

From: 'Roberts, Kristin' via MCC ALL Newsrooms <mccallnewsrooms@mcclatchy.com>
Date: Fri, Oct 18, 2019 at 4:45 PM
Subject: Staying local and becoming MORE essential
To: MCC ALL Newsrooms <mccallnewsrooms@mcclatchy.com>

Dear team,

The 30 newsrooms that together make McClatchy have done extraordinary work in 2019, stories made possible by journalists on the ground, connected to our communities. From Fort Worth's coverage of a police shooting that killed a woman in her home to Charlotte's data-driven investigation of gun case dismissals and Sacramento's solutions-focused series Tipping Point, our newsrooms are proving every day that we can be essential in the lives of our local readers and viewers.

We are now looking to 2020 and beyond with full knowledge that the business environment for our entire industry remains challenged and uncertain. In a dynamic media and technology environment, there is more work to do. That is why today we are launching a set of initiatives that accelerate our ongoing transformation into the digital, audience-focused news organization we all know we must be.

This will involve fully lifting print planning and production off digital newsrooms. It will create stronger shared editing teams that support one another, across geographic lines, in our most stretched moments, particularly on nights and weekends and during breaking news events. And it will align our newsrooms' efforts to reach new audiences with the absolutely crucial business objective of turning one-and-done readers into loyal subscribers who see the value of what our newsrooms produce.

Here's the most significant takeaway from what follows:

These initiatives ensure we keep reporters on the ground, in our newsrooms, connected to the communities we serve.

Expanding shared editing: We're taking the next steps in the regionalization we started in 2018 by expanding the number of shared editing teams and creating a support structure designed to bring more resources to nights and weekend coverage across the country. Senior News leaders will be working with editors across the country to build shared editing teams and to experiment with topic-based editing so that beat reporters are closely connected to editors with subject expertise. This new editing structure ensures assignment editors remain in local newsrooms and all reporters have access to strong editing no matter the topic or dateline.

Refocusing audience teams: We're adjusting the responsibilities of our growth teams to prioritize reaching new readers and viewers, converting current readers into subscribers and retaining that audience. This will mean letting go of some tasks that our audience growth teams have taken on in recent months so that they can focus where it matters. Cynthia DuBose, our senior editor for special projects and an AJC alum with expertise in both audience growth and

marketing, will move into a new role as leader of this Audience Growth team. She will work closely with news leaders to set strategy and then drive our growth teams across the country to deliver on goals. Cynthia also will strengthen our News division's connection to colleagues on the business side who are charged with reaching potential customers.

Centralizing print planning: We will complete the process of removing print production completely from our newsrooms by moving print planning into the McClatchy Publishing Center. This involves pulling the print liaisons sitting in our digital newsrooms into the Publishing Center and charging that team with making content placement decisions throughout all of our printed products.

The News Leadership Team -- a group that includes the regional editors plus leaders of teams that serve all newsrooms -- has been working on these 2020 initiatives for a few months; the plans will roll out over the next several weeks. We'll ask many of you to be directly involved in implementing them.

These changes mean we will be saying goodbye to some valued colleagues. We have spoken with everyone who will be leaving us.

Local journalism has perhaps never been more challenged by the business environment than it is today. We will continue to take steps to ensure our ability to be first, best and most accurate as a story breaks, to deliver high-impact accountability journalism and to serve as a vehicle for important conversations in the communities we serve. That is what these initiatives aim to do.

Thanks,
Kristin