions and incentives to attract new and existing advertisers. Ranging from discounted ad space to merchandise and special section initiatives, newspapers across the commonwealth have found success generating revenue from these programs.



ADVERTISING SPACE PROMOTIONS

Combination Packaging

We can sell print, digital, outdoor and radio within our market, and have leveraged this with all our sales reps. We simplified a combination package of what the client was interested in and offered it as a bundled solution.

High-Value Target Initiative

In order to have our sales leaders focused on securing larger revenue accounts, we created a bonus plan for them. They each identified a handful of accounts they would go after. If they closed them, they would receive a bonus. Minimum contract value is \$50,000. Payouts increase for larger revenue contracts.

Marketplace

A no frills, small ad campaign designed to attract low price point advertisers. It runs weekly and generates around \$50,000 in revenue per year.

New Account Contract Initiative

We offer an additional bonus for contracts closed for new advertisers (have not run in 13 months). The contract must be for a minimum of three months at \$1,500/mo. Payouts are increased for longer duration and revenue amounts.

Sales Blitz

We offered a one-day discounted ad package and conducted a phone blitz. The sales reps were not given the packages until the morning of the event; however, they could send teaser messages to the clients in advance. The discount expired at the end of the, what proved to be a very successful, day.

Sticker Note Campaign

We targeted advertisers to increase our page one sticker ads with a two-week concentrated sales effort. We included some upsells, shapes, back side printing, etc. in our offer with hopes of exposing these for future sales. It was fairly successful.

Supersize Program

With ad contracts of 12 weeks or more, advertisers can run quarter-, half- and full-page ads at a significantly discounted price (below contracted rate) as part of their agreement. This has been very popular with our advertisers.

TV Guide Program

We manage our own TV guide sales process from the beginning to the end rather than outsource it to an outside sales organization that focuses on this type of business. We offer bundled buys with display ads as well as in the printed guide. We are proud to say that we have a 90 percent closing ratio on our sales and attribute much of our success to using a consultative sales approach with our advertisers.

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Back to the Basics

Our advertising team has gone back to the basics in our sales approach. Our focus is more about building a relationship with our clients through the consultative sales approach versus focusing solely on meeting or exceeding a revenue goal. We ask thoughtful questions during the discovery phase to get to know the client, and develop an understanding of their business needs and advertising goals. We are extremely invested in the development and outcome of the marketing strategy rather than being focused on just making the sale. Our team stays with our clients from the beginning of the advertising planning process through the time the advertising runs and the results can be analyzed.

COMMUNITY ENGAGEMENT PROMOTIONS

Community Publisher Program

Our community publisher program invites local businesses and supporters to play an active role in allowing us to continue to offer this important, free community news resource. We solicit men and women who:

- Are a business leader with a vision and a belief that, when the region prospers, we all prosper.
- Believe an informed local public is a better local public and thus a better place to live and work.
- Recognize that engaged, local reporting is a community good that must be paid for—but that, in the age of the internet, must depend upon resources outside of traditional advertising.
- Support arts, culture and education and the broader community good via news and education.
- Understand and believe that the health of the community is reflected through affirmative, responsible local reporting and features.

In exchange for their commitment, community publishers are recognized in the following ways:

- Each month, a logo will be printed on our inside front cover (premium placement) recognizing a company, organization or individual as a community publisher.
- A special section of our website will provide a company description and additional recognition.
- Community Publishers will have a dedicated distribution point for our publication at their location for the benefit of employees and clients.
- Community Publishers will be honored twice a year at the Community Publisher's Dinner.
- Community Publisher will be scheduled to write the Publisher's column.
- Community Publisher will be invited to our events.

The value of this promotion is \$12,000.

Partnerships with local nonprofits

Many nonprofits don't have an advertising budget, or if they do, it's small. However, they have an important need to communicate the details of their programs and events to the community. We offer various trade opportunities along with deeply discounted advertising rates so they can promote their organization. Our publication benefits by being a media partner, sponsor and a community supporter of their program/event.

CONTEST PROMOTIONS

Reader's Choice

To allow our readers to vote for their favorite people and places in 111 categories, we run a full-page ballot in the newspaper once a week for a month. Readers must cast their vote for a minimum of 10 categories. When the contest ends, the votes are tallied, and winners are contacted and encouraged to place an ad in the corresponding tab to thank the readers for voting for them.

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Pick of the County, our local “Best Of” contest

Our annual “Best of the County” promotion, was named “Pick of the County” due to Adams County being the home of so many apple farms. Readers vote on over 100 categories of entries, and we award 1st, 2nd and 3rd place winners. The ballot runs every day in the paper during August, and we receive between 7,000-11,000 completed ballots – either through the mail, online or dropped off at points throughout the county. Ads are sold online and around the ballot to promote candidates. A winner’s book is published at the end of September and is inserted into our newspaper. Winners also receive a window cling with the contest logo on it to put in the store window. This promotion generates \$45,000+ in ad revenue.

Reader’s Choice

Our reader’s choice contest is done in two phases beginning in February and ending in May.

During the first phase, the nominations for “best of” in all business categories are received. We allow about two weeks for the nomination process. Shortly thereafter, reader voting begins. We create both print and digital sponsorship opportunities on the voting pages that run for three Sundays and one Thursday in print, and the digital voting banner ads run every day.

When the votes are tallied, we announce those who were nominated, as well as the winners, in a special tab as the second phase of the promotion. Participating businesses have the opportunity to choose from one of two separate promotional packages to celebrate their success. The winners package includes a full-page ad in the tabloid, 25,000 online impressions, a winner’s plaque, a 3’ x 6’ banner to hang on their business and door decal, as well as a direct link from the winner’s page to their business. Depending on the items the business selects to purchase, these packages range in price from \$195 to \$700.

For the businesses that were nominated but didn’t win, the marketing packages are priced from \$95 to \$625. Many of the nominees use their ad space to post thank you messages to all their adoring fans.

The winner/nominee tab that ran in May generated \$55,000 in combined revenue.



DIGITAL PROMOTIONS

724Autos.com

The 724Autos.com auto website has been an effective way to connect local customers with local car dealers. This ‘hyperlocal’ focus has proven to be tremendously successful in many markets across the U.S. The website offers a consortium of local dealers all in one user-friendly platform. 724Autos.com features dealers from the Sample News Group’s central/western Pa. footprint, and includes Westmoreland, Butler, Armstrong, Fayette, Indiana and Allegheny Counties - and all points in between.

Users can search vehicles by several metrics from make, miles and price as well as dealer-specific searches. The combinations are endless, but they all have one common element – the searches are limited to only local dealers.

We have seven car dealerships running a consistent campaign and they are always looking for more.

Live-stream football and soccer game sponsorships

We offer sponsorships of our live-stream high school football and soccer games and have agreements from 27 local businesses. We’ve even named a play of the game after a sponsor - the McDonald’s Big Mac Sack of the Game. We’re also hoping to sell live-stream remotes to area businesses since radio stations serving the area aren’t doing a lot of live broadcasts. Our goal is to become the television station for our community. We also produce and sell video clips for sports recruiting to send to colleges.

Quarterly Digital Revenue Contest

We offer an additional bonus for the greatest number of digital sales closed AND most digital revenue closed. The contracts need to be closed and activity started for it to count. The bonus is paid out monthly.

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MERCHANDISE PROMOTIONS

Card Decks

We offer advertisers the opportunity to have their logo on a specific card or cards in a deck of cards that is placed in a bag and distributed to all our subscribers once a year.

The cards are priced as follows:

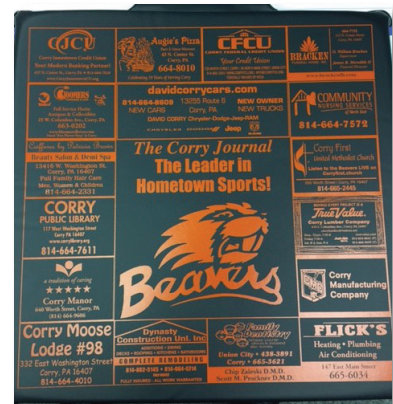
- Cards 2-10 for each suit are \$300 each.
- Face cards for each suit are \$400 each.
- Aces for each suit are \$450 each.
- Jokers are \$200 each.

Our newspaper generates roughly \$18,000 in advertising sales less the cost of printing. We also donate \$1,000 to two local nonprofits as part of the promotion.



Sports Preview Seat Cushions

Like those in many communities across Pennsylvania, the residents of our community love their local high school football team. To show their support of the team, we offer seat cushion ad sponsorships to local businesses. For the second year in a row, more than 40 business card-sized ads were sold for \$200 apiece. Last year's cushions were well received by fans who were spotted using them at other high school sporting events once the football season ended. Over 300 cushions, printed in the team colors of black and orange, are distributed - for free, at the school's first home football game in September.



NICHE PUBLICATIONS PROMOTIONS



Battle News

Battle News is a three time per year publication based upon Civil War and Battle of Gettysburg reenactments taking place in and around Gettysburg. One edition is published during the reenactor meetings that happen in the spring, one publication is printed prior to the reenactment event the first week of July and a third edition is printed prior to Remembrance Day, the day celebrated each year on the anniversary of President Lincoln giving the Gettysburg Address, November 19, 1863.

Business Directory

Our business directory features information about local businesses along with photos that we take of employees either inside or outside of the business, or if the business prefers, we'll publish their logo. The tab includes ¼ page, ½ page and full-page insertions. The cover is printed on glossy paper, and 40 lb. hi brite paper is used for the inside pages. It is inserted into our newspaper, and we also print extras to place in hotels, service stations, restaurants and other locations.

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SPECIAL SECTIONS

Monthly Themes

We partner with community groups and organizations to generate mission-focused publications. We secure advertisers who ordinarily would not advertise in the newspaper, plus benefit from the added advantage of the partners co-promoting the publications.

We offer advertisers the opportunity to participate in a special section each month. Our sales team reaches out to specific businesses that fit our theme for advertising and offers unique and non-traditional advertising sizes (photography spreads and pictures).

The topics of each section are as follows:

- | | | |
|-------------------------------------|--|---------------------------------------|
| • January: New year, New you | • February: Black History month | • March: Women & Business |
| • April: Home & Garden | • May: Dining | • June: Local tourism |
| • July: Pets | • August: Youth & Schools | • September: Arts & Culture |
| • October: Fall fun | • November: Shop local | • December: Holiday gift guide |

D-Day Special Section

To commemorate the 75th anniversary of D-Day, we ran a broadsheet special section on June 6. We repurposed newspaper covers from June 6-8, 1944 and included new and historic photos and stories. Family members were able to place memoriams for loved ones that have since passed. Any Veteran-based publication is very popular in our area so there was a great interest in this project from the beginning.

Premium positions in the paper that ran alongside of these stories sold out immediately. Our sales team sold a sponsorship that covered the cost of printing over 2,500 additional copies that were distributed to nursing homes and veteran organizations in the area.

This special section was also tied to a “We Can Do It” WWII traveling exhibition that opened at the local museum on May 25th and ran for several weeks.

Home Improvement Tab

Our home improvement tab includes information and advertising related to anything that has to do with the home. Our news department writes local stories about some of the local businesses, and we sell advertising to a variety of organizations, including construction companies, banks and real estate offices.

Labor Day Salute

Labor Day is a creation of the labor movement and is dedicated to the social and economic achievements of American workers. It falls on the first Monday in September and constitutes a yearly national tribute to the contributions workers have made to the strength, prosperity and well-being of the country. We create an advertising vehicle that allows labor union leaders, government and legislative officials and community service representatives to pay tribute to the Philadelphia region's working men and women.

To engage potential advertising participants, we let our targeted Labor Day audience know about the opportunity by sending email blasts, plastering promos on social media and through a personal invitation to participate by telephone or personal sales visit.

As Labor Day approaches, many of our clients and prospective clients will begin thinking of marketing ideas to capitalize on what is usually a big holiday for business. They offer special deals, sales and events. The odds are they are thinking along the same lines as us, who can offer opportunities for them to advertise their products and service.

Although Labor Day signals the end of summer, it's also the unofficial start of the fall season. We have found many businesses switch gears when the season changes. Restaurants offer seasonal ingredients or menu items. Clothing stores switch to warmer clothes, etc. Our odds to secure advertising are good because whatever is occurring on Labor Day, a sale of some kind is going to be involved. Advertisers know nothing gets people in their doors (or onto their websites) like a good deal. It's proven to be a great advertising opportunity.

Labor Day also means a few things beyond the end of summer and beginning of fall. For kids and parents, it means “Back to School.” For many, it also means the start of football season. We have always tried to structure our Labor Day advertising deals using such themes to pique the interest of its advertisers.

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Martin Luther King, Jr. Day of Service Supplement

Philadelphians, like many Americans across the country, come together for a National Day of Service, held on Martin Luther King Jr. Day each year, on the third Monday in January. We produce a supplement that highlights day of service information, community program activities and ideas that allow family, friends, or local organizations to join a day of service activity.

With the support of national and local advertisers, we develop our MLK Day of Service tool that allows individuals and groups to search for opportunities in their communities. The holiday is promoted as a “day on, not a day off.” The MLK Day of Service is intended to empower individuals, strengthen communities, bridge barriers, create solutions to social problems and move us closer to Dr. King’s vision of a “beloved community.”

In the words of Martin Luther King, Jr., “Everybody can be great because everybody can serve.” Our supplement highlights service programs and events that allow all to serve in deep and meaningful ways. They can serve somewhere locally - fight poverty, build homes for those in need, mentor kids, or support disaster victims, just to name a few. But no matter where or how they choose to serve, they will be assured of an unforgettable experience for themselves and the ones they help.

Sports Tab

We produce a sports tab in both the spring and winter, as well as a separate football tab. Each edition features team pictures and schedules, and we sell ads at the bottom of each page.

Sun Fun Guide

Summer ushers in sunny days, grilling out and fireflies at dusk. Longer days and summer vacations also mean more downtime, play time and hopefully more family time. Our Sun Fun Guide provides information about a host of free (and almost-free) summer activities to help families keep kids happy and active all season long.

The guide has been a financial winner for us. Advertisers range from small businesses, with a recreational bent, to organizations with summer school programs. The Philadelphia region is conducive to an array of advertising opportunities that promote seasonal venues.

Aside from a collection of recreational facilities that accommodate swimming and athletic activities, there are regional entertainment venues like state parks and amusement parks that merit advertising. Area eateries and major citywide activities such as ethnic festivals also advertise to promote seasonal venues.

The guide, in keeping with summertime family traditions, is a great way to remind families what they have enjoyed in the past as well as think of some new fun summer activities to try.

Wedding Guide Series

In the past, we ran two wedding special sections per year but opted to change things up and publish the information on a broadsheet within the paper four times per year – January, April, June and October. The front page can be purchased through a sponsorship, and we work with editorial to position the stories and advertising.

This change in format has been lucrative for our publication as we are generating \$1,100 more per quarter in revenue compared to when we were running the wedding tab two-times per year. We have also added a wedding guide tab to our website where businesses can place their small-sized ads.

GENERATE REVENUE FROM SPECIAL SECTIONS

Reprinted from The Big Book of Special Sections

What makes a special section “special” is that it provides a potential source of new revenue from new advertisers. Therefore, special sections should be planned around advertisers or advertising categories that are not currently and regularly represented in the paper. We recommend that you first review your current special section calendar and ask yourself, “Does this section/tabloid give me the opportunity for new business – new revenue?” If the answer is yes – great! If the answer is no, then maybe it is time to substitute for a different section aimed at a new list of potential advertisers.

When launching a new or improved special section, allow sufficient time for planning. You’ll need to:

- Decide whether this special section will run as ROP or as an insert.
- Build a prospect list.
- Budget costs and establish pricing.
- Talk with production about capabilities and any special needs.
- Meet with editorial to discuss content options.
- Design a cover page or section header to be used for sales purposes.
- Develop sales collateral.
- Promote upcoming sections through house ads.
- Allow for optimal advertising sales time.

ROP or Insert

Consider running your special section as ROP pages if you have limited editorial content, fewer advertisers or limited production capabilities. Choose a stand-alone supplement if you want something more eye-catching and impactful that can be easily retained for future reference.

The goal of the ‘special section’ is to secure incremental ad dollars from existing customers but also attract non-traditional or budget conscience advertisers with targeted content.

Building a Prospect List

As you are considering the potential advertisers for this section, write down the likely candidates. If the list predominantly features existing advertisers, then in all likelihood, the section you had in mind is not a special section at all. Focus on new account acquisitions by:

- Building a unique prospect list by sales representative.
- Searching Chamber of Commerce directories or perform online searches by section focus to identify target advertisers.
- Including, if necessary, advertisers from previous editions, but the list should not be entirely made up of previous participants.

Budget Costs and Establish Pricing

Before determining the advertising pricing for the special section, consider and budget for the cost of producing the product.

- Will it be printed on special paper?
- Will it use special inks?
- Will it be produced on straight time or on overtime?
- Will it be “over-run?”
- Consider the distribution method. Will it be mailed?

The goal of the ‘special section’ is to secure incremental ad dollars from existing customers but also attract non-traditional or budget conscience advertisers with targeted content.

Continued on Page 31

When establishing the advertising rates, keep in mind that special sections should not be offered at rates that represent a discount from an existing rate card. The rate should take into consideration any and all unusual costs associated with production or delivery.

Talk with Production

Work with your production staff to plan an in-paper date that works with their schedule. Consider scheduling the insert on your newspaper's least busy day. Account for production requirements and count backward 10 days from the date production needs the product. That will be your sales "lead-time."

- Communicate whether the section will run as ROP, or run separately and need to be inserted.
- If it is to run on special paper or require special inks, are those items in-house, and if they aren't, how long will it take to get what you need?

Meet with your Editorial Staff

Confirm whether your editorial staff has the manpower to write original content for the special section. A good advertising to content ration is 60/40.

- Encourage your editorial staff to contact one of your regular newspaper advertisers for copy input.
- If original content is not an option, contact the retailers or manufacturers of the various products and services that align with the theme of the special section to see if they have copy they can provide to you.
- You may also consider purchasing canned copy from a company such as Metro Newspaper Service.

Design Marketing Materials

Build the front cover page or section identifier early so you can incorporate the design elements in other collateral materials.

- Send out "thematic" invitations to participate to all potential advertisers. Be creative with the invitation – remember, you want to arouse interest in the upcoming section and you want to demonstrate your creativity.
- Create "leave behinds" for sales people. Once the advertisers have been sent an invitation, the sales team will follow up with a sales call. For advertisers that are not in, or for advertisers that can't be closed on the call, sales collateral with pertinent information should be left behind.
- Build success charts. The chart helps staff visualize how the sales event is going. The chart should also account for calls made that were not closed. Seeing accounts that said "no" can prompt other sales people to consider similar accounts from their lists.
- Develop and run house ads that promote the upcoming section to generate reader and advertiser interest. House ads should be run a week ahead of the insertion and then again on the Sunday prior to the in-paper date.

Advertising Sales

Announce the special section to your sales team only after all of the necessary legwork has been completed. Ten selling days is the optimum selling time to create a sense of urgency, avoid overlapping sales initiatives and eliminate procrastination. There are sections that could take longer, and some that require less sales lead time, but on average, a sales effort that lasts longer than ten days often will not result in more sales than can be achieved in the 10-day window.

- Sales representatives should aim for 10 sales calls per day because on average, it takes six to seven calls to make one sale.
- Schedule special sections accordingly so that sales efforts don't overlap.
- Discuss and determine how to best handle the most common questions asked by advertisers: "Will participation in this section count toward my contract fulfillment and will my standard rate apply?"
- Anticipate likely objections and talk over what might be used with the sales team. Discuss what should be said when an advertiser says, "I like the section, but I don't want to spend any new money – can't we run my regular ad in the section?" The appropriate answer is – "Yes, we can do that but only if we redesign the ad so the ad ties with the section focus."
- Follow up. Solicit regular updates from your sales staff and accompany them on sales calls if necessary.

See 'em, Tell 'em, Sell 'em. The more you see, the more you tell, the more you sell.

SPECIAL SECTION TIPS FOR SUCCESS FROM OUR MEMBERS

Reprinted from The Big Book of Special Sections

Preparing the Special Section

- Be sure to have the information about the special section in the hands of potential advertisers at least six to 12 months in advance.
- Build enough selling time into the schedule.
- Provide enough time after deadline for production.
- Adhering to deadlines is key.
- Employ an early deadline for the special section to not interrupt the regular production cycle.
- In order for special sections to really be a hit, they need to be planned properly to ensure that the sales team has enough time to sell the product. Poor planning or bad timing is just a recipe for disaster.
- Special sections need to have an audience – readers who are interested in the content, and see a value in receiving it, resulting in a good response for the advertiser.
- It's critical to have a good rapport between the advertising and editorial departments to have a successful special section – they need to work in partnership. Have representatives from both departments in attendance at planning meetings.
- Dedicate a special section “champion” to take full ownership of the section. If it becomes “his” or “her” project, they’ll passionately dedicate 110% to the section’s success.
- Create the right amount of space between publishing special sections. Be sure they are close enough so readers are regularly able to enjoy them, but far enough apart so you aren’t asking the same advertisers to advertise too often.

Building the Special Section

- Some sections are good editorial ideas, but don’t gain advertising support, and some sections are good advertising opportunities, but are difficult to support editorially. The most successful special sections have both.
- Our very best special sections are those that enable us to do good editorial that we don’t have room for in the newspaper – and those sections can be advertised to an audience that doesn’t normally read the newspaper.
- Localize the special sections as much as possible by not relying on prepackaged content.
- If you purchase editorial content, be sure to include a

few pages with local content to keep the “local” feel.

- Special sections work best when the content is actually “special” and enhances the value offered to readers and advertisers.
- Always keep the content fresh – change is good!

Selling the Special Section

- Special sections help the advertising department focus on particular businesses that often ends with an advertising contract.
- A few hours of research time in developing target prospect lists can yield big increases in sales.
- Special sections must be geared toward the advertisers’ goals.
- Use special sections as an introduction to future buys.
- Package a digital component with the special section to add to the value and response.
- Advertisers will spend more money on special sections when they have the opportunity to showcase themselves, rather than their products or services.

Financing the Special Section

- Beware of sections/ideas that just transfer ad dollars from the regular paper to the special section.
- Special sections must be “plus” business – they shouldn’t take an advertiser from ROP and place them in a special section. Trading dollars is a lose-lose situation.
- Set a revenue target for each special section. If the section does not meet the volume, determine whether it can be “fixed” (advertising volume and/or content). If not, cut the section and look to replace the revenue by growing an existing section.
- Digital tie-ins provide opportunities for additional digital dollars.
- Consider adding special “pages” to the newspaper if producing a special section is cost prohibitive.
- Always do a P&L on special sections to see which ones are profitable, and which ones need to be eliminated.

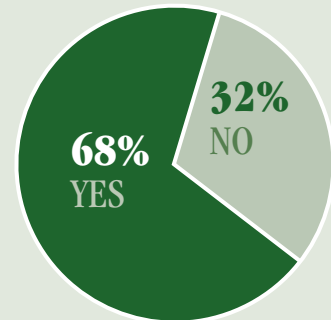
Reflecting on the Special Section

- Collecting customer feedback is a great tool for making improvements.
- Try, try and try again. Nothing beats a failure but a “try!”

EVENTS

Many news media companies across Pennsylvania have found success generating revenue through organizing marketing events in their local communities. Newspapers have capitalized on their strengths by finding yet another meaningful and lucrative way to connect with their readers.

**Percent of
PNA members
who have
hosted
community
events
in the past two years.**



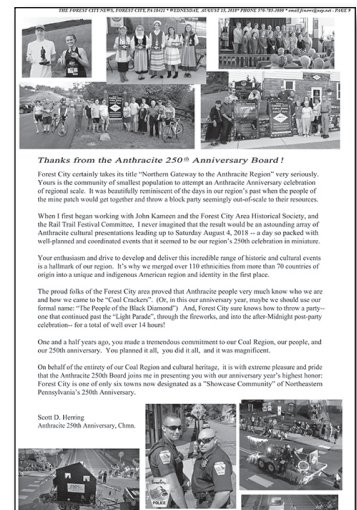
250th Anniversary of Anthracite Celebration

The Forest City News

The 250th Anniversary of Anthracite Celebration was a coal region event with the organizing committee going to old coal towns to have them sponsor a local event. The Forest City Area Historical Society accepted the sponsorship of the event for Forest City. The Greater Forest City Business Alliance adopted the theme for its annual one-day community celebration which was capped off with the largest light parade to date that included 23 coal-themed floats and a fireworks display to close the one-day event.

Local merchants, the Business Alliance, the Historical Society and some vendors ran ROP ads in the newspaper in the weeks leading up to the event to help promote and celebrate.

The overall state chairman for the 250th Anniversary attended and said that Forest City did the best job of any community in the Anthracite region with its celebration. Former Publisher of the Forest City News, John P. Kameen, was President of the Historical Society and was the spearhead for the town's participation.



Angels' Wings

The Indiana Gazette

Since 1984, our newspaper has offered our continued support to the ICCAP to make sure that anyone who qualifies for this program doesn't go without during the Christmas season. Many trees are placed throughout the Butler County community, and tags in the shape of angels' wings are placed on its branches. Those who are in need list the items they desire on each tag. The recipient's names are received from many different organizations throughout the community.

Those desiring to participate in this program are asked to select a tag from the tree that speaks to their heart, and fulfill the wish of a child, senior citizen or veteran that may include new toys, clothing or basic needs. There are no names associated with each tag – just the ID numbers that are tied back to each individual. For those who are pressed for time, financial donations are also accepted, and volunteers will do the shopping on their behalf. There is also an option to adopt an entire family if desired.

Participants are asked to return their unwrapped items with the ID tag to the designated drop off point.

There have been 1000s of tags, 100s of volunteers and just as many happy recipients over the years that have benefited from this heart-warming program. The program has received more than 300 bicycles in any given year thanks to the many generous people in the Butler community.

In addition to the Angels' Wings program, The Indiana Gazette also initiates the "Stop the Cold" donation collection of new kid's coats, hats, scarves, gloves and mittens. Monetary donations are also accepted. This program is also coordinated through the ICCAP of Butler.



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Annual Golf Outing

Butler Eagle

The Butler Eagle has organized an annual golf outing for many years. Monies collected from sponsors, advertisers and attendees supports the newspaper's local Newspapers In Education (NIE) program. This program promotes local print journalism by providing thousands of students throughout Butler County schools with newspapers in their classrooms for various educational projects. Held at one of the area's top-rated golf courses, more than 160 golfers participated in this year's outing. Many of Butler Eagles' advertisers, local business leaders and golf enthusiasts support the event.

Beer Fest

The Indiana Gazette

For the past three years, we have hosted a local beer fest at the Kovalchick Complex on the last Saturday of March. Attendees enjoy unlimited samples provided by approximately six independent breweries and several distributors who provide 15-20 different varieties for a total of about 45 various beer options.

In addition to the beer sampling, entertainment is provided by popular local artists including the Funky Fly Project, and food is available from our contracted vendor, "Off the Rocks."

Tickets are available to purchase for \$25 in advance of the event, and for \$40 at the door. On average, 250 beer lovers attend the event each year.

In addition to promoting the event in our print products, we also advertise on the local radio stations and through a Facebook campaign.



Better Living Showcase

The Times-Tribune (Scranton)

This is a day-long event focused on the 50+ age demographic. It features speakers on a variety of topics of interest to this target audience on the main stage. There were also smaller seminars in rooms consisting of about 25-50 people that targeted specific topics that attendees could register for in advance. These topics were mostly medical and financial planning-related and were the biggest draw for attendance. We had four rooms for this and ran the seminars hourly. The event ended with a concert for about 500 people. This event engaged the community, was financially successful and had steady attendance.

Bridal Show

Gettysburg Times

Our bridal show is held the last Sunday of January (the Sunday before the Super Bowl) at rotating locations in and around Gettysburg. The most recent show had over 80 vendors that represented anything and everything wedding-related, including caterers, restaurants, beauty salons, event locations, bakeries, DJs, vacation planners, clothing rental stores and more. More than 300 people attended the event.

We also give away three prizes to the lucky brides-to-be – a \$250, \$500 and \$1,000 gift certificate to be used with one of the vendors that is participating in the show.

We run ads to promote the event in the newspaper, online and in other newspapers in our group. We also publish a show magazine that is handed out at the show and is inserted into the Gettysburg Times. Last year's show generated \$35,000+ in revenue.



Continued on Page 35

EVENTS (cont.)

Care & Share Day

The Indiana Gazette

In partnership with ICCAP, we host an annual canned food drive and fundraiser called "Candemonium," to support 18 food pantries in our area. Our goal is to collect 10 tons of food along with \$10,000.

Brown paper bags are inserted into our Sunday newspaper, and we ask our readers to fill up the bag with canned grocery items, paper products, personal hygiene items and baby products, and drop it off at any of the designated locations.

ICCAP serves over 6,000 individuals each month and distributes over ¾ million pounds of food annually.



Cooking Show

The Indiana Gazette

In partnership with the Indiana County Technology Center and Culinary Arts Program, IUP Center for Student Life and Clarion University Department of Communication, we've hosted an annual cooking show each April for the past 20 years. All attendees have the pleasure of sampling the food that is prepared; however, we do solicit VITs – Very Important Tasters – such as the college rugby team members, to step up and sample before everyone else.

In addition to the food tastings, we welcome 20-25 vendors such as local restaurants, local wineries, furniture retailers, jewelry stores, Tupperware consultants, LuLaRoe and more, who set up their display in the lobby of the auditorium. Each vendor can choose to pay either a \$250 fee to participate or a \$50 fee to participate when they place a paid ad in the supplemental section. They are also asked to contribute a gift for the raffle.

The cooking show consistently attracts 300-500 attendees at each event. Tickets are sold for \$8 per person, and all monies raised from the ticket sales and raffle ticket sales, more than \$10,000 each year, go directly to the local food bank. The Indiana Gazette nets about \$8,000 in vendor and advertising sales from the effort.



Digital Marketing Summits

PennLive/The Patriot-News (Harrisburg)

Our engaging digital marketing summits produce great business to business leads for our ad sales team due to the high attendance from the local business community that results in revenue generation. Each quarter, we invite local business owners and marketing professionals to learn more about the digital space from industry experts. One of our sold-out events featured information about Google video, while another focused on marketing to different generations. These events demonstrate our organization's commitment to thought leadership in our community.



Distinguished Service Awards Banquet

Butler Eagle

The Butler Eagle helps coordinate the annual Distinguished Service Awards Banquet. This joint effort between the Butler Eagle and the Butler Rotary Club honors two very deserving community members - a junior recipient and a senior recipient. The event takes place in May at the Butler County Country Club, and the dinner is typically attended by 200-250 local community members. Past recipients are invited as well as many hand-selected business and community partners.

Continued on Page 36

Erie's Choice

Erie Times-News

Erie's Choice has been taking place in the Erie Times-News for over 15 years. This contest allows the community to nominate their favorite businesses in 146 categories. The top five nominees in each category make the ballot to be named Erie's Choice. The nomination period takes place for two weeks, followed by a two-week voting period. The top three finalists in each category are then invited to an exclusive event where the winners are announced. Winners in each category receive an award and decal to display at their business, along with the usage of the Erie's Choice winner's logo for one year.

Girls World Expo

PennLive/The Patriot-News (Harrisburg)

Girls World Expo is organized locally by PA Media Group in coordination with a local ambassador and Girls World Expo National representative. It is a day-long event created by local teen girls for local teen girls age 11-18. The day is filled with seminars, performances, demonstrations and vendors that serve the needs of girls in the Harrisburg area.

Girls enjoy a magical day where they hear from and meet successful and powerful women right from their own community who can show them a path to success. They attend workshops, listen to speakers, see demonstrations, science exhibits and speak one-on-one with women who are leaders in business, government, industry, the arts and many other realms of endeavor. It's a rare opportunity for the girls to see what their future could be and learn what it will take to get there. But it's not all work. Girls World Expo is also fun. There's fashion, an art show, music and dance performances by talented local artists, and the always-popular GWE Marketplace, where girls can see and purchase everything from hair accessories to self-help materials, and clothing to jewelry.

Sponsorship opportunities include everything from a presenting sponsorship to a booth sponsorship for businesses who want to engage with local girls. Over 1,200 guests attended the event which was promoted through The Patriot-News, on PennLive.com and through employee outreach.

Health Expos

Pittsburgh Post-Gazette

Last fall, we produced nine health expos for a healthcare client that targeted adults 55+. Our client wanted to build a relationship with prospects as they made decisions about their insurance and particularly, Medicare coverage. The free events offered healthcare screenings, cooking demonstrations, exercise classes, seminars and resource booths for the target audience. A post-event survey indicated that attendees left the event with increased favorability of the brand.

Intellectual Series

Pittsburgh Post-Gazette

Over the past two years, we have produced 20+ panel discussion format events that we call our "intellectual series." They are each on a topic related to a current event or area of interest to the public, including various issues in health care, politics, sports, food, security and energy, as well as specific events such as the Tree of Life shooting in Pittsburgh. The discussions are generally moderated by our executive editor or another appropriate person from the newsroom. The events are held on a weekday evening, and attendance is free to the public. A single sponsor supports each event. Sponsors have included healthcare institutions, banks, utility companies and others. The intellectual series is a great way to engage the community while giving sponsors the opportunity to be seen as a thought leader on important topics.

Kegs, Corks & Kilts

Altoona Mirror

With beer and wine events now so prevalent, we've found a "theme" can help separate our events. We have a Halloween-themed one in October and this Irish-themed event each March. The setup is standard for tastings with free samples of beer, wine and spirits and an admission fee that covers light hors d'oeuvres and the entertainment – a very popular traditional Irish band who performs in traditional Irish garb. Many of those who attend actually wear kilts, while others paint their faces in Shamrock green. A small slate of vendors drives additional revenue.

We hold the event in a hotel ballroom and partner with the venue in offering special rates for overnight stays.

Rather than compete with St. Patrick's Day weekend events, our event is always held one weekend before. We usually sell out two 300-person sessions.

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Lawyers Among Us

Bucks County Herald

Lawyers Among Us is a publication and event partnership between our paper and the local bar association. It generated ad and sponsorship revenue and increased community engagement. The second one is in development.



PennLive Sports Awards

PennLive/The Patriot-News (Harrisburg)

PennLive's annual High School Sports Awards banquet celebrates athletes in multiple sports along with the male and female athletes of the year, coach of the year and a pair of scholar-athletes. A courage award is also awarded. It elicits great community involvement, high attendance and generates revenue for the news media organization.

As many as 200 athletes, parents, family members, coaches and classmates attend this popular event that occurs at the end of the school year. Event sponsors have included Shades of Greatness - the LeSean McCoy Foundation, UPMC-Pinnacle and Penn State Hershey Medical Center.

Former NFL player Ross Tucker served as this year's emcee, and former NFL and Penn State player Jordan Hill was the keynote speaker.

The event is promoted in The Patriot-News, on PennLive.com and through the schools.

Realtors Among Us

Bucks County Herald

Realtors Among Us is a publication and event partnership between our paper and the local realtor association. In addition to ad and sponsor revenue, we held a ticketed event that sold out.



Summer Concert Series

Altoona Mirror

This was a government-operated program that the newspapers took over, re-imagined and took to new heights, largely because of our ability to market and promote the event more thoroughly.

The free outdoor concerts are held monthly during the summer on Friday nights, featuring a different local band each month, food trucks and refreshments. As part of the agreement to take over the concert series, the stage in Heritage Plaza in downtown Altoona was re-branded as the Altoona Mirror Railcar Stage.

As with any outdoor event, weather is a concern, but with no admission fee and considerable promotion, when we get a beautiful Friday evening, we can draw crowds in the thousands.

Revenue comes from community sponsorships, vendor fees and refreshment sales.

Varsity Cup

Erie Times-News

Best of Varsity Cup honors the top performing all-area high school student athletes from 45 high schools across eight counties in 24 sports. Awards are presented to the Outstanding Player of the Year in each sport, as well as Male and Female Athletes of the year and Coach of the Year. Athletes are invited to attend for free and the event is open to family, friends and the general public. Local businesses sponsor the event and the event includes a featured special guest. The event garners high attendance and generates revenue.

GENERATING REVENUE FROM EVENTS

Reprinted from The Big Book of Events

Successful news media organizations are diversifying their revenue-generating platforms to include event marketing. Whether the goal of the event is to build the news media brand, attract new readers or simply boost profits, hosting a marketing event will give your newspaper valuable visibility in your marketplace.

Events must be memorable to make an impact. When done well, they have the power to create a lasting and powerful positive impression of your news media organization. By allowing people to experience and interact with your company while participating in an event that you have sponsored, you are making an important connection with readers and advertisers.

Conducting a marketing event is a sizable undertaking that can yield very lucrative results. Begin the planning process early, and use the steps listed below as a guide to help keep you on track.

Steps for Organizing a Successful Event

1. Identify a topic or cause for your event.
2. Define your target audience.
3. Determine the date and time for your event.
4. Establish a budget.
5. Develop a planning timeline leading up to the event.
6. Select a venue.
7. Set realistic and targeted goals for the event.
8. Secure sponsors and exhibitors.
9. Develop a creative theme for the event.
10. Determine staffing needs.
11. Promote the event.
12. Prepare for the event.
13. Confirm all plans one week prior to the event.
14. Set up one day before the event.
15. Execute.
16. Conclude.
17. Begin planning for your next marketing event!

Identify a Topic for Your Event:

As the host of an event, you have full control over the event's content. Find events that are immune to economic cycles such as bridal shows or a seniors' expo. Select a topic that will resonate with your readers and members of your community. Consider the unique preferences of your local market. Your goal is to entice, entertain and enrich attendees. Identify the best forum to conduct your event – whether it is a large business expo, or a more intimate awards ceremony.

Target Audience:

Who is the audience that you would like to attract to your event? Identify them by gender, age or any other distinguishing demographic or psychographic characteristics (sports enthusiasts, recently engaged, nearing retirement, etc.). Consider marketing to a secondary target audience as well. For example, if you are conducting a Seniors Expo, adult children of your target audience may be interested in accompanying their parents.

Events must be memorable to make an impact. When done well, they have the power to create a lasting and powerful positive impression of your news media organization.

Continued on Page 39

Schedule the Event:

Select a date and time for your event that can easily and conveniently fit into the schedule of your target audience. If you are targeting adults who work full-time, plan your event for a weekend when they are more likely to be available.

Establish a Budget:

Prepare a realistic budget for the event and adhere to it. Determine the price you will charge for admission and sponsorship/vendor opportunities and enter it as revenue on the credit side of your budget. Include expenses such as venue costs, catering, staffing, internet fees, transportation, signage, collateral, gifts and giveaways, AV equipment rental, speaker costs, promotional materials design, printing and mailing costs, security and insurance on the debit side.

Develop a Timeline:

Develop a detailed schedule of what you need to accomplish each week leading up to the event to help keep you on track with your planning, and add 3 - 4 weeks to account for the unexpected. Determine your agenda for the event, and how you will sell tickets to it (online, by phone, in-person, at the event, etc.).

Select a Venue:

Research and visit various facilities in your market that have enough space to accommodate your event factoring in such things as attendance estimates, vendor/sponsor display space requirements, and open spaces for a stage, gathering area, refreshments, etc. When you have selected a location, finalize the paperwork to secure the date.

Setting Goals:

Clearly define the objectives for your event to help measure results. Do you want to secure an audience of a particular size or a certain number of sponsors? Do you want to sell a certain amount of tickets by an established date? What are your revenue goals? Be sure to include revenue goals from businesses (sponsors/exhibitors) and individuals (attendees).

Sponsors/Exhibitors:

A great way to offset the cost of hosting your own event is to offer sponsorship and exhibitor opportunities to local businesses that may or may not include display space. Tap into different budgets when making the sale because although a company's ad budget may be declining, their promotional budget is likely growing.

Design a marketing flyer that lists the details of the event (name, date, time, location, target audience) and include the proposed agenda in case someone is interested in sponsoring a particular segment of the event. Package together various levels of sponsorship opportunities at different price points. Include display space at the venue, logo placement on event materials including promotional pieces, ability to include promotional materials in the event welcome bag, signage opportunities, access to registrant list, sponsored email blast and the possibility of a speaking opportunity.

Add a group of non-advertisers to your prospect list. Businesses that may not be advertising in your newspaper may be a good match for becoming a sponsor at your event if it targets their desired audience.

Brand the Event:

Develop a theme for the event that can be incorporated into the venue, food, decorations and promotional materials. If you are developing a girl's night out event, use a glamorous color scheme of black, silver, pink and leopard print, for example. Serve beverages in cocktail glasses and keep the lighting dimmed. Ask guests to "dress to impress."

Staffing:

At a minimum, your staffing needs will include people at the registration table, individuals who are mingling with guests, people to coordinate the activities behind the scenes, as well as those who will ensure that speakers or performers are at their assigned place at the proper time. If you are providing refreshments, someone will need to keep tabs on restocking as necessary.

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Many newspapers in Pennsylvania use their own staff members to man their events. They volunteer their time at the event in exchange for a day off. Don't forget to use this opportunity to sell newspaper subscriptions at your event – it's a no-extra-cost side benefit of the events business, so designate someone to assume this role.

Promotion:

When investing so much time and energy into planning your event, ensure its success by communicating with your audience as early and often as possible. Frequent promotion will help to create top-of-mind awareness and increase attendance at the event.

Create excitement and interest in the event by promoting it through several touch points. As a news media organization, you have easy access to running house ads for the event in your newspaper, on your digital products and social media outlets, and on newspaper rack cards. Be sure to include social-sharing buttons across all of your marketing materials to enable easy and effortless sharing.

If your budget allows, or if you can engage in a trade deal with another medium, you can complement your promotional efforts with radio, cable, broadcast, billboard or direct mail advertising.

Leveraging your sponsors/vendors is also a great way to promote an event. They can send emails to their database and promote the event through their social media channels, which adds more value than just promoting the event alone.

Create A Timeline

A suggested promotional timeline is as follows:

8 weeks prior:

- Develop a schedule for event promotions and announcements.
- Design visual elements to support your event across all media channels. Your graphic should be eye-catching and include relevant information about the event like name, location, date, time, hashtag and a registration link.
- Create event pages on Facebook and LinkedIn and an event-themed Pinterest board.
- Assign a reporter, photographer and blogger to capture the event.

6 weeks prior:

- Promote event through house print and digital ads and social media up until the time of the event - 2-3/week.
- Set up a hashtag for your event on Twitter.
- Build Twitter lists to include speakers, sponsors and people who are already mentioning your event. Tweet and retweet this audience with your agenda.
- Engage in influencer outreach. Identify people who are known to be influential or experts about a topic that's relevant to your special event (such as a local wedding blogger if you are hosting a bridal expo), and send them a personal invitation to the event.
- Pre-arrange short video interviews with keynote speakers or other influential guests that can be posted to your digital and social media accounts.

4 weeks prior:

- Schedule a series of Tweets about your event and encourage sponsors to promote the event as well.
- Post the event on your Facebook page and refresh the copy every week leading up to the event. Be sure to include visual content, not just text.

Continued on Page 41

Create excitement and interest in the event by promoting it through several touch points. As a news media organization, you have easy access to running house ads for the event in your newspaper, on your website and on newspaper rack cards.

- Promote your event on your LinkedIn profile and to any relevant LinkedIn groups to get some additional exposure. Encourage your employees to do the same.
- Pin event-related images to Pinterest board every week.
- Post promotional rack cards on your newspaper's boxes throughout your community.

3 weeks prior:

- Send email invitation to your subscriber list.

1 - 2 weeks prior:

- Send email welcome and reminder to those who have registered.

At the event:

- Have someone monitor your Twitter account to engage with attendees and reply to any questions or comments.
- If you have a blogger on staff, ask them to do a live blog so you can engage your readers with details of the event.
- Interview attendees, speakers, sponsors and influencers to create blog and social media content.

Preparation:

Distributing promotional bags filled with brochures and gift items is a nice way to greet your guests and provide them with a souvenir from your marketing event. Require your sponsors and exhibitors to provide something to go inside of it. Prepare the bags a week or so before the event, and be sure to have extras on hand. You don't want to run out of stock and have disappointed attendees.

Put together an emergency kit. It's always good to be prepared for anything that might come up. The contents of your kit might include: pain relievers, upset stomach remedies, throat lozenges, band-aids, tissues, mini sewing kit, scissors, stapler and extra staples, scotch tape, pens, highlighters, sharpies, notepads, super glue, cell phone/laptop chargers, extra batteries and all-purpose cleaner.

Confirmation:

Contact sponsors, vendors, speakers, entertainers, staffers, reporters, photographers, bloggers, etc. one week prior to the event to confirm their participation and answer any last-minute questions. Visit the venue and make any last-minute changes to the room layout, seating arrangements, technology requirements, or menu, as necessary. Confirm the delivery of any rental equipment, linens, food and drink, etc., and include the information on your event-day schedule.

Get Ready, Get Set...:

The day before the event, deliver the promotional bags to the event venue and set-up the registration table, sponsor/vendor area and refreshment area, as well as address any other details that can be prepared in advance.

Create a detailed schedule to keep track of everything from the time the food arrives, to speaker schedules and staff changes throughout the day. Include contact information for all staff members on the schedule in case someone needs to be reached during the day. Print multiple copies and have them available at various touch points throughout the event.

Meet with those who will be staffing the event to review the schedule and discuss expectations. Representatives of your newspaper should act professionally. They should be neatly dressed and greet guests in a warm, friendly and approachable manner. Everyone should be clear on their position and purpose, and be aware that they should go out there as a team representing the newspaper.

Continued on Page 42

Go:

During the event, be sure that all guests, sponsors, vendors, etc. feel welcomed. Monitor the room temperature, and keep track of the registration table, gift bag supply, food and entertainment.

Be sure that someone is monitoring and posting to your social network pages. Being active on social media during the event is essential to your promotional strategy. Since the event is happening in real time, attendees often use social networks to get updates and to engage with other participants who are in attendance.

You can use a social monitoring tool to look for mentions about the event. Retweet and reply back to interesting points and questions from attendees. Encourage employees who are attending the event to also contribute by posting updates, photos and retweeting as well. This can help to spread the conversation across the socialsphere in real time.

Since Facebook is so visual in nature, be sure to post eye-catching photos of the event on your newspaper's page for attendees to view in photo albums after the event.

Wrapping things up:

Be sure to send a note to each sponsor/vendor, speaker or entertainer to thank them for participating in your event, and encourage them to be a part of any future events your newspaper may be organizing.

Send out post-event surveys to those who attended to measure the success of the event, and identify areas of improvement for the next time.

Gather feedback from staff members who were in attendance at the event to collect any additional anecdotal comments or concerns.

Compare the results of the event against the goals that were set early in the planning process to help measure success and identify opportunities for future improvement.

Now that your successful event has come to a close, your revenue-generating opportunities have not necessarily ended. Use the information that was gathered when planning the event, as well as the feedback received, as a content platform for a new product. Perhaps you conducted a very successful Kids Expo that reached an underserved market of young readers and their parents. Turn your success from the event into a new special section or magazine dedicated to kids. In addition to increasing your readership base, you will also be creating a new opportunity and revenue stream for your newspaper.



seniors



music



food



kids

EVENT BEST PRACTICES AND HELPFUL HINTS

Reprinted from The Big Book of Events

We asked our members to share any suggestions or lessons learned from the events they coordinated or participated in that would help improve the process or generate more revenue. Here are the responses:

Event Coordination Ideas:

- It is never too early to secure your date and begin planning.
- Put a limit on attendance of the event to avoid overcrowding.
- Attention to detail is vital. Consider all aspects of the event – time, place, invitations and/or marketing materials, food/refreshments, decorations and/or set-up needs, guest/attendee lists, seating charts, name tags, entertainment/speakers, floor plans – and plan accordingly.
- Determine a fair entry fee for attendees.
- Be sure that there is adequate parking at the selected venue.
- Bundle as much value as possible in sponsorship packages in order to attract as many sponsors as possible.
- Offer three tiers of sponsorship levels including a category-exclusive sponsorship that's available at a premium price.
- A full vendor/exhibitor area due to lower vendor fees is better in the long-term.
- If samples are being handed out, space vendors around the room to avoid a bottleneck.
- Form committees from different departments and assign responsibilities accordingly.
- Assign duties according to a person's strengths so they can perform the task(s) with competency.
- Always have an assigned job for each worker. If people feel underutilized, they will not want to volunteer again.
- Your event should be fun and relaxed – and be more about your audience than about you. Avoid doing an infomercial or hard sell.
- An event must be marketed well in order to be successful. Use media options that speak directly to your target audience, and give them a reason to come to your event.
- It's important to attract guests to your event by advertising outside of just your print product.
- Include your event on your newspaper's online calendar.
- Hire a video/audio production company to capture the event, and post pictures on social media including

Facebook, Twitter and YouTube.

- Never be afraid to ask for help.
- Solicit feedback from attendees through informal exit polling or after-event email survey.
- As soon as the event is over, have a debrief within two days and write down suggestions for next year while everything is still fresh in everyone's minds.

Managing Your Expenses:

- Everything is negotiable when dealing with a third-party facility.
- Look for hidden charges (dumpster rental, electricity charge for booths not using electric, outrageous technology/video fees) and negotiate them out of the contract.
- Trade services with vendors whenever possible to reduce out-of-pocket expenses.
- Cover your operating costs with sponsorships and vendor booth spaces.
- When you've established a relationship with a venue, don't ask them for a proposal of their fees. Rather, give them a proposal of what you're willing to spend.
- Ask local non-profit organizations to help with "free" staffing in exchange for a small donation to their cause or a free booth space – this will help save on staffing costs.
- Ask sponsors to donate a raffle prize or contribute something to the show "goodie" bag.
- Use fraternity boys or other community groups who need community service hours to assist with set-up, teardown and clean-up.

Revenue Generating Ideas:

- Adding a special section to complement the event provides increased value and exposure and generates more advertising revenue.
- Require vendors to take out an ad in the event program/booklet.
- Increase sponsorship pricing after the first year of the event since the value in participating has been established.
- Use the marketing event to promote and sell subscriptions to your print and online newspaper.
- Price tickets to events so that the per person cost is for the "basic" ticket, and offer a second VIP ticket that includes more experiences at the event like book signings, meet and greets, cocktail receptions, etc.
- Never be afraid to ask for sponsorships.

SAMPLE EVENT SPONSORSHIP TEMPLATE

Reprinted from The Big Book of Events

Event Name: Hometown Newspaper's Women's Expo

Event Details: The Hometown Newspaper's Women's Expo offers women age 18 - 65 the opportunity to spend a fun and informative day out with their female family and friends. The event will showcase the latest products and services for women, including health and wellness, beauty, fitness, home, style, cooking, books, travel and much more.

Date and Time: Saturday, February 1 – 9:00 am - 3:00 pm

Location of the event The Grand Ballroom at the Center City Hotel

Agenda for the event:

- 9 a.m.:** Expo opens to public – *coffee and tea sponsorship available*
- 9:30 a.m.:** Cooking demonstration – *sponsorship available*
- 10 a.m.:** Fashion show begins – *gift bag sponsorship available*
- 10:30 a.m.:** Home makeover presentation begins – *sponsorship available*
- 11 a.m.:** Wellness screenings begin – *sponsorship available*
- 11:30 a.m.:** Hair makeover demonstration – *sponsorship available*
- 12 p.m.:** Cosmetics demonstrations begin – *sponsorship available*
- 1 p.m.:** Chair massages begin – *sponsorship available*
- 2 p.m.:** Coffee bar opens – *sponsorship available*

Sponsorship Programs:

\$2,500 – Platinum Sponsorship Package

- One sponsorship opportunity as listed in the above agenda (as available)
- 6-foot display table at the event
- Logo on event promotional materials
- Signage at the event
- Full-page ad in event program
- One-page collateral piece included in gift bag
- One sponsored email blast
- Introduction at sponsored session

\$1,500 – Gold Sponsorship Package

- 6-foot display table at the event
- Logo on event promotional materials
- Signage at the event
- Half-page ad in event program
- One-page collateral piece included in gift bag
- One sponsored email blast

\$1,000 – Silver Sponsorship Package

- 6-foot display table at the event
- Logo on event promotional materials
- Signage at the event
- Quarter-page ad in event program
- One-page collateral piece included in gift bag

\$500 – Bronze Sponsorship Package

- 6-foot display table at the event
- Logo on event promotional materials
- Signage at the event
- Business card size ad in event program
- One-page collateral piece included in gift bag

Sponsor Agreement:

Company name: _____

Contact name: _____ Title: _____

Mailing address: _____

Email: _____ Phone: _____

Signature: _____ Date: _____

Terms & Conditions (add your own)

16 TIPS FOR THE NEWSPAPER ADVERTISING SALESPERSON

Hitting the street to become a successful newspaper advertising salesperson is no easy feat, but hundreds of men and women across Pennsylvania do it every year. The Pennsylvania NewsMedia Association has compiled a collection of tips from newspaper salespeople, advertisers and our internal staff to help you become an effective and successful newspaper advertising salesperson.



Tip 1: Know your product better than anyone else

If you are in newspaper advertising sales, you should be able to quickly and easily answer the following questions:

- What is your current circulation?
- What is your current readership? How is it calculated?
- What are your newspaper specs?
- What are your online statistics and response rates?

As you are presenting yourself as a newspaper and advertising expert, it is important to answer these questions accurately and without hesitation.



Tip 2: Know what makes your product special

Be ready to articulate why your product is unique. Each salesperson should be able to answer the following questions about your product:

- What makes your newspaper and associated products unique?
- What is the strength of your product compared to the competition?
- What is the value you are bringing to the table for the client?

In a world where advertisers are regularly being called and pitched by a multitude of salespeople, it is important to stand out from the competition.

Tip 3: Always be hunting

Where will you find your next lead? It may be an active advertiser who is using your competition. It may be a past customer. It may be a new business just opening in your territory. No matter the source, all leads can prove to be valuable, and it is important that salespeople always be looking.



Tip 4: Know your formula for success

Sales is a numbers game. How many calls do you need to make to keep your pipeline full, and how many client visits do you need to exceed your budget? While each salesperson has a different number, you should know how to calculate your success number.

How to calculate your success number?

Scheduled Meetings ÷ Number of Pipeline Calls = Meeting Ratio

Closed Sales ÷ Scheduled Meetings = Close Ratio

If a salesperson needs to close five sales per week, they can back into the required calls by following the formula:

(Required Weekly Sales ÷ Close Ratio) ÷ Meeting Ratio = Number of Pipeline Calls



Continued on Page 46



Tip 5: Schedule time for outbound calls

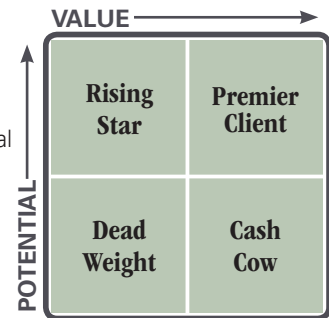
Without outbound calls and emails, meetings will not be scheduled. Without meetings, orders will not be made. To ensure a strong sales foundation, block off time every week to make outbound sales calls. Treat this appointment like any other sales appointment. It is equally as important as meeting with a client, and those hours spent contacting potential advertisers will pay dividends in the future.



Tip 6: Not all clients are created equal

Consider each client, and the time you will be spending on them, carefully. Time is one of the most valuable resources a salesperson can have, and low-value clients run the risk of eating up that limited resource. Classify your clients by their value and their potential. Spend the least time with those with the lowest potential and value, while working to cultivate your rising stars (high potential, low value), maintaining your cash cows (low potential, high value) and lavishing attention on your premier clients (high potential and high value).

When deadweight clients demand too much attention, politely explain to them the limits of your service and do not be afraid to part ways if they become an obstruction to higher-value sales in the future.



Tip 7: Know your client's products and services

What does your client do? A salesperson should be able to answer that question before their first contact with a client. To learn more about each client, be sure to:

- Visit the client's website.
- Visit the client's social media.
- Ask friends and co-workers who live in the community.
- Review their competitor's advertising.
- Read their company brochures.

Knowing this information will show that you have invested in building a rapport with the client and provide a springboard for discussion during your meeting.



Tip 8: Gatekeepers are people too

The gatekeeper controls access to the decision maker. They may be a secretary, an office manager, a junior partner, an intern or the client's mother, but they all play an important part in the life of a salesperson. Your task is to find a route around these people and navigate your way to the decision-maker who can approve your campaign. Avoid creating an adversarial relationship with the gatekeeper.

The smart salesperson will turn gatekeepers from an opponent to an ally.

- Engage them in small talk while waiting.
- Bring a treat separate from the client gift to ensure they have a portion.
- Place them in a position of power by asking them the best way to complete your task.

By showing kindness and interest, you will have a new ally on your side.



Tip 9: Listen more than you talk

A common mistake made by salespeople is starting a meeting with the presentation of products, before knowing the client's objectives and needs. Whenever you meet a client, be sure they are carrying the conversation and utilize open-ended questions to encourage discussion:

- What products/services have been selling the best / worst?
- What differentiates you from your biggest competitor?
- What large sales opportunities do you have coming up in the future?

Each of these questions should be guiding the conversation to a solution you can provide.

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Tip 10: Recap conversations to ensure nothing was missed

Ensure your client knows you are an active listener and confirm what you have learned during your discovery by repeating what you have heard.

For example, repeat back to the client what you have heard, “I want to make sure I understand. You told me you are expanding your offering to include X widgets and it is important that it is successful or else you will have to lay-off your newly hired employees.” This recap of your conversation at both the end of your discovery and start of your pitch will ensure the client remembers why you are together and put them in a receptive mode to hear your solution.



Tip 11: Be confident

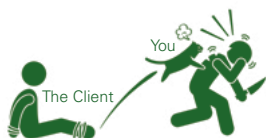
If you don't believe in your product, no one else will either. Be sure you can answer the question, “what makes my product special?” If you can't answer this question, find help from your manager or co-workers and regain your confidence before going on your next sales call.

Tip 12: Offer the client options

Offer your client options to help seal the deal. The options you offer can be varied but should be personalized to the client.

- Print, print and digital or digital standalone options
- Spec copy options
- Package A vs. package B options

No matter the offer, the opportunity for the client to select one over the other starts the buy-in process. As they choose, they take ownership of the campaign and develop a vested interest in it coming to fruition.



Tip 13: Be a client advocate

You and the client are in this together. Keep their best interests at heart, and you will find a lasting partnership.

- Does this special section make sense for the client? Or, am I just trying to hit my quota?
- Can we work with them on a deal when sales are down?

We want to be our client's defender and promoter.



Tip 14: Give the client time to buy

Avoid springing last-minute deadlines or rush jobs on your client. Particularly in the case of larger advertisers or advertising agencies, they have numerous steps to go through to launch a campaign, and short notice can prevent a sale.



Tip 15: Own your mistakes

Even the best salesperson makes mistakes. When a mistake happens, don't try and hide it or blame someone else. First, try to rectify the problem, and if that is not possible, make the client aware while also bringing a solution to the table.



Tip 16: Ensure you are easy to reach

The salesperson who is the easiest to get ahold of is most likely to get the business.

- Always have business cards on hand.
- Always include a signature line with contact information in your email.
- Make sure your contact information is listed on your company's website.

Selling advertising can be hard; don't make it any harder by limiting the client's access to you.

Do you have additional tips for news media salespeople? Share your tip by emailing

Marketing@PANewsMedia.org.

CO-OP IN 2020

AdMall® by SalesFuel

In the age of market disintermediation and social media, manufacturers know they still need to help their dealers succeed in the local market. To do that, manufacturers continue to spend big money on co-op programs. But they are making changes.

Automotive Vertical

Some of the biggest changes we've seen in co-op funding programs are in the automotive vertical. With the shift to digital advertising, auto manufacturers have moved away from formal co-op programs. For example, Volkswagen gives its dealers a marketing allowance. Infiniti and Nissan dealers have a similar program. They can count on receiving advertising support every month from the manufacturer as long as they comply with marketing guidelines.

Auto manufacturers are also trying to manage consistency in the look of their brand at the local level. To be reimbursed for expenses associated with paid search or reputation management services, for example, GM dealers must use approved turnkey vendors. Local media companies can sell their services to local dealers, but first, they will need to contact decision-makers at corporate headquarters and follow the process to be added to the approved list. New formats for auto dealers range from mobile billboards to Wi-Fi marketing.

Digital Co-op and Channel Support

Major manufacturers in traditional industries are also loosening the digital purse strings. Kubota, for example, will reimburse dealers for video pre-roll advertising when it's done in accordance with their guidelines. Leaders in the tech industry are also on board with supporting their channel partners. Some of these vendors maintain market development funds (MDF) that are available on a program or project basis. But the intent is the same as it is for co-op advertising programs: They share the cost of advertising. Carbonite, for example, reimburses its partners for costs associated with email marketing, while Microsoft maintains a complex co-op funding plan.

Don't let local dealers get overwhelmed by vendor requirements like logo sizes and deadlines for submitting claims. Instead, work with them to set up a relationship with key vendors and help them learn the ropes. Also, media sales reps should encourage dealers to build relationships with local manufacturer reps on LinkedIn to stay current with new product offerings and limited-time promotions. Once local dealers see the power of matching funds in their ad campaigns, they'll want more.

The Multiplier Effect of Co-op Funds

Media sales reps who have access to co-op funding information from a source like AdMall from SalesFuel can leverage the data to generate big sales, for themselves and local business owners. One of our clients, based in Peoria, IL, sold marketing services for paid search campaign management to a local heating, ventilating and air conditioning dealer. That sale netted her company over \$80,000 in 2018. Another sales rep increased ad spending by a local medical product solutions company from \$12,000 to nearly \$40,000 in one year. How? By tapping into co-op funding that vendors supplied to help cover the cost of cable TV, search and online display ads.

Co-op in 2020? We predict it will be bigger and better than ever.

***AdMall®, by SalesFuel**, is the sales intelligence leader for local media advertising and digital marketing. We make it easy for manufacturers to help their dealers grow sales by providing media sales reps with new business opportunities, pre-call discovery, digital marketing intelligence, co-op funding for local advertising, and more! We maintain a database of detailed co-op funding/market development programs for more than 10,000 brands.*

AdMall supports the PNA through an affinity partnership.

PROMOTIONAL SPOTLIGHTS

Promotional Spotlight highlights how PNA members are creatively marketing their products and organizations to better connect with readers and advertisers, and generate revenue.

BUCKS COUNTY HERALD

Lahaska

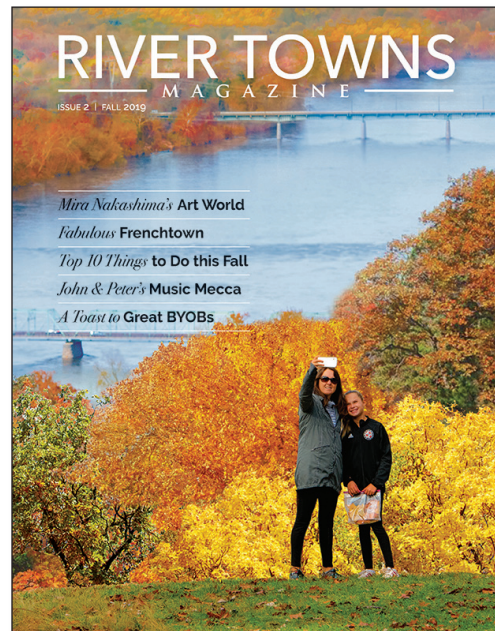
River Towns Magazine celebrates its unique & vibrant community

When the Delaware River Towns Chamber of Commerce approached Joe Wingert, publisher of the Bucks County Herald in the fall of 2018 about creating a lifestyle magazine designed to service their close-knit “community of communities” along the Delaware River towns of southeastern Pennsylvania, he knew it was the perfect project for his team, and specifically for Executive Director, Ann Meredith. He was right. Meredith hit the ground running with the first issue of River Towns Magazine launching in June 2019. The publication now serves as a quarterly lifestyle magazine for the Bucks, Hunterdon and Mercer County Delaware River towns with a sleek design, beautiful images and rich content. By all accounts, the magazine was an instant hit.

River Towns Magazine explores many aspects of life in the area, including fascinating people and places, arts and culture, nature, food, home design, outdoor adventures, local music and seasonal activities. “It is a celebration of our precious corner of the world, and we want to help sustain it,” says Meredith. “With a magazine to call its own, our region now has one unifying publication that pulls all of the river towns together into one big literary celebration about an extraordinary way of life.”

The magazine is geared to the affluent communities that comprise the river towns region, and it shares some of the same coverage and distribution areas with the Bucks County Herald. It has a paid subscription model with a newsstand per issue cost of \$4.95, and an annual subscription price of \$15 for print issues, \$9 for digital.

Wingert reports that the advertising support for the first two issues has come from a blend of loyal Bucks County



Herald advertisers and a new source of advertisers who are attracted to the lifestyle-based content and affluent readership. Regarding the readership, Wingert says that while it is the same demographic as their Bucks County Herald readers, it is offering them very different and much-needed content. “I think what was important for us, and what is ultimately important for many newspapers in Pennsylvania,” stressed Wingert, “is that you can develop new, vibrant community publications that will be successful by leveraging the deep and long-standing trust in your newspaper brand.”

For additional information, please contact
Ann Meredith at 215-794-2802, or ameredith@buckscountyherald.com.



Chestnut Hill Local delivers holiday cheer via décor

Every year, the Chestnut Hill neighborhood in northwest Philadelphia boasts beautiful holiday décor along the Belgian block street of Germantown Avenue. “The business association and the shop owners take great pride in decorating for the holidays,” says John Derr, publisher of Chestnut Hill Local. “It only made sense to create a holiday decorating contest to encourage visitors to take a longer look at the shop windows.” Thus began the first Chestnut Hill Downtown Decorating Contest, an online contest that Derr and his team ran with the use of the Second Street platform. The contest included four categories: most festive, most elegant, most whimsical and best at night. Shoppers were also asked to vote for their overall favorite. Votes were accepted online and could also be dropped off at any of the participating businesses; however, only paper ballots cut from the newspaper were accepted – photocopies and write-ins were not permitted. Photos of the winners in front of their stores were printed in the Local the week before Christmas.

Chestnut Hill is a trendy and affluent neighborhood, considered by many to be a great holiday shopping destination because of the unique shopping experience it provides. Most of Chestnut Hill’s stores are independently owned and sell fashion apparel, jewelry, artwork and other gift items.

The Local’s goals of the contest, which ran for two weeks

on chestnuthilllocal.com, and was promoted in the Chestnut Hill Local and on its social media platforms, were to encourage holiday shopping on Germantown Avenue and to raise an appreciation of the special charm of Chestnut Hill at Christmastime. The Local was also able to secure a healthy sponsorship of the contest from Bowman Properties, a large commercial real estate company in the area.

“I know this is not a new idea,” says Derr, “but if this is something your newspaper has not done before, it can help drive more foot traffic to a downtown area in your newspaper’s geography and can encourage the local shops to do more to attract visitors by dressing things up a little.” Derr and the Local team say they got a late start on the program this past year, and plan to add a new layer or two to this year’s downtown decorating contest. Derr feels strongly that there is a lot more that can be done with this type of contest as well such as having a special “viewing night” in the downtown where the shops can stay open late and have carolers and hot cocoa for shoppers as well as special deals. When asked how this could work for other papers, Derr says, “If your newspaper geography has more than one downtown in it, you could create a friendly competition between the two or more areas. This is an easily customizable program that can be tweaked for any market.”

For additional information, please contact
John Derr at **215-248-8817** or john@chestnuthilllocal.com.



Cranberry Eagle prepares to deliver holiday cheer in an icy fashion

One of the sometimes-difficult aspects to planning a successful event is estimating your audience. This can be tricky to determine in the early years of an event, because you have little ability to project the potential reach of your communications and response of your target audience. Keith Graham, vice president of advertising and marketing, and his team at the Cranberry Eagle were aware of this, and they found a surefire way to have an accurate idea of the attendance for their first year of the Cranberry Eagle North Pole Ice Festival when they partnered with Santa's First Stop – a 2-day festival that has taken place at the Cranberry Township Municipal Center for years. "It just made sense," says Graham. "We investigated the logistics and budget for the Ice Festival, and then it was just a matter of determining when. Why not make it during the inaugural community event?"

With that, Graham and his team took their plans and put them to action. They rolled out the advertising packages

ranging from an ice slide sponsor (that's right – 45 blocks of ice create a full-size ice slide, perfect for viral videos and photo opportunities), to an ice carriage sponsor, giant ice sponsor, interactive ice sponsor and much more. The ice carver the Eagle has on contract can carve anything, and this has opened the opportunity for unique business themed sculptures (for sponsorship) in all shapes and sizes. They have already secured UPMC as their main event sponsor and will be offering a portion of all proceeds back to the community by donating to the Cranberry Township Community Chest.

"This is going to be a great event," states Graham. "It has Santa with real live reindeer, food trucks, entertainment and crafts for the kids – and now we're bringing a whole new exciting aspect to it with the Ice Festival." Santa's First Stop and the Eagle North Pole Ice Festival will be taking place in November at the Cranberry Township Municipal Center.

For additional information, please contact
Keith Graham at **724-282-8000**, Ext. 204, or kgraham@butlereagle.com.

Think About It.

[illegible]



Seasonal trips warm the hearts of the Hazleton community

The Hazleton Standard-Speaker has found a way to further engage the community and its subscribers, and it has proven to be anything but Grinch-y! Three years ago, the Standard-Speaker, under the guidance of Advertising Director, Denise Sellers, decided to organize a holiday-themed bus trip for its readers. This first trip was planned for a group of approximately 100 people to go to Radio City Music Hall in Manhattan to see a holiday show featuring the Rockettes. Tickets for the trip were advertised in the paper for approximately one month in advance of the event, two or three times per week. In addition to the regular tickets sales, event sponsorship packages were also made available and promoted by Sellers and her team. These packages included three tiers of participation that would afford the advertiser tickets for the event as well as the accompanying dinner based on their level of sponsorship. The trip was a great success, and it wasn't long before the Standard-Speaker was receiving inquiries from readers and advertisers alike as to when the next trip would be taking place.

The trips continued, with one being offered in spring, fall, and winter, and more trips being added each year since the initiative's inception. "The advertisers love it," said Sellers, "We had two busses – roughly 100 people – on our first trips. Now at times we get up to three buses - roughly 150 people - and one third of those are advertisers." The Standard-Speaker trips have taken its readers to Yankee Stadium, Broadway shows including The Grinch and Aladdin, and recently, they added wine/vineyard tours.

The next holiday trip will likely be to another wintery-themed Broadway show, Frozen, and Sellers and her team are eager to get the promotion underway. It's not hard to figure out why since the team has netted between \$10,000 - \$20,000 per trip. "The net income from these trips has been really outstanding, and it's great that we have found a way to serve our community and readers while adding to our bottom line."

For additional information, contact
Denise Sellers at 570-501-3520 or dsellers@standardspeaker.com.



Herald-Standard finds the key to the future

Banquets honoring elite high school athletes are a growing trend in communities around the nation, and the same is true in Pennsylvania. One PNA member, the Herald-Standard in Uniontown, has taken this trend a step further and added a unique “spin” of their own. Sharon Wallach, ad director for the Herald-Standard and the Greene County Messenger, is a long-time sports fan - an admitted and avid University of Pittsburgh fan (#Hail2Pitt). Several years ago, she decided to find a way to marry her passion for sports with her work. The answer came in the form of the Herald-Standard Scholar Athlete Program - a 9-month program that rewards students who excel in their scholastic and athletic activities.

What is unique about the Herald-Standard’s program is the meaning behind the word, “scholar.” Each of the 23 area school districts athletic directors choose a male and female athlete who not only excels in their respective sport, but in the classroom as well – requiring a 3.5 or higher GPA for consideration for the program. Each of these outstanding student athletes is then featured on the front page of the Herald-Standard sports section, and students in Greene County are featured in the Greene County Messenger’s sports section as well. In addition, the athletes are featured in videos online and in the weekly entertainment publication GOMagazine with a full-page ad each week. “We really want to congratulate and promote the hard work these kids put into not only their athleticism, but their academics as well,” said Wallach. “It’s important for the students and the community to see the importance of the holistic ‘scholar athlete’ concept.”

But what is a fun program honoring amazing student scholar athletes without a great prize? At the end of the school year, the athletic directors from each of the 23 school districts select 46 elite senior scholar athletes who are invited to attend a

banquet for the students and their parents. Each of the students receives an elite scholar backpack and t-shirt, and six of these elite senior scholar athletes are picked at random to be given a set of keys that will allow them the chance to win the grand prize of a new vehicle. The students make their way to the vehicle to try their keys until a set works and the winner is awarded the prize. The car starting event is live streamed on the scholar athlete program tab on the HeraldStandard.com.

Another somewhat unique aspect to the Herald-Standard scholar athlete program is that since its inception seven years ago, the program has offered only one exclusive sponsorship option. This exclusive sponsor supplies the grand prize of the new vehicle, and in return they receive a comprehensive and essentially year-long ad campaign with the Herald-Standard and Greene County Messenger. The sponsorship includes weekly full-page ads in GOMagazine and being featured in the Skybox – or the top-front on the newspaper – every time scholar athlete stories are in the paper, or approximately two to three times per week for the duration of the nine-month program. In addition, they receive six full-page ads to be used during the three months of the year that the program is not running.

The scholar athlete program is set to begin its 7th year, and Michael Scott, publisher, says it has spurred on another somewhat similar program in development that will highlight local students who excel in STEAM related programs with an opportunity to receive scholarships and recognition of their work. More information will be coming soon on this new initiative. “We are working with, and for, our youth – athletes, scholars, artists,” said Scott. “These kids are not only the future of the community; they are the future of our papers.”

For additional information, please contact
Sharon Wallach at **724-439-7515** or swallach@heraldstandard.com.



Morrisons Cove Herald creates new online Herald for Hollidaysburg

Most of us have read at least one story recently that cites the potential for, and in some instances, the beginning formations of news deserts in America. One such story comes from a not-so-distant area in West Virginia where the recent closing of The Vindicator left a region without local news coverage. When Allan Bassler, publisher of the Morrisons Cove Herald, saw the need for a local news source in nearby Hollidaysburg, those stories of such news deserts weren't far from his mind. "We knew that we probably wouldn't be able to supply a print product to this market," says Bassler, "and while there is still an expense to an online publication, it is far more reasonable, especially when you can utilize your current systems and staff." As a result, Bassler ventured into the recent creation and launch of the Hollidaysburg Herald, an online-only news source for and about Hollidaysburg.

Hollidaysburg is a small community of around 6,000, and the county seat of Blair County; however, it has not had its own regular news source since The Hollidaysburg Register closed in 1963. Bassler, who was raised in Hollidaysburg from the time he was 12 and graduated from Hollidaysburg High School,

purchased the Morrisons Cove Herald with his wife, Karen, in 2008. The newly created Hollidaysburg Herald is produced via Lions Light Software Solutions based in Arizona, the same software used for the online aspect of the Herald, and the staff for both publications is the same, with one addition of a Hollidaysburg-specific correspondent who recently joined the team. Bassler says they are also using a similar advertising and sponsorship model to the one used for the Herald and have, to-date, advertised the launch of The Hollidaysburg Herald via word-of-mouth. They do plan to use some other forms of advertisement in the future.

Above all, Bassler believes that the Herald brand and reputation of being a reliable news source for the community since 1885 are key to building the trust in, and success of, the new publication. Additionally, Bassler says the feedback from the Hollidaysburg community is invaluable. "I want this to spread like wildfire - this is their news source. Every day, we receive more comments on stories and letters to the editor. I want them to tell me what they want."

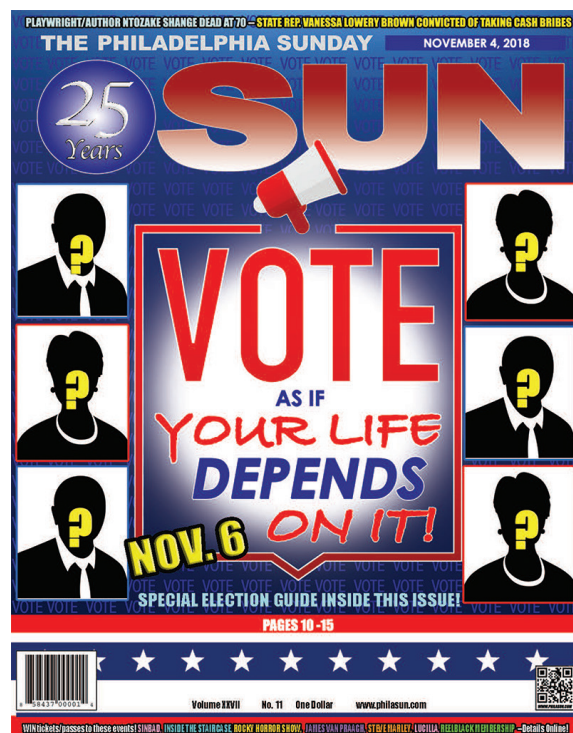
For additional information, please contact
Allan Bassler at **814-793-2144** or publisher@mcheraldonline.com.

Philadelphia Sunday Sun educates and empowers with Voter's Guide

When African-American citizens in the Philadelphia region are looking for information on the upcoming election – from candidates, to issues, to polling places – they know the Philadelphia Sunday Sun will be a trusted and reliable source for that information. The Sun's Voter's Guide, issued the weekend before the election, serves as their reader's almanac for all things "election." Leah Fletcher, advertising director of the Sun, heads up the initiative and says it has become a crucial fixture for the community. "Our readers have told us the guide is incredibly helpful because it illuminates the information that can often be so difficult to uncover amidst the storm of materials during the election season."

The Voter's Guide, now in its third year, highlights candidates running at the city, state and federal levels. It includes a profile of each candidate and the office they are running for as well as their political affiliation. Fletcher says the guide serves as a comprehensive compendium for the Sun readers, containing important voting information like up-to-date polling place locations and a sample ballot. "It really is critical," says Fletcher, "historically, direct and indirect efforts have been made to block the rights of the African-American community to vote." Along these lines, Fletcher notes the importance of the polling place locations alone, saying that in such a large and populace region, they are often changed from one election to the next. In addition, the Voter's Guide digs deep on the candidates and the issues that matter to the Sun readers so they can make more educated decisions at the polls.

The Voter's Guide also serves as a profitable revenue source for the Sun, fetching \$20,000 net income last year, and is on track for the same or greater this year. Fletcher says the Guide sees a mixture of advertisers, from the constant weekly national and local advertisers, to specific groups seeking the election-related demographic readership. Political candidates and organizations, and community groups, advertise in the Guide each year.



Fletcher says the Voter's Guide is just one of several initiatives the Sun has developed to better serve the community and help the bottom line. She goes on to say that these programs are what set weekly community papers apart. "Everyone is always talking 'gloom and doom' when it comes to community newspapers," says Fletcher. "That's not the case. We have a unique position and with it, unique opportunities. The information we share, and the relationship we have with our community, is different and valuable to our readers."

For additional information, please contact
Leah Fletcher at **267-872-3894**, or ads@philasun.com.



The Pittsburgh Post-Gazette evolves to score a new demographic

How many Instagram followers is your publication gaining each month? If you're Made In PGH, a platform designed and implemented by the Pittsburgh Post-Gazette, you have over 500 new followers every month – atop a myriad of other growing website and social media platform analytic increases. For the Post-Gazette, this signals a reach and influence with a demographic – the female 25-34 market – that has been virtually untouched in previous years. “You have to get to know your target audience, and that’s just what we did,” says Chelsie Masciola, manager of Made in PGH. “They are young and busy, yet still very interested in finding the best new restaurants, secret neighborhood spots and local artisans – so we do it for them and bring it to them on the platforms they prefer.”

The platform launched at the beginning of 2017 and was met with great reception by both the community and advertisers alike. They have large partnerships with regional giants like Allegheny Health, who partnered from an editorial and advertising perspective early-on in the program. “They were interested in featuring a new woman’s healthcare story every day,” says Adam Bush, director of advertising and digital initiatives, “and we were able to assist them with the development of the content, as well as getting that content in front of the audiences they want to

serve.” Allegheny Health wasn’t the only advertiser with interest in the unique Made in PGH audience, real estate, individually owned businesses, food, music and other arts and culture businesses are working with them as well.

Made in PGH is a strictly digital service with a website, which includes an e-commerce section, and social media platforms. They see roughly 25,000 unique visitors per month, and also reach their audience via an opt-in weekly newsletter. Advertising options are offered in the form of content partnership, social influence, traditional ads and annual package partnerships. “The sponsored content has really taken off,” says Masciola, “the content is so well written that it blends seamlessly with the other content on the site. That’s the power of strong writing and knowing your audience.”

Recently, the Made in PGH team has started to incorporate events into their initiative, experiencing several successes including a Trivia Night and Workout Brunch (titled “Biceps & Brunch”) through a partnership with a local gym and restaurant. They are exploring more event options for the near future. At this point, it appears that the Pittsburgh Post-Gazette’s Made in PGH initiative has a strong future ahead as they evolve to service this niche aspect of their community.

For additional information, please contact
Chelsie Masciola at 412-263-1341 or cmasciola@post-gazette.com.

Take a Jump Shot at Winning a PlayStation 4 or \$1,000,000!

KINSELY'S FAMILY MARKET

PRESENTS 2019 COLLEGE HOOPS CHALLENGE

POCONO RECORD

DON'T MISS OUT - REGISTER NOW!

PoconoRecord.com/contests

*Enter to win a \$200 catering package from Vincent's Deli and Catering in Tannersville! vincentdeli.net

Always a contest at the Pocono Record

Who has the sweetest back-to-school photo? Who might win a brand-new generator? It could be you, if you are a Pocono Record reader. The Pocono Record, under the leadership of Stephanie Fairbanks, advertising sales manager for the publication, hosts a series of regular and custom contests throughout the year to keep readers eager and engaged. The enterprise programs that occur every year range from a back-to-school photo contest, and a salute to nurses to a readers' choice and college hoops contests. The Record also develops custom contests for advertisers based on the sales needs and corresponding packages for the customer.

"There really is something for everyone," says Fairbanks, "and that goes for the readers as well as the advertisers." Fairbanks relates that the sponsors vary greatly by contest, and the multitude of contest subjects allows for advertisers to find their niche. The back-to-school contest is regularly sponsored by a local grocery store and daycare center, while the salute to nurses contest is sponsored by St. Luke's Hospital, Lehigh Valley Hospital-Pocono and the nurses' union (JNESO). The enterprise contest sponsors receive a sales bundle that includes print and digital ads that will target their most desired prospects. They also receive valuable data submitted by the entrants during the contest.

Custom advertiser contests are offered to advertisers with a minimum spend of \$1,500 and a specific need for the type of engagement the contests offer. These custom contests include prizes that range from catering packages

salute to NURSES

An honorary section from POCONO RECORD

Caring.....hard working.....dedicated.

Are you fortunate enough to know a nurses who has all of these qualities? Say thank you by paying tribute to them in our honorary section SALUTE TO NURSES published during National Nurses Week, May 6-12th.

Lehigh Valley Health Network

JNESO

Pay tribute to a deserving nurse!

Submissions can be made at PoconoRecord.com/contests. Deadline for submissions is April 20th.

from a local barbecue shop, to a snowblower from a local hardware store. Their promotion includes print and digital ads, as well as social media posts and email campaigns.

Fairbanks says the best part of the contests is the involvement and feedback from the Record's readership. The reception of the readers has been outstanding not only in terms of interest and participation, but also in the value they feel the paper is bringing to them and their community. Fairbanks recalls a widow who was the winner of a new generator last year, "She sent us a thank you card that starts, 'I cannot begin to thank you enough...'" It is obvious that the Record team makes an impact with their readers. "It warms the heart and fills my cup," says Fairbanks, "that's really why we do it."

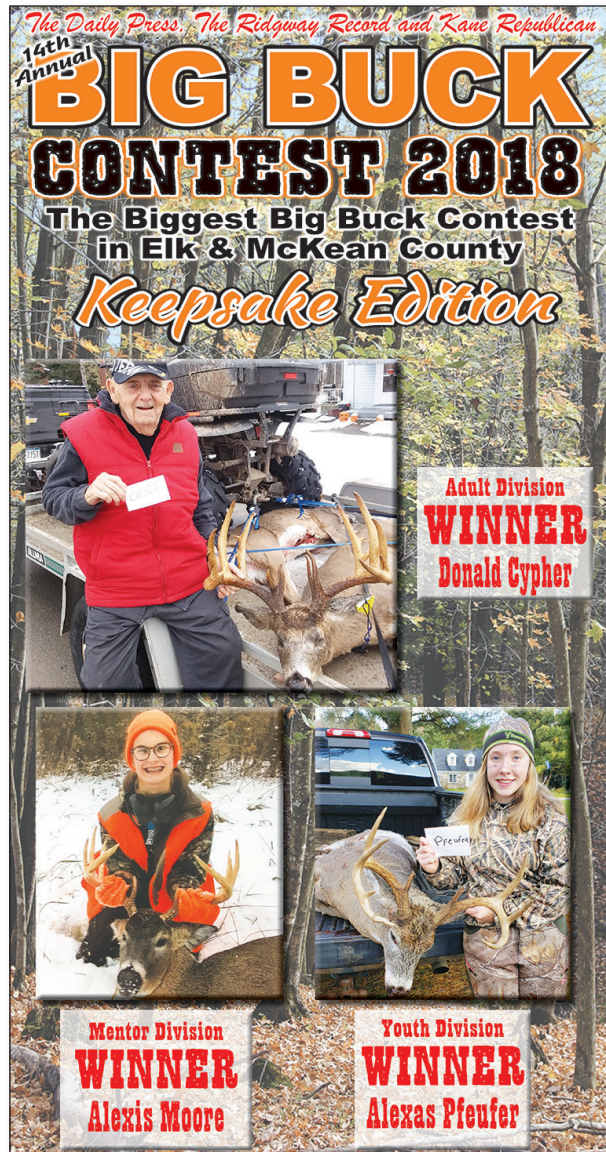
For additional information, please contact
Stephanie Fairbanks at 570-460-0316 or sfairbanks@poconorecord.com.

Big Buck Contest is on point for community engagement

What has newspaper readers ranging in age from 8 to 84 joining in to engage and celebrate with three northwestern papers in Pennsylvania? Why, the annual Big Buck contest, that is administered by The Daily Press (St. Marys), The Ridgway Record and the Kane Republican, of course. The contest is now entering its 15th year and is more successful and engaging than ever. "We had over 150 entries last year," says Christie Gardner, publisher of all three publications, "and the awards banquet hosted as many as 400 hunters from Pennsylvania."

Gardner, who personally enjoys deer hunting as well, said the contest has become a fixture in the communities who participate. She and her team have already started work on next year's contest. Advertisers purchase packages that span a four-month period, from September to December, that affords them exposure in all three publications, and therefore a large segment of the northwest region of the state. Gardner says the advertisers range from the traditional businesses who generally advertise throughout the year, to more hunting-related businesses – from taxidermists to beer distributors.

The Big Buck contest isn't just meant for big bucks. Gardner says that everyone who hunts is welcomed to enter the contest by having their buck measured and evaluated at one of the measure stations located throughout the readership area, and there is no entrance fee. "We have so many different prizes; there really is something for everyone - everything from oldest and youngest hunter, to smallest buck. This year's winner for the largest buck was also the winner for oldest hunter." The continued involvement from old and new newspaper readers and advertisers is a sure sign that Gardner and her publications are a buck above the rest.



For additional information, please contact
Christie Gardner at **814-773-3161** or sales@ridgwayrecord.com.

The Kids Closet Sale helps Carbon County families save money

For nearly a decade, The Kids Closet Sale, a semi-annual children's consignment event, has helped families in Carbon County stock up on clothing, high chairs, books and games and many more essential items. The Times News (Lehighton) and Lehigh Valley Press recently purchased the event from the original owner.

The news media organization had been interested in hosting community events, so when this opportunity presented itself, it was a natural fit for many reasons. The event was already established and successful. They had ample warehouse space to store the reusable racks that are used to hang the clothing items. The organization's parent company, Pencor, owns the venue in which the event is held, and therefore rents the space back to the newspaper organizations. The newspaper is also able to print all the associated promotional materials internally. Perhaps most importantly, assuming ownership of the event further demonstrated the company's commitment to being an integrated resource for the community they serve - particularly for mothers aged 20-40 who may not be regular newspaper subscribers.

A committee of eight workers came together to organize the event and develop a marketing strategy.

Three months before the sale, print and digital ads that encouraged parents to clean out their closets, and register to be a consigner, were run. The Times News' first Kids Closet Sale attracted 116 consigners who brought more than 19,000 spring and summer items. The consigners were responsible for registering each of their items and printing an inventory information card that was then attached to each garment or item.

Three weeks before the event, print, digital and social media ads that invited shoppers to attend the sale were inserted. Additional promotion of the event was done through a billboard posting, postcards, posters, yard signs and an advertiser-sponsored coloring book.

Nearly 700 customers made a purchase over the course of the three-day event that attracted first time moms, parents of multiple children and grandparents. More than



half of all the items available were sold, and 50 percent of the remaining items were donated to either a church thrift shop or local animal shelter.

The revenue that each consigner received was based on whether they chose to work at the event, or not. If a consigner opted not to work at the event, they received 60 percent of the sale price of an item. If the consigner agreed to work for one 4-hour shift, they received 65 percent, and if they worked an 8-hour shift, they received 70 percent of the sale price. At the end of the event, the average consigner received a check for \$237.

The Times News generated revenue for the event from various sources. Each consigner paid a \$15 fee to register through PayPal. Shoppers had the option of paying a \$10 admission fee to access the event on the first day for the best selection. Admission to the event was free on the two subsequent days.

Advertising banners that were on display at the event were also sold along with sponsorship pages in a coloring book that was distributed at the event and inserted into the newspaper a week prior to the sale. The newspaper earned a net profit of approximately \$8,700 from the event.

For additional information, please contact
Jennifer Benninger at jbenninger@tnonline.com.



DIGITAL



DIGITAL BENCHMARKS

The Pennsylvania NewsMedia Association sent a survey to our members to request their digital statistics. From their response, we have compiled benchmarks that can be used at your publication.

Page Views

For PNA members, the **average ratio of monthly page views to daily circulation is 90%.**

For example, for every 1,000 in daily circulation, a newspaper should expect 900 monthly page views.



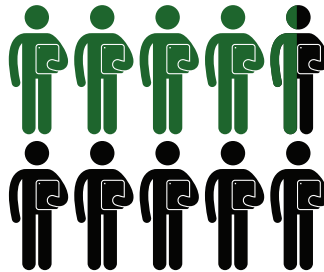
How does your newspaper align with the average?

Your newspaper circulation x .9 = monthly page views benchmark

Unique Users

For PNA members, the **average ratio of monthly unique users to daily circulation is 46%.**

For example, for every 1,000 in daily circulation, a newspaper should expect 460 monthly unique users.



How does your newspaper align with the average?

Your newspaper circulation x .46 = unique users benchmark

Paywalls

The **majority of PNA members restrict access** to their digital content.

- **65% have a paywall**
- Most common paywall models
 - Metered
 - Hard

Types of Paywalls

- **Metered Paywall:** Users are allowed to access a set number of stories per month before being required to pay for access.
- **Free:** Under the free model, news content is open and available to anyone who visits the news media's digital property.
- **Freemium/Registration:** Users are required to register (usually with an email address) before they are allowed to access news content.
- **Survey-based:** Users need to complete a survey before accessing news content.
- **Hard Paywall:** Under a hard paywall, news content is only available to paid subscribers.

Average Session Time



The **average session time** on PNA member websites is **3.1 minutes.**

Average Cost Per Thousand (CPM) for local display advertising

\$9.69

Average Volume of digital advertising inventory sold locally

60%

Percent of Digital Revenue from Ad Sales

72%

Average Click Through Rate (CTR) for national advertising

.08%

Average Click Through Rate (CTR) for local advertising

.17%

TO PAYWALL OR NOT TO PAYWALL? QUESTIONS TO ASK

Reprinted from The Big Book of Distributed News

By Karina Fabian

Marketing Communications Specialist, NEWSCYCLE Solutions

Not too many years ago, newspapers considered paywalls a bad idea, laughable even. In a digital world, where “Information is free,” who would pay to read one publication’s articles, much less subscribe? If you wanted to earn money off your digital site, ads were the way, and those depended on more eyes on your pages.

Time, technology and yes, even “fake news” has changed that attitude. Many publications are finding great success with paywalls. The New York Times, for example, makes more than 20 percent of its revenue on digital-only subscriptions, a number which has been growing quickly.

Some of this has to do with how technology has affected internet news and information sites. First, publishers have many choices for implementing paywalls, from allowing one-time access after a partial read to demanding full subscriptions. Combine that with ad-blocking software, and asking for a little financial compensation for information becomes necessary and attractive.

It’s not just publisher attitudes that are changing. Readers are growing more accustomed to purchasing online, and there, too, technology has moved in the publisher’s favor. There’s also a growing sentiment for valuing quality news from trusted sources, and people are increasingly willing to pay for it. Even among young adults, which the industry previously believed would never pay for information on the web, subscriptions are growing.

Not all publications will do well with a paywall, however, and implementing a paywall can take many forms. Check out **this article*** analyzing 25 of the most-visited daily newspaper sites to see how much variation there can be. If you’re considering implementing a paywall, or are debating whether or not to strengthen yours, ask yourself the following:

How loyal are your audiences? Loyal readers return and are willing to support their favorite and trusted news sources. The New York Times, Wall Street Journal, Financial

Times and others have found their readers are concerned about the publication’s success and will show it with their wallets. There are analysis programs that can help you determine loyalty. In fact, some newspapers offer some of their content free and track the reader until they show certain signs of loyalty – return visits, time on site – and then ask them to subscribe.

How rare or high-value is your content? Professional journals, particularly medical or scientific ones, that publish online are a great use case for paywalls because their information is valuable to a niche audience and for an express purpose. In some cases, offering a single-use fee paywall as well as a subscription can generate revenue from those who come for a specific, single-time need.

Newspapers with a strong emphasis on local news may find residents will subscribe not only for the area-specific news but also to support their neighbors who may work at the paper.

How reliable is your ad income? Some content sites have sufficient eyes or ad monetization to do well without paywalls – and a paywall may in fact upset a system that is working. However, if your ad sales are low or unstable, paywalls can provide a stable income – if your readers are willing to pay. Additionally, if you find that your readers employ ad blockers, you may want to offer a subscription to see content without ads. The Atlantic offers this model.

What’s your reputation? If you have a reputation of exclusivity, extreme quality or high-income audiences, then a paywall can actually enhance that reputation by playing to the bias that people pay for quality.

Paywalls are not a quick-and-easy answer to income generation, and you may even experience some growing pains as you find a formula that works and your readers grow accustomed to the new revenue model. However, for many news sites, paywalls have helped effectively monetize a news site.



NEWSCYCLE Solutions is the leading provider of software and services powering the global media industry. Our content management, advertising management, subscription management and mobile solutions help companies drive profitability and accelerate digital business models. With headquarters in Bloomington, MN and regional offices throughout the world, Newscycle Solutions a trusted partner serving over 2,500 customers in 45 countries.

Contact: **Ken Freedman**, ken.freedman@Newscycle.com

BUILDING A DIGITAL AGENCY 101

Reprinted from The Big Book of Monetizing Digital

By Jill Kirsch

Senior Manager of BENN Marketing Solutions

THE WHATS:

What digital services will your team be selling?

From website design to AdWords to programmatic display to Facebook to reputation management to LinkedIn to SEO to native to video. It is great to have a vast portfolio of products and be a “one stop shop” where your client can get anything. The problem is, unless you have significant financial backing, you are going to spread your resources too thin trying to sell and then deliver all of these different services. Sometimes it is best to start with one product and grow from there.

What are your financial goals?

You need to have an extreme amount of clarity around what you want and what it's going to take to get it. While you aren't going to see the entire path to your goal, you do need to know exactly how much of your product or service you need to sell, what it's going to cost you to sell the necessary amount and exactly what it's going to cost to deliver.

What is your projected/ideal profit margin?

In my opinion, more agencies need to focus on the profit margin. Profit margins vary for each of the digital solutions. The following range of profit margins are based on my experience with other traditional medias as well as with agencies:

Digital Solution	Estimated Profit Margin
Programmatic Display	30% to 50%
AdWords	18% to 35%
Paid Social	18% to 40%
SEO	40% to 50%
Reputation Management	50% to 60%

THE WHOS:

Who is going to be selling the digital services?

Your traditional reps: This has worked in other markets and it seems the critical pieces are motivating sales reps to learn the products and then go out and sell them. The big “who” is, who will be training the reps as it's not just a one-time training. Some platforms, like Simpli.fi, offer training videos and webinars which can be helpful in increasing the digital knowledge of your sales folks. You also need specific policies and procedures in place for them to follow on a daily basis. This isn't micromanagement. This is about equipping your team with best practices and a solid framework for how to execute their jobs. One of the most common

reasons people quit is because of a lack of support and infrastructure. You can't just hand people a phone and computer and expect them to make things happen. Every once in a while, a superstar comes along, but nonetheless, all teams need specific guidance and expectations to be set.

Or

Hire digital sales folks: This has also worked in other markets. Some concerns were how they were structured with traditional reps – are they assigned to a team, do they do four-legged calls, who is responsible for collecting keywords/ads, etc. for their digital marketing?

THE HOWS:

How will the campaigns be fulfilled?

There are three options: (1) Self-fulfillment with campaign managers or (2) Managed services by outsourcing or (3) A combination of the two.

Here are some pros and cons for self-fulfillment and managed services:

SELF-FULFILLMENT

Pros:

- Campaign managers can join sales folks on call
- Hands on optimization, which is helpful because they understand the communities and geographic areas
- Full transparency of where and how your clients' digital dollars are being spent

Cons:

- Finding qualified campaign managers
- Sales reps being too dependent on the campaign managers to help them sell
- Salary and benefit costs

MANAGED SERVICES

Pros:

- Less overhead cost

Cons:

- Less transparency of where and how your clients' digital dollars are being spent
- Communication turnaround time
- Usually unable to help on direct sales calls
- Challenge to find one vendor that has fulfillment for all digital solutions

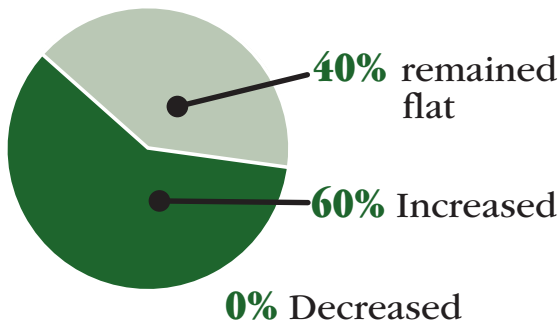
BENN Marketing Solutions is a digitally-focused marketing company. www.bennsolutions.com • (888) 576-4537

E-EDITIONS

Over the past five years, Pennsylvania newspapers have experienced continued growth through their E-Edition products. These products, promoted by a variety of channels, offer an additional digital medium for the community to connect with news media company's product. As your publication continues to explore new options and develop new products, consider the following information about E-Editions.

Growth

PNA members' E-Edition growth
(over past 5 years)



Vendors

- Issuu
- Libercus
- Media Pass
- Olive Software
- Page Suite
- Press Reader
- Saxotech
- Technavia
- TownNews

Pricing

E-Editions are most commonly offered in combination with print, but PNA members follow one of three models.

Combination Pricing

The print, digital and E-Edition are offered for one combined price.

Stand-alone

The E-Edition is sold as a single product. This option is popular for reaching readers who enjoy the layout of the printed product, but are not in the core market area.

Free

In this model, the E-Edition is offered to readers at no cost. Generally, the free model is only deployed at publications which have no cost.

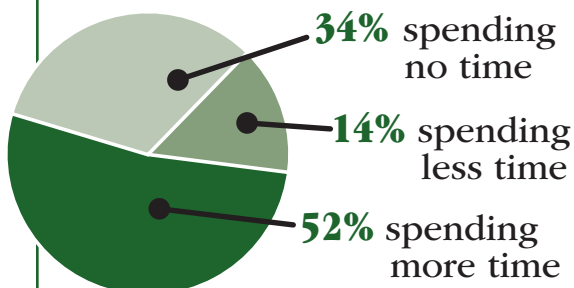
The average price of a digital subscription at a newspaper in the United States is
\$10/month.

"How much U.S. newspapers charge for digital subscriptions"
America Press Institute, February 2018

Promotion

The majority of PNA members plan to spend more time in the next year promoting their E-Editions and will utilize several methods to do so.

TIME SPENT PROMOTING E-EDITIONS IN THE NEXT YEAR



According to the American Press Institute, discounted trials of digital subscriptions (both unlimited access to digital platforms and E-Editions) had the **greatest rate of success**, resulting in **76% of participants converting** to subscribers. Free trials had an average conversion rate below 25%.

"How much U.S. newspapers charge for digital subscriptions"
America Press Institute, February 2018

Get 7-day delivery to your inbox.

A digital replica of the print edition.

Click [HERE](#) to order now

THE EXPRESS-TIMES

sample ad

Most common promotional tools

- In-house ads
- Postcards
- Facebook promotion
- Email promotion

MANAGING A USER WHO CROSSES THE LINE

Reprinted from The Big Book of Distributed News

There are basic measures you can take ahead of time to reduce bad behavior in your system. These include:

- Set the first few comments from any new user to go to pre-moderation (if your system allows).
- Encourage users to report/flag bad behavior through clear onboarding and messaging. (Ideally, also have a system like Talk that accounts for unreliable flaggers).
- Highlight good contributions – this models how users can get the newsroom’s attention through more than just bad behavior.
- Create a list of places you can point users to – e.g. Crash Override, Heartmob, Trollbusters – to get support if they are being targeted.
- Respond with empathy to those who cross the line – they might not have understood the community guidelines. If appropriate and possible, consider giving them a time out from posting instead of banning them for life.

Sometimes a user acts in a way that is deliberately abusive by repeatedly targeting one or more people, and even banning them from your community has no effect, as they create more accounts to continue their abuse.

How you respond depends on the situation, but some themes are common across them all: it is important to work with the person being targeted, and where you can, to reach out to the abuser to try and discover what might have triggered this behavior.

Situation 1: Another user is the target

Contact the person being targeted and ask what they would like to happen. Even if the level or type of abuse is a crime, they might have good reasons for being very wary of the police. Work with them on your proposed solutions. Keep them informed of any developments.

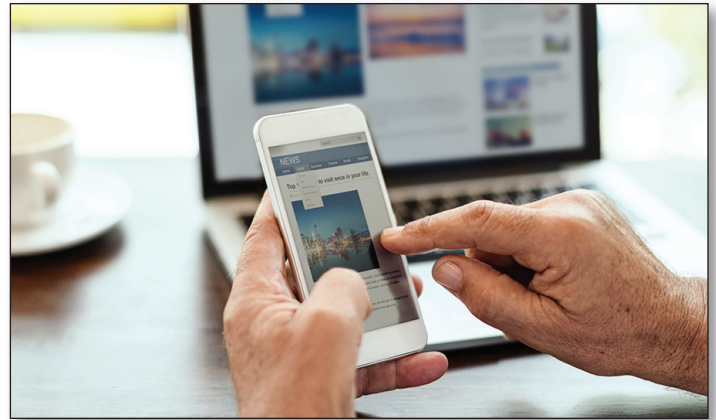
Make a public statement about what’s happening, that it’s not OK, and what you’re doing about it. Also enlist the community to tell you if they see the user return or continue this behavior.

If the person keeps coming back with new accounts, try reducing the number of new users your system will approve each day, or restrict the ability to comment without moderation, if your system allows it.

Contact the person conducting the abuse, and simply ask what is going on with them. There is often a triggering reason that made them first act this way. See if that can be addressed or at least acknowledged. Sometimes just recognizing and validating the existence of the situation that started the behavior can be enough.

Situation 2: A journalist/member of your team is the target

Contact the journalist being targeted. If it seems to be a specific and genuine threat, make sure they’re safe, make sure they know what to do if the person tries to call/go to the office. Inform security at the office. Offer for them to work from home or to cover hotel costs if they feel genuinely concerned for their safety.



Work with them on your proposed solutions. Keep them informed of any developments.

Make sure the journalist isn’t expected to read their own comments at this time. See if you or one of your team can give specific attention to comments on their work for a period of time.

Contact the police if the journalist agrees, and you believe there is a genuine threat of harm.

Again, contact the person conducting the abuse, and simply ask what is going on with them. There is often a triggering reason that made them first act this way. See if that can be addressed or at least acknowledged. Sometimes just recognizing and validating the existence of the situation that started the behavior can be enough.

Situation 3: General, repeated, non-targeted abuse

If the offender keeps creating new accounts, and you can’t keep ahead of the abuse, set your system to pre-moderate all comments, or all new accounts.

Look at the abuser’s history of contributions. Look for patterns. If they keep creating new accounts, how can you tell if each new account might be the same person returning? Is there something you can do to make repetition of these patterns go straight to pre-moderation or somehow be flagged for moderator attention?

Again, contact the person conducting the abuse, and simply ask what is going on with them. There is often a triggering reason that made them first act this way. See if that can be addressed or at least acknowledged. Sometimes just recognizing and validating the existence of the situation that started the behavior can be enough.

Encourage your trusted community to use Ignore/Mute functions (where available – it exists in the Talk platform), and to contact you privately if the abuser seems to have returned with a new account.



Taken from The Coral Project’s Guides to Community Engagement, published with a Creative Commons CC-BY-SA license. Read more at guides.coralproject.net



CIRCULATION

CIRCULATION PROMOTIONS

Newspapers in Pennsylvania are actively engaging in marketing efforts to increase readership of both their print and digital products. A variety of promotions, including contests, gift cards and sampling, have proven to be popular and successful. Here are some examples of what PNA members are doing to attract more readers.

Contest promotions:

- We run a bingo contest once a year to engage home delivery readers and increase single copy sales.

Digital subscription promotions:

- We began offering a one-day pass to read content digitally for \$1. This allows interested readers to view the content they wish to see without purchasing a full digital subscription. Many of the day pass purchases result in new subscriptions.
- We ran a promotion twice this year that lasted for only seven days each time. The offer was 13 weeks for \$13, plus a bonus \$10 Amazon.com gift card. This was promoted via email and Facebook. It generated over 600 new digital starts for the year in a short period of time.
- We offered a 50% discount on our print-digital combo which was promoted online only and resulted in 15 new subscribers.

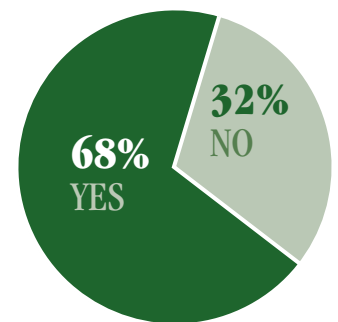
Direct mail/insert promotions:

- “We Miss You” direct mail pieces were sent to previous subscribers who had cancelled six weeks prior. The offer is for a full-price subscription but includes a tiered Sheetz gift card with purchase - (13 week subscription = \$10 card, 26 week subscription = \$15 card, 52 week = \$20 card). The promotion has helped us gain back five to seven customers each month.
- We did three direct mail promotions in the past year by experimenting with a variety of criteria for our target list, including former subscribers who had stopped for longer than 60 days, and then former subscribers who had stopped more recently. The offers were slightly higher than last year and resulted in 50% more orders than the previous year.
- We send direct mail offers to former subscribers which are paid in full at the time of the order.
- A free-standing insert offer for single copy buyers that offers a discounted rate on 13, 26, 52-week subscriptions is promoted each month on Tuesdays, Wednesdays and Thursdays. As our most successful offer, it results in 15-25 new monthly starts.

Feel good promotions:

- Our “Share the News” promotion allows a reader who renews or upgrades to an annual term the opportunity to gift a 13-week subscription to a person who is not a current subscriber. When the initial term of the recipient’s subscription draws near, we offer them a reduced price to continue.
- We offered a free year’s print subscription to anyone who closed on a purchased home in our area. Gift cards were printed and given to several realtors who presented cards as house-warming gifts to new homeowners.
- We offer a discount to renewing subscribers if they donate to the county SPCA.
- We donate 50% of single copy sales for a week to the local food bank.

Percent of PNA members who ran promotions to increase readership/circulation in the past year.



We offered a free year’s print subscription to anyone who closed on a purchased home in our area.

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CIRCULATION PROMOTIONS *(cont.)*

- We offer 25% off the price of a subscription during our customer appreciation week.
- We highlight “Senior Tuesday” specials for seniors.

Gift promotions:

- We give away a gas card with new subscriptions.
- Our telemarketing team contacts former subscribers and offers a \$20 gift card for renewal.

On-site promotions:

- We schedule kiosk sales promotions, and new subscriptions are fully paid at the time of the order.

Promotion strategies:

- We invested in our digital single copy displays by upgrading ugly, old store displays with new WIFI connected digital displays. We used digital images to promote upcoming content, coupon values, contests and promotions, and breaking news. Sales increased at the locations with the new displays.

Retention strategies:

- Our subscriber rewards card promotion is used primarily as a retention tool but is used for new acquisitions as well. Twelve local businesses offer special incentives and discounts to card holders, and the offers can be used as many times as the card holder would like during the calendar year. We use it to encourage readers to renew or upgrade to an annual term.

Sampling promotions:

- We sample wrapped copies of our newspaper promoting a 2-week free subscription to targeted households in key zip codes. Carriers are rewarded for paid starts.
- The carriers distribute free sample newspapers to select households with a special offer to subscribe over the course of about five weeks. The program generates close to 300 new subscriptions.

Seasonal promotions:

- We offer a discount of 50% off a yearly subscription at Christmas and during our mid-year town festival.
- We promoted an annual gift subscription offer to new and renewal subscribers from Nov. through Dec. 31. We offered \$10 off the price of the print edition (in county only) that resulted in 100 new subscribers.
- A free-standing insert, inserted on the first day of spring, summer and fall, is used to promote a full-price offer on 13, 26 and 52-week subscriptions. If the subscriber pays with a credit card, they receive 14 days for free. If it rains at our office on the day the insert is placed, the subscriber gets an additional 14 days for free. This promotion targets single copy buyers by highlighting the opportunity to get up to 28 additional days for free. It has resulted in 15-25 new monthly starts.
- We did a one-day sale in January and in July offering a special 30 cents per issue plus free online access rate that was very successful.
- We launched a summer sales blitz for one week and offered 25% off the price of a subscription.

PRACTICAL TIPS TO HELP GROW AUDIENCE

Reprinted from The Big Book of Growing Audience

Increasing business by capturing new revenue streams and maximizing efficiencies is necessary for the success of any company, including news media organizations. As newspaper reading preferences vary person to person, from the printed product and E-Editions, to tablet and mobile versions, news media personnel are tasked with developing strategies to attract new readers, and retain and expand business from current subscribers.

Promotions to increase subscriptions and single copy sales, digital strategies including metered viewing, paywalls and “all access” packages, as well as the strategic use of big data are some of the tactics used by news media organizations to help grow audience.

Maximize single copy opportunities

Home sellers often “stage” their homes by eliminating clutter, and adding a few key accessories to increase the overall appeal of the property. Newspapers can do something similar by combining the skills of the circulation, marketing and editorial departments, to make better use of the front page of each section. In particular, page A1 should include the placement of more local and differentiated news, which cannot be found elsewhere, to attract the eye of the consumer at the point-of-purchase.

Strategic marketing efforts and attractive merchandising displays at retail locations can also increase the success of single copy sales. The following ideas can help to increase the visibility of your newspaper’s brand:

- Strive to secure at least three point-of-sale signage exposures.
 - ♦ Sales counter
 - Purchase inexpensive penny trays/pen holders with your newspaper’s logo. Position at the point-of-purchase as another reminder to pick up a newspaper.
 - ♦ Door/window
 - Invest in double-sided static cling signs that can be affixed to glass, indicating that your newspaper is available for sale at the location.
 - Include your logo on the “store hours” sign.
 - Purchase “Push/Pull” decals with your newspaper’s name and logo at the bottom of each side, and attach to doors.
 - Include your newspaper’s logo on the “Thank you – Please Come Again” sign.
 - ♦ In-store posters
 - ♦ Newspaper shelf labels
 - ♦ Inexpensive wall clock with your newspaper’s logo
 - ♦ Outdoor signs
 - Posters at the gas pumps
 - Staked, in-ground signs on the property that are weatherproof and UV resistant
- Your newspaper display should be visible along the traffic path. The front entrance location, or right next to the coffee, is preferred.
- Confirm that the current day’s paper is prominently displayed and facing forward.
- Use the newspaper display rack header to stand-up your newspaper, giving it better visibility – as opposed to having all of the papers lay flat on the display shelves. Avoid having tied and bundled stacks on the floor.

...A1 should include the placement of more local and differentiated news, which cannot be found elsewhere, to attract the eye of the consumer at the point-of-purchase

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PRACTICAL TIPS *(cont.)*

- Include a coupon or a sticky note on the front page of the newspaper, inviting readers to attend a special customer appreciation event.
- Use the back of the newspaper rack, facing out of the window, as additional promotional space by including a rack card on the display.
- Attach poster brackets to newspaper racks and affix a promotional sign to increase advertising exposure. For example, if you sell Sunday newspapers on weekdays, include a sign that says, "Sunday News – For Sale on Weekdays (while supplies last)."
- Increase the number of sales racks at retail locations – particularly Sunday racks.
- Keep rack cards refreshed and current.

Promotional or content-driven programs that bring consumers into the retailer, or get customers to purchase more, are strategic game changers. Running specials can help news media organizations gain and maintain prime display positioning at retail locations, thereby increasing the likelihood of additional single copy sales. Some promotional ideas include:

- Partner with retailers' frequent buyer programs to alert and engage high-value customers.
- Offer special discounted pricing on a lower readership day, like Monday.
- Launch a punch card promotion – buy 6 Sunday newspapers and receive the 7th for free. Have punch cards available at the register.
- Sponsor a seasonal or sports-related giveaway (tailgating package). Position rack of newspapers and registration box near promo item.
- Produce a high school or college sports schedule poster, and give it away, for free, with the purchase of a newspaper. Posters can be kept behind the counter, and be handed out by the cashier.
- Build a player poster promotion – produce 5 double-truck images, and include them in five consecutive newspapers. Readers can collect all five pages to build their own 5 ft. tall collectible player poster. Promote through house ads, in-store signage and social media.
- Design a garage sale locator map each week, and promote it through rack cards.
- Designate certain newspaper issues as "premium content" days, such as Thanksgiving, and up-charge for the issue. Include enhanced, relevant, local and differentiated content. Include a special section devoted to a local topic of interest (sports team, etc.).
- Offer an early Sunday edition, on Saturday, which includes Saturday's news, with Sunday's circulars – charge a 100% premium.

In addition to instituting strategic marketing and merchandising initiatives, single copy sales may also be enhanced by **analyzing the strength and number of your current retail locations**, as well as your delivery process.

- Use current statistics to optimize the locations of your retail outlets and box placement
 - ♦ Up to 20% of small – mid-size business open and close each year.
 - ♦ New residential and commercial development can change customer traffic patterns.
 - ♦ Local neighborhood consumption trends can help you pinpoint opportunities.
 - ♦ Consider the number of coins needed for an easy, single copy box purchase.
- Identify and address potential delivery issues
 - ♦ What is the consistency of delivery to your retail locations and boxes?
 - How many of your papers arrive at the wrong time, or not at all?
 - What real-time tracking do you have with your contractors?
 - What happens when a substitute runs the route?
 - What facts do you have to certify every delivery?
 - Use documentation to avoid unproductive disputes with your retailers.
 - ♦ How much of your revenue is lost to changes to the draw, or slippage by the driver?
 - NAA data shows that 17%-20% of locations go out-of-stock every day!
 - Newspapers are one of the only products in a supermarket with no automated method of reporting out-of-stocks – can you provide technology that would eliminate this from happening?

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- ♦ Do you have digital technology that allows potential customers to find a location that sells your newspaper, or order extra copies? If so, do you promote it?
- ♦ Is there a revenue opportunity for your newspaper to make the deliveries for all of the other national or local papers?
 - Retailers are more receptive to a category solution than a single product push.

Engage readers with digital content

There is a vast market for newspaper content delivered digitally, particularly specialized content targeted to a distinct audience. A study from Mather Economics LLC indicates that paying subscribers primarily read local news, sports, editorial and politics on newspaper websites, whereas non-subscribers read entertainment, travel and technology/business.

There is a growing audience for news products, available on multiple platforms, which creates an opportunity for a bundled content strategy. In response, an increasing number of news media organizations are offering readers an all-access package subscription program. Although content may vary by newspaper, many all-access members receive 7-day home delivery, full access to E-Editions and the newspaper's website, mobile delivery on tablets and platforms, as well as discounted or free entry offers to local events, and exclusive coupons not available to the public.

When building digital subscription packages, develop products targeted to different customer segments including a low-entry price point with access to limited content, and a higher-priced option that allows access to all premium content.

It is helpful to establish a cross-departmental team that can identify, and address, the key factors that will ensure the successful launch of your digital products. These may include:

1. Develop strategies for meter settings, pricing and benefits

- Set meter at "x" number of free stories per month for non-members.
 - ♦ Consider offering free access to digital content for the first 24 hours, but charge for it once it is archived.
- Everything is metered except home pages, section fronts and classified verticals.
- Design welcome and stop "light boxes."
- Consider low-cost introductory offers, such as \$0.99 for 4 weeks.
- Create incentives for subscribers to select bundles that yield incremental print subscriptions from digital customers.
- Include member-only discounts at local and online retailers, and special member events in the package.
Examples include:
 - ♦ Evening at the aquarium/museum
 - ♦ Tickets to an upcoming concert
 - ♦ Tickets to a movie screening
 - ♦ Free admission to food truck or carnival event

2. Research and select a provider to host the digital content, if necessary

3. Educate employees on new products

- Prepare a reference book that contains frequently asked questions, and pricing grid.
- Require attendance at training session.
- Establish internal "hotline" number for employees to call with questions.

4. Actively market digital subscriptions by educating consumers on the benefits of your digital suite at every point of contact including print, online, email, social, television, radio and out-of-home – including rack cards

- After the initial launch, shift the customer acquisition messaging to include testimonials from satisfied consumers and advertisers.
- Send ongoing email reminders to digital subscribers who have not activated the benefits of membership.
- Send daily morning email to tout morning content, tease upcoming content and display top videos from the week.

When building digital subscription packages, develop products targeted to different customer segments...

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- Send weekly email to members that includes exclusive coupons, contest entries or special offers for “all-access” subscribers.
- Run sponsored contests on your website, such as a cutest pet or cutest baby photo contest, and solicit sponsors to donate prizes. This helps to build, and maintain, interest in your digital products.
- Run giveaway contests as an incentive to activate digital subscription (and retain customers).
- Sell digital subscriptions on college campuses to educate students, and keep parents informed about the local community.

Utilize big data to increase subscriptions

To maximize the efficiency of their customer acquisition efforts, news media organizations can benefit from the use of big data. Vendors offer products that include intelligence about household demographics, home value, credit card and bank usage, and more. This information allows you to identify specific lifestyle groups, along with their habits and preferences, so you can craft, and deliver, an appropriate marketing message.

By ranking similar behaviors between subscribers and non-subscribers, you will be able to determine the best prospects for targeted sales in key areas, as well as identify which form of communication is preferred by the group.

Digital information, or big data, combined with an analysis of sales channel preference, ultimately yields the most cost effective approach to reaching potential subscribers.

This level of targeting also opens up a new potential revenue stream of being able to direct ads to these niche audiences.

Big data helps with telemarketing efforts. Through the use of digital intelligence, a list of prospects may be populated each week, based on the lifestyle group being targeted. A script can be written based on the interests and composition of the group, with special emphasis placed on factors such as price sensitivity, interest in sports or the arts, or digital usage. One or more of your news media products can then be recommended, based on the group’s profile. For example, lower income groups may be presented with a Sunday-only option, whereas those who are financial investors may be directed to products that are packed with business-related content.

Grow business by thinking creatively

Building business through promotions, single copy sales, digital strategies and the utilization of big data are all important considerations when developing a plan to grow audience. It is also helpful to enlist the support of others within your news media organization to identify other non-traditional approaches.

- **Does it make sense for your publication to collaborate with local high schools** to include articles, written by students, in your publication, perhaps in lieu of the school producing an in-house student newspaper? Could you then sell subscriptions to those schools at a discounted price, and grow audience?
- **Would you be able to use some images**, taken by your staff photographers, and turn them into cover art for social media pages? When you post them to your website for download, you will increase your digital audience!
- **Did you ever consider placing an ad for your products on Craigslist?** Look for clever new ways to promote your news media subscriptions.
- **Do you have an easily-identifiable “subscribe” button** on all of your website pages?
- **Is your website address on every page** of your printed products?
- **How aggressively are you pursuing former subscribers?** Be sure to send a personalized letter, and/or email, to past customers, and invite them to re-subscribe. Provide details about all of the options that are available to them, and include a special incentive to win back their business.
- **Have you implemented an E-Z pay program** as a way to retain readers?
- **Does your newspaper participate in community events?** If so, set up a table, or booth, and sell subscriptions on-site.
- **Do you have any current advertisers, like a realtor, who will sponsor** the delivery of newspapers to hotel rooms – particularly in transient communities?
- **Are you actively engaging in self-promotion?** Be sure to include a single-sheet insert, offering a subscription promotion, in single copy issues.

Although newspaper readership rates in Pennsylvania are higher than the national average, there is always an opportunity to capture new subscribers. Through a combination of initiatives, including promotions, digital strategies and big data, Pennsylvania’s news media organizations are positioned to continually grow audience by offering a range of products, and delivery options, designed to meet the varied, and changing, needs of its readers.

HOW PUBLISHERS SAVED HISTORY

Inadvertent stewardship critical first step

By Paul Jeffko

President, SmallTownPapers, Inc.



For decades, even centuries, newspaper publishers have retained original copies of their editions. Some kept individual issues, bound them into volumes, kept files of clippings, and those with the budget, may have microfilmed.

There was a legal incentive to maintain an archive in case of a libel charge or false reporting, but archiving also provided the staff with access to pre-computer age stories and proved an essential resource for historians and genealogists. By saving a copy, many publishers unknowingly became stewards of their community's history. But newsprint doesn't last forever.

News publishing has changed dramatically – everyone appreciates the new benefits brought about by the digital age. But what about the billions of printed pages locked away in archives? Can the information stored in those bound volumes be made digital? With today's technology, it is relatively easy to scan images and then convert to text which opens the ability to search online.

There's no downside to scanning the original newspapers, but there is a singular hurdle so daunting that most publishers simply cannot foresee any way to overcome it – cost. Luckily, there are organizations determined to preserve history, and the single most important historical resource they want to digitally preserve is the local newspaper, particularly those from small-town America.

Historical stakeholders such as historical societies and local museums want to preserve small-town newspapers for public access. They have the financial resources to do so. Every day there are articles published across the country about how historic preservation grants are funding archive digitization efforts for historical organizations.

Publishers are the principal stewards of local history because they preserved the original pages of their newspapers. That's how publishers saved history. The next step is to scan and index this history so all of that stored information is accessible.

Paul Jeffko is President of SmallTownPapers, Inc. which serves publishers and museums with online archiving solutions.



Archive In A Box supports the PNA as an affiliate member.

CHANGES IN THE NEWSPRINT INDUSTRY

White Birch Paper



The newsprint industry changes at the same pace as the media industry. In the past few decades, we have seen so many changes in both industries such as closures, mergers, downsizing and structure changes. We have seen a decrease in basis weights and web widths and increased diameters. Anyone who claims to tell you where these industries are going year by year has the “wisdom of Solomon” or a “crystal ball.” The purpose of this memo is to anticipate where we are going in 2020.

From my viewpoint, and from gathered information from many contacts, some things are certain. One of the more obvious changes is that the newspapers that are using their “open press time” to do commercial work seem to have made the right decision. Many newspapers have changed to lighter basis weights in order to gain “extra yield” from each roll of newsprint used. Supplements for various holidays and events, along with inserts, seem to be making a big difference to the bottom line at many locations. We also notice that those customers who expand or strengthen their sales teams are seeing a big difference. There are advertising opportunities at local businesses and small shops that are disregarded because they are “too small.” These people want to see their name in print and are more than willing to work with their local papers. Another move for increasing sales is to suggest high brites to advertisers (they can be added to your truckload of standard news so that you can order what you need and don’t have to carry additional inventory). The one thing that we know and believe is that although the print industry has shrunk, it is not dead!

At White Birch Paper, we believe in the print industry, and we believe in the future of newspapers. Our owners keep our mills updated with the newest technologies available. We invest in our mills and our people. Sure, we see some of our oldest family newspapers get “gobbled up” by the “big guys,” but we treat each customer, small or large, with the same respect and dignity. Our relationships with customers make the difference. We know your needs and requirements. The people who order the paper for your presses must know what they need and when they need it (and set delivery dates that assure “on time” delivery). We have a team of customer service reps that are second to none in the industry. We know the importance of deadlines, and when sizes must be changed, you know you can speak with your salesperson any day or night.

Some analysts predict that over the next 5 years, the demand for newsprint will shrink at the rate of 5% per year. There are so many factors that affect these numbers, I personally believe it’s a tough call. The key is to stay in contact with your salesperson, and speak openly with our technical people. Keep abreast of market conditions and ask questions. This industry isn’t “one size fits all.” Each company must alter their businesses to their communities. We at White Birch Paper are here for you! Tell us what you need and we will work with you.



White Birch Paper

White Birch Paper supports the PNA as an affiliate member.



LEGAL HOTLINE

One of the PNA's most popular services is our free Legal Hotline. PNA members may call the hotline with any legal questions.

PNA attorneys routinely provide members with advice on HIPAA, open records, the state Sunshine Act, use of independent contractors, libel, telemarketing, copyrights, the Pennsylvania Shield Law and legal advertising. Many reporters from PNA member newspapers rely on PNA's attorneys for quotes on stories involving legal issues.

The information provided in this section is current as of October 2019 and is not intended to be, nor should it be construed as, legal advice. Please contact your news organization's private attorney or the PNA Legal Hotline at (717) 703-3080 with questions about legal issues affecting your news organization.

LEGAL HOTLINE: (717) 703-3080

Law Enforcement Recordings

Q: My local police department just implemented a policy that requires officers to use body cameras during all interactions with the public. Is the audio and video gathered by law enforcement officers public under the Right to Know Law?

A: No, the Right to Know Law and its presumption of access no longer apply to audio and video gathered by law enforcement officers. There is now an alternative method for requesting access under Act 22 of 2017, but it is very restrictive and does not promote or facilitate public access to these records. Pennsylvanians will face many obstacles when seeking access to law enforcement audio and video under this law.

In August 2017, Pennsylvania enacted Act 22, which included significant changes to Pennsylvania's Wiretap Act. The changes expressly remove all audio and video recordings gathered by a law enforcement officer from the Right to Know Law. The Act also removed communications between or within law enforcement agencies concerning an audio or video recording from the Right to Know Law. The Act also gives law enforcement agencies discretion to release audio and video recordings proactively in some circumstances.

The Act creates new request and appeal procedures for those wishing to obtain access to law enforcement recordings when a law enforcement agency has not proactively provided access. In order to request access to law enforcement recordings, a requester must:

1. File the request, in writing, within 60 days of the date when the audio recording or video recording was made.
2. Serve the written request on the law enforcement agency's designated RTKL open records officer.
3. The request must be hand delivered or sent via certified mail with proof of service.

The written request must meet several criteria under the Act. The request must:

1. Specify with particularity the incident that is the subject of the audio recording or video recording, and at a minimum, include the date, time and location of the incident.
2. Include a statement describing the requester's relationship to the incident that is the subject of the audio or video recording.
3. If the incident occurred inside a residence, the request must also identify each individual who was present at the time of the recording, unless not known and not reasonably ascertainable.

Once a request meeting the criteria above is filed, the law enforcement agency has 30 days in which to respond to the request. The Act requires law enforcement agencies to deny requests if the recording contains potential evidence in a criminal matter, information about an investigation or criminal charges, confidential information or victim information, and the reasonable redaction of the audio or video recording would not safeguard this information. If redaction can make the recording meet the standards of the Act, law enforcement agencies must release the recording. In the event that a law enforcement agency provides access, the law allows "reasonable fees" to be imposed. The law does not otherwise define or specify what constitutes a "reasonable" fee. If a law enforcement agency denies a request, it must do so in writing and explain that redaction is not feasible.

If a request is denied or deemed denied by operation of law, the requester may file an appeal to the appropriate court of common pleas. The appeal must be filed within 30 days of the date of denial or deemed denial. The Act requires an appeal to take the form of a petition and imposes a fee of \$125, in addition to any other court costs and fees that accompany a lawsuit.

The petitioner (requester) must:

1. Include a copy of the written request and any written responses to the request that were received.
2. Serve the petition on the open records officer of the respondent law enforcement agency within five days of the date that the petitioner files the petition.
 - a. Service must be made on the law enforcement agency's open records officer by personal delivery or certified mail with proof of service.
3. Certify that notice of the petition has been served or that service was attempted on each individual who was present at the time of the audio recording or video recording and on the owner and occupant of the residence, if the recording occurred inside a residence.
 - a. Notice shall not be required if the identity of an individual present or the location is unknown and not reasonably ascertainable by the petitioner.
 - b. Service of this notice must be made by personal delivery or certified mail with proof of service.

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Law Enforcement Recordings (CONT.)

Once a petition has been filed, the burden of proof falls on the requester, and a court may only grant access if the petitioner (requester) proves, by a preponderance of the evidence, that:

1. The request was deemed denied, OR
2. The denial issued was arbitrary and capricious, AND,
3. The public interest in disclosure of the recording or the interest of the petitioner outweighs the interests in nondisclosure.

Courts dealing with these cases can consider a number of factors when balancing the public interest versus the interest in non-disclosure, including the public's interest in understanding how law enforcement officers interact with the public, the interests of crime victims, law enforcement and others with respect to safety and privacy and the resources available to review and disclose the audio recording or video recording.

As you can see from the complex and onerous system described above, public access to law enforcement audio and video is significantly burdened under Pennsylvania law, and Pennsylvanians will often be denied access and the accountability it provides.

If your news organization is considering filing a request for law enforcement recordings or appealing a denial under Act 22, it is advisable to seek the assistance of counsel or contact the PNA Legal Hotline.

Settlements and Confidentiality Clauses

Q: Are settlement agreements involving public agencies considered public records? Can an agency rely upon a confidentiality clause in a settlement agreement to deny access?

A: Settlement agreements between public agencies and third parties are public records, and the Pennsylvania appellate courts have consistently held that confidentiality clauses in these agreements are not enforceable.

Under the Right to Know Law, all records of state and local agencies are presumptively public. The presumption can only be overcome if an agency can prove that a record is confidential by law or court order, privileged, or that a specific exemption to the Right to Know Law limits access. There is no exemption in the Right to Know Law that shields settlement agreements and in fact, exemption 708(b)(17) makes it clear that the non-criminal investigation exemption does not allow agencies to deny access to settlement agreements. In other words, settlement agreements are public records under Pennsylvania law.

There are a number of appellate court decisions decided under the old Right to Know Law, which remain good law on this issue, and which make it clear that settlement agreements are public records. See *Tribune-Review Publishing Company v. Westmoreland County Housing Authority*, 833 A.2d 112 (Pa. 2003); *Newspaper Holdings, Inc. v. New Castle Area School Dist.*, 911 A.2d 644 (Pa.Cmwlt. 2006); *Morning Call, Inc. v. Lower Saucon Township*, 627 A.2d 297 (Pa.Cmwlt.1993). The Office of Open Records has relied on these cases in many final determinations where the Office granted access to settlement agreements and for the general proposition that confidentiality clauses involving public agencies are not enforceable. The OOR commonly cites the Commonwealth Court holding in *Newspaper Holdings, Inc.*, which states:

"A public agency may not contract away the public's right of access to public records because the purpose of access is to keep open the doors of government, to prohibit secrets, to scrutinize the actions of public officials and to make public officials accountable in their use of public funds. A confidentiality clause contained in a settlement agreement that runs afoul of the RTKL violates public policy and is unenforceable."

Moreover, the Commonwealth Court in the *Newspaper Holding, Inc.* case penalized a school district that denied access to a settlement agreement on the basis of a confidentiality clause, awarding attorneys' fees to the requestor and finding that the agency unreasonably denied access under the law. The RTKL, both the former and current versions, allow a court to impose sanctions for bad faith or unreasonable interpretations of the law.

Settlement agreements involving public agencies are public records, and agencies may not rely on confidentiality clauses to deny public access.

Arrest and Search Warrant Records

Q: Which rules govern public access to arrest and search warrants and their supporting documentation, like affidavits of probable cause?

A: Public access to arrest warrants and search warrants is governed by the Pennsylvania Rules of Criminal Procedure, which must be applied consistently with the Constitutional and common law presumption of access that attaches to judicial records.

If “arrest warrant information” or search warrant information is filed with a court, such as a magisterial district court or court of common pleas, it is presumptively public under the Pennsylvania and United States Constitutions, as well as common law, and the applicable rules of criminal procedure must be applied consistent with that presumption.

We will explore the relevant rules in detail below, but the general quick guide to public access to arrest and search warrant records is:

- Arrest warrants and supporting records are public 72 hours after issuance, or upon execution, *whichever occurs first*, unless the records are sealed by a court of record for good cause.
- Search warrants and any supporting affidavits of probable cause are public *upon execution*, unless the records are sealed by a court of record for good cause.

Public access to arrest warrant information is governed by Pennsylvania Rules of Criminal Procedure 513 and 513.1. Both rules define “arrest warrant information” as:

“...the criminal complaint in cases in which an arrest warrant is issued, the arrest warrant, any affidavit(s) of probable cause, and documents or information related to the case.”

In most circumstances, arrest warrants are obtained from the magisterial district courts pursuant to Rule 513. This rule requires the affiant to appear personally before the issuing authority (judge) in person or via advanced communication technology to make a showing of probable cause supported by an affidavit of probable cause. If the judge finds probable cause, the arrest warrant is issued, and it is public as explained above unless the affiant has made a request for delay in public dissemination under Rule 513(C) or a motion to seal under Rule 513.1.

Rule 513(C) allows for a delay in public dissemination of arrest warrant information if:

1. The affidavit includes facts and circumstances that are alleged to establish good cause for delay, and
2. The issuing authority (judge) finds good cause for delay exists.

If the conditions of Rule 513(C) are met, public access to arrest warrant information may be delayed for up to 72 hours from the time of issuance or until the search warrant is executed, whichever occurs first.

Restrictions on public access beyond 72 hours after issuance can only occur if a court has entered a seal order based upon a showing of good cause made on the record under Rule 513.1. Only courts of record, i.e. common pleas or appellate courts, can issue seal

orders; magisterial district courts, arraignment court magistrates and municipal courts are not courts of record and as such cannot seal judicial records.

In order to obtain a seal order under Rule 513.1, the attorney for the Commonwealth must file a motion to seal, at the time the complaint is filed, and include in the affidavit the facts and circumstances that are alleged to establish good cause for the sealing of the arrest warrant information. If a judge finds good cause supporting a seal, the judge shall issue the seal order certifying good cause and set the date and time for the expiration of the seal. The records may not be sealed for longer than 60 days. The court can extend the seal indefinitely for up to 30 days at a time for good cause, but each new request for a seal must be approved by a judge and supported by a showing of good cause. The sealed arrest warrant information, the sealing order, and the order designating the proper issuing authority shall be filed with the clerk of courts in the judicial district in which the charges are being filed, and these filings should be noted on the court’s docket. Public access is prohibited until the expiration of the seal order or the court’s unsealing of the record upon motion of the attorney for the Commonwealth.

Public access to search warrants and their supporting affidavits of probable cause is governed by Pennsylvania Rules of Criminal Procedure 211 and 212.

Most search warrants are issued by the magisterial district courts, which as noted above, cannot seal judicial records. Rule 212 requires courts to provide public access to search warrants and their supporting affidavits upon execution of the search warrant. Public access is not conditioned on the return of inventory filed by the law enforcement agency that executed the warrant, which can take a substantial amount of time after execution. Public access under the rule is conditioned only upon “execution” of the search warrant. Unexecuted search warrants are not public, and the rule allows the court to destroy the warrant and supporting documentation.

To limit public access to executed search warrants and supporting affidavits, the Commonwealth must obtain a seal order under Rule 211 from a court of record. As noted above, magisterial district courts are not courts of record and cannot seal judicial records; only a court of common pleas or appellate court can seal judicial records.

Similar to Rule 513.1, Rule 211 allows a court of record to seal search warrants and their supporting affidavits of probable cause if the attorney for the Commonwealth alleges facts and circumstances which establish good cause supporting a seal order. If a judge finds good cause exists, the court must certify on the face of the warrant that for good cause shown the affidavit is sealed and shall state the length of time the affidavit will be sealed, which may be no longer than 60 days. Seal orders for search warrants can be extended an unlimited number of times for up to 30 days each time, if good cause is shown.

Clean Slate Law

Q: A reader called our office demanding that we remove an article that covered his arrest and subsequent conviction for DUI. He said the conviction was erased under the new Clean Slate law. Does the Clean Slate law require us to amend our digital archive?

A: No, the Clean Slate Law does not apply to the media, and news organizations have no legal duty to edit or remove content that was accurately reported.

The Clean Slate Law, Act 56 of 2018, requires the court and criminal justice agencies to automatically seal criminal history records related to certain misdemeanors, summary offenses and criminal charges that did not result in a conviction. The timing of the Clean Slate seal varies based on the type of criminal history record at issue, but the seal for misdemeanors, like many DUI convictions, can occur after the person convicted has been free from crime for 10 years and all costs associated with the crime have been paid. Once the Clean Slate seal is ordered, public access to criminal history records at the court and criminal justice agencies is prohibited. The courts and criminal justice agencies still have access to the criminal history records; only public access is prohibited.

Even though there is no legal duty to alter digital archives under the Clean Slate law, some news organizations have implemented policies to deal with requests to remove digital content. Most news organizations evaluate requests on a case-by-case basis and require official records to verify the outcome of a criminal case as part of the review process. There are no hard and fast rules, and practices vary throughout the state, with some news organizations never altering accurate digital content, while others will update stories to reflect the outcome of a case, while others will remove or de-index content under appropriate circumstances.

Note that when a news organization chooses to update digital content, posting an updated article will re-start the statute of limitations for defamation, which is one year from the date of publication. The content must be accurate, and ideally, have official records to prove their accuracy since truth is a defense to defamation.

The Clean Slate Law can also make certain criminal justice records inaccessible within the one-year statute of limitations under certain circumstances, such as where charges are dropped or where there is no record of conviction or ongoing prosecution. News organizations should always maintain copies of official records related to criminal justice coverage for at least one year from the date of publication, but longer in case the news organization updates digital content related to criminal justice coverage at a later date.

As noted at the outset, the Clean Slate Law does not apply to the media; it only applies to criminal justice agencies and the courts. The fact that a conviction has been "Clean Slated" does not impose a legal duty on news organizations to remove or alter digital content that was accurately reported at the time of the incident, and obviously, printed news coverage cannot be altered. News organizations have significant constitutional and statutory rights to access information from and report on the criminal justice system and the courts, and the Clean Slate law does nothing to alter those rights.

The Clean Slate Law, Act 56 of 2018, requires the court and criminal justice agencies to automatically seal criminal history records related to certain misdemeanors, summary offenses and criminal charges that did not result in a conviction.

Hemp and CBD Ads

Q: Can we run ads for hemp and related products like CBD supplements and food additives? If so, are there any laws or regulations that we should consider?

A: The law is unsettled at this point, and there are many unanswered questions about how and whether hemp and CBD products can be sold and marketed. Hemp and CBD advertising is legal in some circumstances, but the ads must comply with guidance issued by the Food and Drug Administration.

Industrial hemp and its derivative products, including CBD, were legalized nationwide as part of the Farm Bill passed by Congress in 2018. Pennsylvania's Department of Agriculture has also administered an industrial hemp program for several years to assist research and development of the crop and its derivative products in the Commonwealth. However, it is important to remember that Congress was careful to reiterate in the Farm Bill that the Food and Drug Administration (FDA) has regulatory control over hemp and its derivative products like CBD and can control how the products are marketed and sold in interstate commerce. The FDA held a public meeting on May 31 to solicit public comments to address this issue and begin the regulatory process for governing CBD products as dietary supplements. The FDA's position under *current* law and regulations is addressed below.

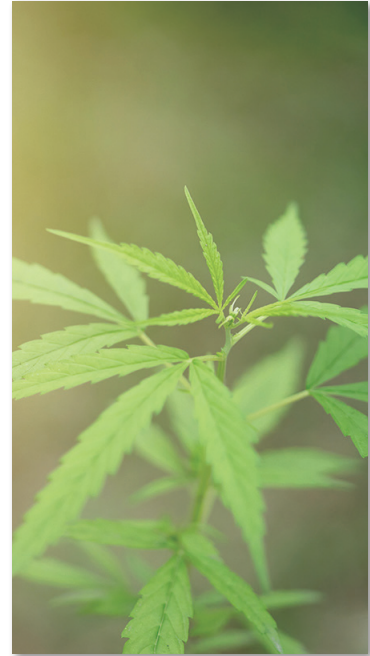
The FDA has stated that hemp and its derivative products, like CBD, will be regulated the same as any other FDA-regulated product, meaning they're subject to the same authorities and requirements as FDA-regulated products containing any other substance. The FDA has stated that CBD products cannot be sold or marketed as dietary supplements because they do not meet the definition of "dietary supplement" under federal law. CBD products marketed for use in the diagnosis, cure, mitigation, treatment or prevention of diseases are considered new drugs and must go through the FDA drug approval process before they are marketed. The FDA has approved only one CBD-related drug: Epidiolex, for treatment of epilepsy. Selling unapproved products with unsubstantiated therapeutic claims violates the federal Foods, Drug and Cosmetic Act (FD&C Act). Advertising these products with their associated therapeutic claims could violate state and federal consumer protection laws that prohibit false, misleading and deceptive advertising, and the FDA has sent warning letters to manufacturers warning of federal prosecution.

The FDA also takes the position that CBD products cannot be sold or marketed as food additives for human or pet consumption unless the products are approved under the FDA's regulatory process. At this point in time, the FDA has not approved any regulations permitting CBD products to be used as food additives, although this may happen as a result of the public comment process of this past summer and the internal workings of the FDA on this matter. The FDA has stated that they are committed to sound, science-based policy on CBD. As of October 2019, the process is ongoing.

With regard to CBD cosmetic products, the FDA takes the position that cosmetics products and ingredients are not generally subject to premarket approval by FDA, and as such, cosmetic products containing CBD can be sold and marketed as long as they are not adulterated or misbranded in any way. A "cosmetic product" is defined as "(1) articles intended to be rubbed, poured, sprinkled, or sprayed on, introduced into, or otherwise applied to the human body or any part thereof for cleansing, beautifying, promoting attractiveness, or altering the appearance, and (2) articles intended for use as a component of any such articles; except that such term shall not include soap."

The FDA has approved several hemp products as "generally recognized as safe" and thus these products may be sold and marketed. These products are: **hulled hemp seed, hemp seed protein powder and hemp seed oil.**

The FDA has signaled that it does not have the resources to aggressively enforce its regulatory oversight over the proliferation of CBD products on the market, but it is clear that the FDA is monitoring the products and taking enforcement steps leading up to potential prosecution for violations of the law. The FDA sent three warning letters in April to CBD manufacturers that marketed their products with various health-related claims including treatment or cure of various



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Hemp and CBD Ads *(CONT.)*

cancers, Alzheimer's disease, fibromyalgia, as well as treatment or cures for Lou Gehrig's disease and Parkinson's disease. The FDA considers these claims to be deceptive advertising under federal law and a violation of the FD&C Act.

Publishers can be held liable under state and federal consumer protection laws for publishing false, deceptive or misleading advertising. With that in mind, PNA warns members that publishing ads for hemp and CBD products making health-related claims or as food additives carries risk, with the highest risk associated with ads that market the products as a cure or treatment for serious illnesses and diseases. Advertising the general availability and pricing of hemp and CBD products is low risk. Advertising hemp and CBD products as a "cosmetic product" is generally permissible, and ads for hulled hemp seed, hemp seed protein powder and hemp seed oil are also legal.

It is important to note, industrial hemp and its derivative products are not marijuana, which is still considered an illegal narcotic under state and federal law and should not be advertised in your publication. The Farm Bill only legalized hemp products that contain less than .3 percent THC, the psychotropic component of the cannabis plant. Any cannabis plant or product that contains more than 0.3 percent THC will still be considered marijuana under federal law. It is also important to distinguish industrial hemp and its related products from medical marijuana, which was approved for specific medical uses in 2016. Medical marijuana's growth, sale, use, and marketing was approved under Pennsylvania's Medical Marijuana Act, and advertising under this law is heavily regulated by state law and generally requires approval from the Pennsylvania Department of Health.

PNA will continue to monitor this issue at the state and federal level and keep members apprised of the FDA's regulatory process as it moves forward.

Sunshine Law and Terminated Employees

Q: A borough fired an employee at a public meeting without disclosing the name. The council voted using the employee number only and cited concerns about employee privacy to support its position. Isn't the agency required to release the names of the employees who are the subject of official action and termination?

A: Yes. The public comment provision and minutes requirements of the Sunshine Act require disclosure and recording of the names, and the Right to Know Law makes the agency's final decision regarding termination and demotion a public record, and the law also requires public access to public employees' names, salaries and length of service.

Section 710.1 of the Sunshine Act requires agencies to provide a reasonable opportunity for meaningful public comment at each public meeting, and prior to all official action.

Without the names of employees being considered for official action such as termination, the public cannot give meaningful comment prior to the vote. This conduct ignores both the plain terms and intent of the Sunshine Act's public comment requirements. Furthermore, section 706 of the Sunshine Act requires meeting minutes to contain the substance of all official actions. If the meeting minutes do not contain the names of the employees and the action taken by the board, they do not provide an accurate record of the meeting, raising Sunshine Act compliance issues.

Finally, section 708(b)(6)(ii) of the Right to Know Law makes certain employee information public, including name, salary, and length of service. These records would include the employees' names, as well as beginning and ending dates of their employment. Further, section 708(b)(7)(viii) makes public the agency's final decisions regarding demotion or discharge. The law does not require agencies to release the reason for their decision, but the fact that a public employee was fired or demoted is a public record.

... the Right to
Know Law makes
the agency's
final decision
regarding
termination
and demotion a
public record...

AFFILIATE MEMBERS

The following is a complete list of PNA Affiliate members – organizations that support the news media industry and our Association.



AdCellerant

AdCellerant is a digital advertising and technology company focused on making quality digital marketing accessible to every business.



Advantage Newspaper Consultants, Inc. (ANC)

Advantage Newspaper Consultants, Inc. (ANC) works with independent newspaper groups to increase their annual advertising revenue. ANC was founded in 1996 as a TV magazine ad sales company and has grown steadily for over two decades by diversifying our marketing efforts to serve a wide variety of newspaper clients in print and digital platforms. Our reputation as a leader in the newspaper advertising consulting business is directly attributable to the high quality of our leadership and employees.



Archive in a Box

There's no downside to scanning your newspaper's archive but there is a singular hurdle so daunting that most publishers simply cannot foresee any way to overcome it – cost. Luckily, there are organizations determined to help. ArchiveInABox works with historical stakeholders who can provide funding to digitize and index small-town newspapers, while publisher retains all ownership and rights.



Associated Press

The Associated Press is an independent, not-for-profit news cooperative headquartered in New York City. Our teams operate in 250 locations in more than 100 countries to tell the world's stories, from breaking news to investigative reporting. We provide content and services to help engage audiences, working with companies of all types, from broadcasters to brands. More than half the world's population sees our content every day.



Ballard Spahr

At Ballard Spahr, our clients' content matters. Our Media and Entertainment Group serves the needs of creators and providers of virtually every type of content in every kind of media. Across the news, entertainment, publishing, social media, advertising and advocacy sectors, our clients have one thing in common: a focus on the content they develop, produce and deliver. From our fifteen offices around the country, we represent and counsel media in all areas of First Amendment, media and intellectual property law.



PENNSYLVANIA

Brown & Brown Insurance of Pa

Brown & Brown, Inc. is the sixth largest independent insurance brokerage in the nation, providing risk management solutions to help protect what customers value most. The four business segments – Retail, National Programs, Wholesale and Services – offer insurance products and services to businesses, corporations, governmental institutions, professional organizations, trade associations, families and individuals.



CivicScience

CivicScience is the largest real-time, privacy-compliant and predictive attitudinal, lifestyle and intent data platform in the world. CivicScience was founded to revolutionize the field of attitudinal (ie. Public opinion) research because the prevailing techniques are badly broken – and because an open and trusted source of truth is critical to a healthy democracy, press and free market. By reaching people in their normal online travels and asking only a couple engaging and useful questions at a time, CivicScience enables everyone to easily participate, inform themselves and influence the decision-makers that matter.

AFFILIATE MEMBERS *(cont.)*



Clelan & Company

Opening their doors 30 years ago, Clelan and Company was one of the first independent financial advisory firms in the central Pennsylvania area. Boasting a combined 90 years of experience helping highly successful individuals and companies build, manage and conserve net worth, their advisors' experience includes, but is not limited to: financial planning, investment management, qualified retirement plans, executive compensation arrangements, business succession planning, estate planning and insurance planning. Clelan and Company's mission of significantly improving the long-term financial well-being of business owners and professionals is further highlighted by the personalized attention paid to each client.



Editor & Publisher

Editor & Publisher is the trusted source of newspaper industry professionals, providing perspective where only data overload existed. The goal of E & P is to support, inform and promote the newspaper industry and provide professionals with tools to ensure their success in the years to come.



Employee Benefits Solutions Inc.

Employee Benefit Solutions, Inc. is an independent brokerage firm specializing in finding affordable group medical, dental, vision, life and disability benefits for our employer groups. We educate your staff on their benefits, provide legislative compliance and administrative services to make sure employees understand and appreciate your largest financial investment of their employment. We work with all size employer groups, large and small, so give us a call.



Fitzpatrick Lentz & Bubba Law

For more than 30 years, Fitzpatrick Lentz & Bubba has served businesses and individuals throughout Pennsylvania. Our team's legal experience spans a variety of practice areas, including commercial litigation, media, business, real estate, land use, intellectual property, bankruptcy and creditors rights, estate planning and taxation, healthcare, employment, family law and more.

Our exceptional team of attorneys provides clients with advanced insights and individual attention needed to solve the most complex legal challenges. We represent a broad range of local, regional, national and international businesses, such as media companies, telecommunication providers, banks, insurance companies, colleges and universities, real estate developers, building contractors, healthcare institutions, nonprofit organizations, retailers and manufacturers. With our commitment to clients, focus on integrity, and deep understanding of the law, we've built our firm to be a leader in northeastern Pennsylvania.



Frank, Gale, Bails, Murcko & Pocrass, P.C.

Frederick N. Frank and Frank, Gale, Bails, Murcko & Pocrass, P. C. has extensive experience in media law. It includes a broad range of successful litigation in the fields of the Freedom of Information Act; the Right to Know Law; the Sunshine Act; access to judicial documents and proceedings; the Shield Law; and the reporter's qualified First Amendment Privilege.

The firm prides itself on giving immediate and excellent representation to its media clients when these issues arise. It recognizes that it must be prepared to act quickly in instances such as when the media is barred from judicial proceedings. Its great experience in the field facilitates its ability to do so.



KBA North America

Offset and digital web presses, web press services.



Kreischer Miller

Kreischer Miller is a leading independent tax, advisory and accounting firm that serves the Greater Philadelphia and Lehigh Valley areas. We've built our firm to respond to the unique needs of private companies throughout the metropolitan Philadelphia region and Lehigh Valley, helping you smoothly transition through growth phases, business cycles and ownership changes. The companies we work with quickly adapt and respond to changing market opportunities and challenges. That's why our focus is on being responsive, decisive and forward-thinking. We're up to the challenge – always looking at the road ahead, not in the rear-view mirror. Among Philadelphia-based CPA firms, you can trust Kreischer Miller to deliver the best people, ideas and solutions for your business needs.

AFFILIATE MEMBERS *(cont.)*



Kruger

Kruger is a privately held, fourth-generation family company that transforms renewable resources into sustainable, high-quality essentials for everyday life. In addition to our production facilities across Canada and the U.S., we own and operate a portfolio of 38 green energy power plants and are a North American leader in paper and paperboard recycling.

Founded in Montréal, Québec, in 1904, Kruger Inc. has built a solid reputation in traditional industry sectors like pulp and paper, containerboard and packaging. Through our commitment to operational excellence, sustainable development and the responsible use of resources, we have also put our stamp of quality on a range of new sectors including tissue products, renewable energy, cellulosic biomaterials, innovative specialty papers for eco-friendly food packaging and labelling products, paper and paperboard recycling, real estate and wines & spirits.



Local Media Association (LMA)

Local Media Association (LMA) is intensely focused on helping local media companies discover and develop new and sustainable business models. LMA is the only organization that brings together all media for purposes of sharing, networking, collaboration and more. More than 3,000 newspapers, TV stations, radio stations, digital publishers and research & development partners are active members. LMA assists local media companies with their business transformation strategies via cutting-edge programs, conferences, webinars, content, research, consulting and training.



Metro Creative Graphics, Inc.

Metro Creative Graphics, Inc. is the leading provider of advertising, creative and editorial resources designed to help media companies create, sell and profit with their print, web, social and mobile efforts. With an unparalleled dedication to providing the finest resources available for ready-to-use images, spec ads, ideas, stock-quality photos, logos/trademarks, auto manufacturer photos, marketing/sales materials, copyright-free editorial features, print templated sections, online e-Sections and groundbreaking digital ad development tools – plus custom image, ad design and editorial services – Metro remains unmatched in serving the creative and sales needs of today's media companies.



Nauman Smith

Founded in 1871 for the general practice of law, Nauman Smith has been at the forefront of Pennsylvania's Right to Know Law, representing the media, individuals and businesses in obtaining access to public documents and proceedings for more than 50 years, as well as providing input on amendments to the open records law. In addition to right to know requests, Nauman Smith also assists the media and other clients with First Amendment protections and defamation suits. The firm's business and employment law practice helps business clients with transactional matters such as contracts, business formation and operating agreements, as well as employee benefits and succession plans. Approaching its 150th Anniversary, the firm has a new look and website, coming late 2019.



News & Tech

News & Tech is the premier resource for insight, analysis and technology integration in newspaper, magazine, digital and hybrid operations and production. News & Tech is written by industry experts and read by publishers and executive decision-makers.

Whether it's our flagship print publication, also available in digital format with extended coverage in the form of digital inserts, our weekly Dateline electronic newsletter, www.newsandtech.com, our iPad and iPhone applications, or Twitter, News & Tech provides the most comprehensive coverage of newspaper and magazine production, technology and trends.



Page Cooperative

PAGE Cooperative is a not-for-profit, member-owned cooperative buying association based in King of Prussia, PA. Members pool their purchases to create large-volume leverage that earns discounts and rebates from preferred suppliers. In operation since 1984, PAGE has an extensive nationwide membership with members in all 50 states, including more than 500 daily newspapers. Prior to June of 2019, PAGE's membership was exclusive to privately-held newspapers. PAGE has now broadened its membership base to be more inclusive – now accepting newspapers and commercial printers regardless of ownership status.

AFFILIATE MEMBERS *(cont.)*



Pennsylvania Legislative Services

PLS was established in 2001 and has grown over the years to become the most powerful Pennsylvania online legislative research, tracking, media and analysis service providing unique and exceptional access to Pennsylvania's policy making process. PLS's clients run the full gamut and include Pennsylvania's most influential legislative participants - lobbying firms, law firms, associations, corporations, state and local governments, educational institutions, health systems, state agencies, the entire General Assembly and Pennsylvania's courts. PLS provides subscribers with more news and information than any other source.



Pennsylvania Press Club

Founded in 1996, the Pennsylvania Press Club is a monthly luncheon series that features key lawmakers, newsmakers and other individuals. The luncheons include a speaker, moderator and question-and-answer period. Statewide coverage of the luncheons is provided to 3.2 million Pennsylvania households by PCN. The Press Club has featured a wide range of speakers from Governors Tom Ridge, Mark Schweiker, Ed Rendell, Tom Corbett and Tom Wolf to C-SPAN founder and president Brian Lamb, Philadelphia Phillies Chairman Bill Giles and U.S. Senators Pat Toomey, Bob Casey, Arlen Specter and Rick Santorum.



PenTeleData

PenTeleData was founded in 1994 with the purpose of providing affordable internet access via a fast fiber optic network. Our partnership includes local cable and telephone companies, including Service Electric Cable TV and Communications, Service Electric Broadband Cable, Service Electric Cablevision, Ironton Telephone, Palmerton Telephone and Blue Ridge Communications. Together, we serve 28 counties in Pennsylvania and New Jersey with nearly 10,000 miles of fiber optic cabling, 60 nodes for diversity and redundancy and more than \$300 million in fiber optic infrastructure, all backed by our 24/7 Network Control Center. We have private peering agreements with major national content providers and cache servers to reduce network congestion. Interconnect agreements allow us to expand our footprint to serve multiple locations. We are proud to serve customers in all facets of life, from homes to businesses, including banking, health care, education, government, retail sales and the wireless industry.



ppi Media US

ppi Media is an international workflow specialist for automated newspaper production and cross-media publishing. We provide sophisticated software solutions and services for more than 100 media companies and publishing houses worldwide. We are headquartered in Hamburg, Germany, with offices in Kiel, Germany and Chicago, with 100 employees worldwide.



Pressmart

Pressmart a comprehensive digital delivery platform. That's what you get with Pressmart. Taking newspapers, magazines, journals, books and corporate collateral online is our passion. We understand all digital channels including web, mobile, E-reader, RSS, and podcast well. Our products are designed to produce the best online reading experience; anywhere, anytime and any device. Pressmart has been developing and managing publication cloud solutions/services for over 400 customers worldwide.

At Pressmart we strive to provide all our customers with the highest levels of service, value, and ROI with our various solutions and services.



Sales Fuel

Named as one of the Top 15 Sales Enablement Vendors in 2019 by Selling Power, SalesFuel® was founded in 1989 with a simple objective: Sales are the revenue engine of your company; we provide the fuel. Through our unique portfolio of sales tools, training and intelligence, SalesFuel® provides thousands of sales teams nationwide with the power to "Sell Smarter®." This empowers sales teams from SMBs to global enterprises to provide further value to their accounts, stand out from their competition and attract a higher level of talent and clientele. In addition to consulting and training services, we also provide a portfolio of tools including AdMall, SalesFuel® API, Gitomer Learning Academy, SalesFuel® COACH and SalesFuel HIRE.

AFFILIATE MEMBERS *(cont.)*

SAUL EWING ARNSTEIN & LEHR^{LLP}

Saul Ewing

The 400-plus attorneys of Saul Ewing Arnstein & Lehr are dedicated to providing client-centric counsel to businesses throughout the United States and internationally from 16 offices stretching down the East Coast from Boston to Miami and extending into the Midwest by way of Chicago and Minneapolis. We work with well-known corporations, exciting start-ups and an array of closely held and privately held companies, as well as institutions of higher education, nonprofits and governmental entities. As a full-service law firm, we handle matters involving bankruptcy, business and finance, estates and trusts, litigation and real estate services. We also advise on intellectual property, immigration and foreign investment services. Energy, higher education, insurance and life sciences are among our core industries of focus.



Scranton Label, Inc.

Scranton Label Inc. has been supplying Pennsylvania newspapers with News Notes for the past 15 years. Competitive pricing, quality printing and lower shipping costs with on time delivery has made us the major supplier of front page notes in Pennsylvania.



Software Consulting Services, LLC (SCS)

Software Consulting Services, LLC (SCS) provides advertising, production, editorial and digital asset management software to the newspaper industry. Family-owned and employing a staff of US-based developers, sales and support staff, SCS has long been a trusted vendor for publishers of all shapes and sizes. Our managed service plans allow you to enjoy all the benefits of the software while we take care of the maintenance.



Site Impact

Site Impact will help you deliver your advertiser's email to its customers with demographic laser-like precision. We are the nation's leading provider of wholesale email marketing services to media companies, agencies and brands across all niches and industries. For more than 10 years, Site Impact has been the solution for marketers who want a white-label application that makes ordering from a 145 million opt-in email list using 750 selects and filters extremely simple and much more efficient.



Southern Lithoplate, Inc.

100% United States based manufacturer of newspaper printing plates. We also have a service and technical support team, based in Raleigh, N.C.



Strassburger, McKenna Gutnick and Gefsky Attorneys at Law

For 100 years, the seasoned attorneys at Strassburger McKenna Gutnick & Gefsky have protected the interests of businesses and private individuals. Our all-encompassing approach to the law ensures that our clients' legal needs are fully met. Unlike most other regional law firms of comparable size, not only do we handle complex business disputes and transactions, we also handle highly sophisticated personal service matters including criminal defense work, real estate and estates and trusts. In this way, we strive to help our clients deal with any legal challenge they might meet.



Tecnavia

Tecnavia develops innovative and reliable digital publishing solutions, offering a solid reading experience across all devices. We provide the necessary support and tools to simplify workloads, reduce costs, improve efficiency and increase revenue. Beyond an E-Edition, Tecnavia offers new and advanced products to meet all of a news media companies needs, ranging from metered paywalls to electronic tear sheets.



White Birch Paper Co.

Driven by the passion and commitment of our employees, we are dedicated to producing the highest quality paper and paperboard products. Through continuous investment in safety, sustainability and operations, we are able to thrive as a reliable partner that works with a sense of urgency to meet our customers' needs and enable their success. We manufacture newsprint, high-bright, directory paperboard and other specialty paper products at our three paper mills in Canada, where we are able to serve customers throughout North America and around the world.



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