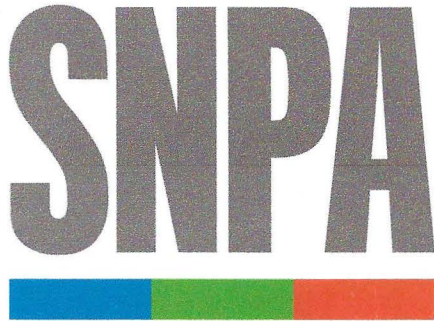


2018 SNPA Survey of Newspaper Salaries

General Executives
Advertising/Marketing
Circulation
Graphic Design
Finance
Human Resources
Information Technology
Interactive Media
News/Editorial
Production/Maintenance





CONFIDENTIAL

SNPA SURVEY OF
NEWSPAPER SALARIES
JULY 2018

The 2018 SNPA Survey of Newspaper Salaries includes a separate compilation of salary data for each of six circulation groups. The distribution of participating newspapers by circulation group and the average and median circulation of participants follows:

| | <u>No. of Survey Participants</u> | <u>Average Circulation</u> | <u>Median Circulation</u> |
|----------------------------|---------------------------------------|--------------------------------|-------------------------------|
| Under 6,000 Circulation | 14 | 3,797 | 3,799 |
| 6,001-10,000 Circulation | 14 | 7,906 | 7,900 |
| 10,001-15,000 Circulation | 16 | 12,623 | 12,251 |
| 15,001-25,000 Circulation | 8 | 18,485 | 18,155 |
| 25,001-40,000 Circulation | 7 | 28,593 | 28,576 |
| 40,001-60,000 Circulation | 7 | 48,277 | 49,600 |
| 60,001-100,000 Circulation | 4 | 79,984 | 81,008 |
| TOTAL | 70 | | |

The figures in this survey are based entirely on information supplied by participants. **The figures in parentheses in each column indicate the number of responses to individual questions.** Overtime is not included in wages unless overtime is guaranteed.

Non-Supervisory Employees: In using the actual pay data in the section pertaining to non-supervisory employees, please keep the following in mind:

Newspapers that employ more than one person for a given position were asked to list the lowest, highest and average salaries currently being paid. Those papers that employ only one person for a given position were asked to list that person's salary in one place ONLY – the column labeled "average annual salary."

SNPA then averaged the lowest, high and average salaries reported by participants. So, the "average lowest annual wage" is the average of the "lowest" salaries reported by each participant. The "average highest annual wage" is an average of the "highest" salaries reported by each participant, and so forth. The number in parentheses shows the number of respondents to each particular question.

Because a number of papers only had one person employed in many of these positions, the number of responses in the column pertaining to average salaries generally is larger than the number of responses in each of the other two columns. Therefore, some “average” salaries may be larger than “high” salaries – or lower than “lowest” salaries. In these cases, the “best” figures to use are the figures in the “average annual wage” column – simply because they represent a greater number of survey respondents.

Some Data was Excluded From Survey: In a few cases, data supplied by newspaper participants was excluded from this survey.

Survey Comparisons: Some participants in the 2018 survey took part for the first time, and some 2017 participants did not take part in 2018. The circulations of some newspapers that participated both years changed enough from 2017 to move them into different circulation brackets. Also, every newspaper did not supply information for every position listed in the survey. Exact comparison between the 2017 and 2018 surveys may not be made.

Participating Newspapers: SNPA does not identify participating newspapers in this survey.

Searching for Given Positions: A Table of Contents is included with this report. In addition, the electronic version of this report allows easy searches. To locate a particular position in the report, click on the SEARCH button in your toolbar.

Additional Copies: An electronic copy of this report will be distributed in about two weeks to the publisher of every newspaper that shared data for this study. Electronic copies also will be distributed to the corporate offices of participating newspapers upon request.

Publishers are free to forward copies of this electronic study to department heads at their own newspapers. However, copies may not be shared with anyone outside of the given paper. This is a copyrighted publication.

Hard copies of this study are available to newspapers that shared data for this study for \$75 per copy. In addition, publishers of newspapers that did not share data with SNPA for this study may purchase the survey for \$150 (member price). The non-member price is \$300.

Questions: Any questions concerning this study should be addressed to Cindy Durham at SNPA: cindy@snpa.org or (404) 256-0444.

Antitrust Compliance Statement: It is the policy of the Southern Newspaper Publishers Association to comply fully with all federal and state antitrust laws, and to avoid all conduct which is unlawful, or which may give the appearance of being in conflict with such laws.

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Salary Information for Department Heads and Supervisors:

GENERAL EXECUTIVES

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Publisher | 6 |
| <i>Oversees news, advertising, circulation, production departments and business office; is responsible for profit/loss.</i> | |
| Publisher and Regional Publisher - Combined | 7 |
| <i>Oversees news, advertising, circulation, production departments and business office; is responsible for profit/loss. Combines the two positions.</i> | |
| Publisher/Editor | 8 |
| <i>Responsible for guiding the editorial side and the advertising side of the newspaper, generally with a managing editor in news and ad director in advertising.</i> | |
| General Manager | 9 |
| <i>Oversees advertising, circulation, production departments and business office; responsible for profit/loss.</i> | |
| Director of Audience | 10 |
| <i>Oversees all aspects of audience engagement, including newsroom and marketing. Responsible for increasing measured size and engagement of the news audience, developing large non-news audiences and developing/implementing news and non-news products.</i> | |
| Innovation Director | 11 |
| <i>Identifies, defines and advances new products and programs. Has expertise in design, prototyping and project management. Works with the chief information officer and collaborates with third-party developers to ensure delivery of approved projects.</i> | |

FINANCE DEPARTMENT

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Top Financial Executive | 12 |
| <i>Primary financial department responsibility, usually including accounting, payroll, credit, financial reporting, budgeting and forecasting, etc.</i> | |
| Regional Financial Executive | 13 |
| <i>Primary financial department responsibility for entire operation, including accounting, payroll, credit, etc.</i> | |
| Top Financial Executive / Regional Financial Executive - Combined | 14 |
| <i>Primary financial department responsibility for entire operation, including accounting, payroll, credit, etc.</i> | |
| Controller | 15 |
| <i>Internal controls. Ensures assets are safeguarded and transactions are accurate, authorized and recorded according to GAAP.</i> | |
| Credit and Collections Manager | 16 |
| <i>Oversees credit and collections.</i> | |
| Business Manager | 17 |
| <i>Manages all business office operations.</i> | |

HUMAN RESOURCES DEPARTMENT

| | |
|--------------------------------------------------------------------------------------------------------------------------------------|----|
| Top HR Executive (Non-Union) | 18 |
| <i>Responsible for employee relations, training and development, benefits, compensation, labor relations and related activities.</i> | |
| Regional HR Executive | 19 |
| <i>Handles employee relations, training and development, employee benefits, compensation and other related activities.</i> | |
| Top HR Executive (Union, Non-Union and Regional) - Combined | 20 |
| <i>Responsible for employee relations, training and development, benefits, compensation, labor relations and related activities.</i> | |

MARKETING DEPARTMENT

| | |
|-------------------------------------------------------------------------------------------------------------------------|----|
| Marketing Director | 21 |
| <i>Directs and coordinates unified marketing operations for advertising, circulation and possibly news departments.</i> | |

ADVERTISING DEPARTMENT

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Top Advertising Executive | 22 |
| <i>Directs advertising sales, creative and dispatch departments, usually including classified, national and retail departments.</i> | |
| Regional Advertising Executive | 23 |
| <i>Directs ad sales, creative and dispatch departments, usually including classified, national and retail.</i> | |
| Top Advertising Executive / Regional Advertising Executive - Combined | 24 |
| <i>Directs advertising sales, creative and dispatch departments, usually including classified, national and retail departments. Combines the two positions.</i> | |
| National Advertising Manager | 25 |
| <i>Responsible for sales to national accounts; may work with a representative firm.</i> | |
| Retail Advertising Manager | 26 |
| <i>Manages local advertising staff and sales, including hiring and supervising.</i> | |
| Major Accounts Manager | 27 |
| <i>Supervises staff dealing only with key accounts and major advertisers.</i> | |
| Co-op Advertising Manager | 28 |
| <i>Supervises the collection of information on co-op ad programs; organizes and promotes the use of co-op funding.</i> | |
| Classified Advertising Manager | 29 |
| <i>Supervises staff; services classified advertising and existing display accounts; develops new business.</i> | |
| Classified Inside Sales Manager | 30 |
| <i>Manages daily operations of inside sales staff to achieve revenue goals and plan sales efforts. May be a phone room manager.</i> | |
| Sales Supervisor | 31 |
| <i>First-level supervisor of sales staff.</i> | |
| Digital Marketing Manager | 32 |
| <i>Responsible for developing, implementing, tracking and optimizing the paper's digital marketing programs across all digital channels.</i> | |
| Manager of Events & Promotions | 33 |
| <i>Designs promotions and events that meet the needs of the community and advertisers. Assists the newspaper in coordinating events and generating revenue by securing sponsors and vendors.</i> | |

| | |
|-------------------------------------------------------------------------------------------------------------------------------|----|
| Special Sections Coordinator | 34 |
| <i>Coordinates space/layout for special sections, given newshole budget and advertising requirements.</i> | |
| Ad Creative Services Manager | 35 |
| <i>Supervises advertising customer service activities; manages staff and is responsible for hiring/termination decisions.</i> | |

CIRCULATION DEPARTMENT

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Top Circulation Executive | 36 |
| <i>Responsible for sales and distribution, and for supervising carrier advisers, clerks and/or mailroom. Budget responsibility.</i> | |
| Zone Manager | 37 |
| <i>Supervises district managers and customer service representatives.</i> | |
| Home Delivery Manager | 38 |
| <i>Oversees delivery of all home-delivery newspapers. District managers or zone managers (depending on the size of your operation) report to this person.</i> | |
| Circulation Customer Service Manager | 39 |
| <i>Supervises circulation customer service activities; manages staff and has responsibilities for (or recommends) hire/termination decisions.</i> | |
| Single Copy Sales Manager | 40 |
| <i>Supervises delivery of single-copy newspapers.</i> | |
| District Sales Manager | 41 |
| <i>Oversees distribution and sales through carrier networks; recruit carriers.</i> | |
| Circulation Sales Manager | 42 |
| <i>Manages daily circulation sales to achieve goals. Trains and develops staff.</i> | |
| Alternate Distribution Manager | 43 |
| <i>Supervises distribution of all non-daily publications and products; ensures client and customer service goals met; has budget responsibility.</i> | |
| NIE Coordinator | 44 |
| <i>Responsible for Newspaper in Education and/or literacy programs.</i> | |

INFORMATION TECHNOLOGY DEPARTMENT

| | |
|-------------------------------------------------------------------------------------------------------------------------------|----|
| Top Information Systems Manager | 45 |
| <i>Directs all computer-related activities, including systems/programming, computer operations, PC hardware and software.</i> | |

INTERACTIVE MEDIA

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Web Strategist | 46 |
| <i>Directs all aspects of website development, including business plan, editorial focus, advertising and promotion strategies.</i> | |
| Online Editor | 47 |
| <i>Responsible for editorial staff and content on the website, including story placement and assignment, editing, etc. Posts content to social media.</i> | |
| Creative Design Director | 48 |
| <i>Oversees layout, design and other creative elements for the website and other web-related products. Manages design team.</i> | |

NEWS/EDITORIAL DEPARTMENT

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Editor..... | 49 |
| <i>Oversees news operations; sets editorial policy; is top news position.</i> | |
| Managing Editor | 50 |
| <i>Manages day-to-day newspaper operation.</i> | |
| Assistant Managing Editor | 51 |
| <i>Responsible for one or more newsroom functions.</i> | |
| State Bureau Chief | 52 |
| <i>Responsible for operations at state bureau.</i> | |
| Content Producer | 53 |
| <i>Manages the delivery of content to digital and print platforms while maintaining deadlines. Collaborates with engagement editors to maximize social media presence.</i> | |
| Editorial Page Editor..... | 54 |
| <i>Top person supervising editorial page.</i> | |
| Investigative Editor | 55 |
| <i>Leads and is part of a team of investigative reporters that does in-depth stories about important local, state or national events.</i> | |
| Sports Editor | 56 |
| <i>Responsible for editing, make-up of sports page; supervises employees; makes or recommends hiring decisions.</i> | |
| Business/Financial Editor | 57 |
| <i>Responsible for business pages/section; top person in this section.</i> | |
| Lifestyle Editor..... | 58 |
| <i>Responsible for editing, make-up of lifestyle pages. Supervises employees. Makes or recommends hiring decisions.</i> | |
| Sections Editor | 59 |
| <i>Responsible for news-editorial unique sections not related to sports, business, investigative pieces or editorials.</i> | |
| Assistant Editor | 60 |
| <i>Assists in managing reporters and staff involved in news coverage, including assignment and supervision responsibility.</i> | |
| Copy Desk Chief | 61 |
| <i>Supervises copy editing, story selection play and layout; makes or recommends hiring decisions.</i> | |
| Art/Graphics Director | 62 |
| <i>Oversees layout design of main newspaper, special sections, coordinates play/display of news, supervises art/graphics/photo departments.</i> | |
| Layout Specialist/Coordinator..... | 63 |
| <i>Primarily responsible for the layout of the newspaper on a regular basis. May also be assigned other duties within the department.</i> | |
| Director of Photography..... | 64 |
| <i>Assigns and coordinates photographers' schedules; selects photographs for publication.</i> | |
| Head Librarian..... | 65 |
| <i>Responsible for management and control of library operations.</i> | |

PRODUCTION AND MAINTENANCE

| | |
|------------------------------------------------------------------------------------------------------------------------------|----|
| Top Operations Executive | 66 |
| <i>Directs all production-related operations, including pre-press, pressroom, maintenance and transportation.</i> | |
| Pressroom Manager | 67 |
| <i>Oversees both pressroom equipment and employees, including shift foreman; operates press; may be a "working manager."</i> | |
| Prepress/Composition Manager | 68 |
| <i>Supervises employees performing input, typesetting, scanning, pagination and paste-up.</i> | |
| Packaging/Distribution Manager | 69 |
| <i>Supervises full-time and/or part-time employees, bundle preparation, inserting and other post-press activities.</i> | |
| Transportation Manager | 70 |
| <i>Supervises distribution fleet, other company vehicles and shipping.</i> | |
| Top Facility/Maintenance Manager | 71 |
| <i>Oversees building maintenance, repair and cleaning.</i> | |

Salary/Wage Information for Non-Supervisory Employees:

FINANCE DEPARTMENT

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Staff Accountant | 72 |
| <i>Prepares data for journal entries, reviews GL and related financial statements for reasonableness. Assists in preparing financial statements, ledgers, reports and taxes.</i> | |

ADMINISTRATIVE

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------|----|
| Executive Assistant to Publisher or GM | 73 |
| <i>Works directly with and provides administrative support to Publisher or General Manager, applying independent judgment and initiative.</i> | |

HUMAN RESOURCES

| | |
|-------------------------------------------------------------------------------------------------------------------|----|
| HR Generalist | 74 |
| <i>Delivers HR services in the areas of recruiting/employment, compensation, benefits and employee relations.</i> | |
| Payroll Specialist | 75 |
| <i>Responsible for payroll.</i> | |
| Benefits Specialist | 76 |
| <i>Responsible for the implementation and administration of company-wide benefits.</i> | |

INFORMATION TECHNOLOGY

| | |
|---------------------------------------------------------------------------------------------------------------------------------|----|
| Information Technology Specialist | 77 |
| <i>Maintains and services all computer systems and networks. Troubleshoots problems, handles upgrades.</i> | |
| PC Specialist | 78 |
| <i>Provides technical support to end users on PC hardware, software and peripherals. Installs, maintains and troubleshoots.</i> | |

INTERACTIVE MEDIA

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Web Developer | 79 |
| <i>Designs applications, develops applications, writes scripts, and focuses on the functionality of all these items. Can program/code/script. Knows or understands web-based databases.</i> | |
| Interactive Product Designer | 80 |
| <i>Develops the interactive product design, primarily internet websites for advertising customers. Includes designing ad prototypes, user navigation schemes, audio and video.</i> | |

CIRCULATION

| | |
|---------------------------------------------------------------------------------------------------------------------------------|----|
| Driver | 81 |
| <i>Safely operates company vehicles while transporting cargo to and from specified destinations. Maintain logs and records.</i> | |

ADVERTISING DEPARTMENT

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| National Advertising Sales Representative | 82 |
| <i>Responsible for account list of national clients.</i> | |
| Major Accounts Advertising Sales Representative..... | 83 |
| <i>Calls on major outside retail accounts to solicit and/or maintain advertising.</i> | |
| Retail Advertising Outside Sales Representative..... | 84 |
| <i>Serves existing accounts and develops new business in local area. Salaried or full commission.</i> | |
| Sales Account Executive/Classified Representative | 85 |
| <i>Calls on outside accounts to solicit classified advertising.</i> | |
| Classified Inside Sales Representative..... | 86 |
| <i>Solicits by phone new accounts for classified ads from leads or cold calling; may handle existing accounts.</i> | |
| Classified Voluntary Inside Sales Representative..... | 87 |
| <i>Assists customers making inbound calls to place classified ads. Also responsible for making outbound calls in an effort to sell classified advertising.</i> | |
| Digital Sales Representative | 88 |
| <i>Calls on outside retail accounts to solicit various forms of advertising for the online, mobile and other digital device product(s).</i> | |
| Sales Support Specialist..... | 89 |
| <i>Performs clerical and statistical reporting for sales on a daily basis. Provides detailed reports to the sales force on ranking.</i> | |
| Graphic Artist | 90 |
| <i>Prioritize and create ads for print and web advertising. Proof and correct ads. Uses ad software to track ads. Work with advertising staffs to develop spec ads and advertising campaigns. Assist in developing special pages.</i> | |

NEWS/EDITORIAL DEPARTMENT

| | |
|-----------------------------------------------------------------------------------------------------------------------------|----|
| Editorial Writer..... | 91 |
| <i>Writes editorials.</i> | |
| Columnist | 92 |
| <i>Writes signed column. Includes all types of columnists: general assignment, beats, sports, business, lifestyle, etc.</i> | |

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Copy Editor I | 93 |
| <i>Edits fundamental news, sports and feature stories. Writes clear and accurate headlines.</i> | |
| Copy Editor II | 94 |
| <i>Handles stories of greater complexity and with different writing styles. Writes creative and clever headlines.</i> | |
| Reporter I | 95 |
| <i>Handles routine and basic reporting assignments. Work completed according to set guidelines.</i> | |
| Reporter II | 96 |
| <i>Handles a wide variety of relatively complex reporting assignments. May cover a specific beat. Seeks out new stories.</i> | |
| Reporter III | 97 |
| <i>Handles a wide variety of complex reporting assignments. May work on beats and investigative or in-depth articles.</i> | |
| Investigative Reporter | 98 |
| <i>Covers in-depth stories about important local, state or national events. Holds public officials accountable and uncovers wrongdoing or bad practices as they affect the community.</i> | |
| Sports Reporter II | 99 |
| <i>Gathers and writes local sports stories. Typically has one to four years' experience.</i> | |
| Sports Reporter III | 100 |
| <i>Gathers and writes local sports stories. Has substantial experience (usually five or more years).</i> | |
| Photographer/Videographer I | 101 |
| <i>Performs varied work involving routine and basic photo and video assignments.</i> | |
| Photographer/Videographer II | 102 |
| <i>Performs a wide variety of relatively challenging photo and video assignments. May cover one or more specific areas.</i> | |
| Photographer/Videographer III | 103 |
| <i>Performs a wide variety of complex photo and video assignments and projects, acting as an expert on certain fields.</i> | |
| News Artist/Designer | 104 |
| <i>Produces illustrations or computer graphics to accompany news/feature articles; designs news/feature sections and pages.</i> | |
| Graphic Artist I | 105 |
| <i>Performs varied work involving routine graphic design assignments. Work must be completed according to set guidelines.</i> | |
| Graphic Artist II | 106 |
| <i>Performs a wide variety of relatively complex graphic design assignments. Seeks new ways to highlight final work.</i> | |
| Graphic Artist III | 107 |
| <i>Performs a wide variety of complex graphic design assignments, acting as an expert in certain fields.</i> | |
| Librarian | 108 |
| <i>Responsible for all archiving for the newspaper and related products. Manages use of archiving technology and software.</i> | |
| PRODUCTION/MAINTENANCE/OTHER | |
| Press Operator I | 109 |
| <i>0-3 years' experience. Generally are reel tenders and do basic operator jobs. Involved in basic training programs.</i> | |
| Press Operator II | 110 |
| <i>3-5 years' experience. Assigned to a press crew and actively involved in advanced training programs.</i> | |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Press Operator III..... | 111 |
| <i>More than 5 years' experience. All phases of press operator training completed.</i> | |
| Prepress Specialist..... | 112 |
| <i>Does composition, scans artwork and performs functions previously done by a compositor. May be a scanner or Scitex operator.</i> | |
| Paginator..... | 113 |
| <i>Performs page design and layout; builds pages electronically; may do some copy editing. Typically reports to prepress manager.</i> | |
| Platemaker (Union) | 114 |
| <i>Unionized. Operates platemaking equipment and ensures proper exposure, washout, bends in plates and quality of negatives. Able to identify equipment malfunctions.</i> | |
| Platemaker (Non-Union)..... | 115 |
| <i>Non-Union. Operates platemaking equipment and ensures proper exposure, washout, bends in plates and quality of negatives. Able to identify equipment malfunctions.</i> | |
| Machine Operator..... | 116 |
| <i>Sets up and troubleshoots equipment.</i> | |
| Insertor (Union) | 117 |
| <i>Unionized. Jogs and keeps inserter and/or mail machines supplied with inserts. Catches and stacks bundles from inserter, press or conveyors or lines top bundles of paper.</i> | |
| Insertor (Non-Union)..... | 118 |
| <i>Non-Union. Jogs and keeps inserter and/or mail machines supplied with inserts. Catches and stacks bundles from inserter, press or conveyors or lines top bundles of paper.</i> | |
| Production Services Technician | 119 |
| <i>Responsible for maintenance, troubleshooting and repair of press units, distribution center pre-press and litho. May set up production runs.</i> | |

Ownership of Newspaper

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------------------------------------------------------|----|------|-------|-------|-------|-------|--------|-------|
| National Corporate Ownership | 13 | 7 | 13 | 4 | 7 | 4 | 2 | 50 |
| Independently- Owned Paper (Stand-Alone) | 0 | 1 | 1 | 2 | 0 | 2 | 1 | 7 |
| Part of Small Group of Independently- Owned Papers | 1 | 6 | 2 | 2 | 0 | 1 | 1 | 13 |

Non-Daily Staff

Does your newspaper employ full-time staff who spend at least 80 percent of their time working for non-daily publications that are produced by your company?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------|----|------|-------|-------|-------|-------|--------|-------|
| Yes | 3 | 3 | 3 | 2 | 1 | 2 | 2 | 16 |
| No | 11 | 9 | 13 | 5 | 4 | 5 | 2 | 49 |
| No Response | 0 | 2 | 0 | 1 | 2 | 0 | 0 | 5 |

If yes, do you employ a "non-daily manager"?

| | | | | | | | | |
|-----|---|---|---|---|---|---|---|---|
| Yes | 0 | 1 | 3 | 1 | 1 | 0 | 2 | 8 |
| No | 3 | 2 | 0 | 1 | 0 | 2 | 0 | 8 |

Advertising Sales

On average, what percentage of advertising sales is paid to sales reps in combined salary and commission -- not including benefits?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------|----|------|-------|-------|-------|-------|--------|-------|
| Up to 10% | 3 | 5 | 7 | 4 | 2 | 0 | 3 | 24 |
| 11-15% | 6 | 5 | 4 | 3 | 3 | 5 | 0 | 26 |
| 16-20% | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 6 |
| 21-25% | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 26-30% | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| 36-40% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| No Response | 2 | 2 | 3 | 0 | 2 | 1 | 1 | 11 |

Do you employ digital-only sales representatives in addition to multimedia sales reps?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------|----|------|-------|-------|-------|-------|--------|-------|
| Yes | 2 | 3 | 8 | 6 | 6 | 5 | 3 | 33 |
| No | 12 | 11 | 8 | 2 | 0 | 2 | 1 | 36 |
| No Response | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |

Health Coverage

Does your newspaper offer health coverage to full-time staff?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------|----|------|-------|-------|-------|-------|--------|-------|
| Yes | 13 | 14 | 16 | 8 | 6 | 7 | 4 | 68 |
| No Response | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 |

If yes, what percentage is paid by the newspaper?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|------------------------|----|------|-------|-------|-------|-------|--------|-------|
| 1-10% | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| 21-25% | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 |
| 26-30% | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 3 |
| 31-35% | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 4 |
| 36-40% | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 3 |
| 46-50% | 3 | 2 | 3 | 0 | 0 | 0 | 0 | 8 |
| 51-55% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| 56-60% | 0 | 1 | 3 | 1 | 0 | 0 | 0 | 5 |
| 61-65% | 2 | 3 | 0 | 2 | 3 | 0 | 2 | 12 |
| 66-70% | 0 | 0 | 0 | 1 | 1 | 2 | 2 | 6 |
| 71-75% | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 3 |
| 76-80% | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 2 |
| 81-85% | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 2 |
| Percent varies by plan | 1 | 0 | 3 | 1 | 0 | 3 | 0 | 8 |
| No Response | 3 | 1 | 1 | 2 | 0 | 1 | 0 | 8 |

Union Representation

How many unions does your newspaper currently have?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|----------|----|------|-------|-------|-------|-------|--------|-------|
| 0 Unions | 14 | 12 | 12 | 8 | 3 | 4 | 2 | 55 |
| 1 Union | 0 | 0 | 1 | 0 | 4 | 3 | 1 | 9 |
| 2 Unions | 0 | 2 | 2 | 0 | 0 | 0 | 0 | 4 |
| 4 Unions | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 5 Unions | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |

What percentage of your total workforce is unionized?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------|----|------|-------|-------|-------|-------|--------|-------|
| 0% | 14 | 12 | 12 | 8 | 3 | 4 | 2 | 55 |
| 1% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| 1.1% | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| 5% | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| 6% | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| 7% | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| 8% | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| 8.86% | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| 12% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| 13% | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| 19% | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 31% | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| 34% | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| 36% | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| 50% | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| 88% | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |

Has your newspaper had any organizing activity in the past 12 months?

Circulation Groups (in thousands)

| | -6 | 6-10 | 10-15 | 15-25 | 25-40 | 40-60 | 60-100 | Total |
|-------------|----|------|-------|-------|-------|-------|--------|-------|
| Yes | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| No | 12 | 12 | 16 | 8 | 6 | 7 | 4 | 65 |
| No Response | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 4 |