

The San Diego  
**Union-Tribune.**

C O P L E Y N E W S P A P E R S

Gene Bell  
President & CEO

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To All Employees,

Today, we advised 27 employees from divisions throughout the Union-Tribune that their positions have been eliminated. In addition, advertising production employees were told that 18 artist positions would be outsourced later in the year. These job reductions, in addition to the elimination of 14 pressroom jobs last week, are our latest actions to remain competitive in the most challenging environment newspapers have ever faced. These steps follow on the heels of the voluntary separation program that eliminated 76 positions in late December.

In total, these moves amount to about a 10 percent reduction in our work force. Not since the merger of the Union and Tribune over 15 years ago have we faced such wrenching changes. At the same time, never in our history have we faced revenue losses as dramatic as those of the last 12 months.

Many of us are fortunate to have grown up in a marvelously stable and consistently profitable business. Unfortunately, all communications media now face destructive competitive forces seldom seen before. Newspapers are not immune. If we fail to adjust our costs to comport with the realities in the advertising market, we face a slippery slope of ever more difficult measures. Our goal is to avoid sliding down that slope and, instead, to convert our many competitive strengths into new strategies. We must seize the opportunity to serve our readers and advertisers in innovative ways, but we cannot succeed without conserving and redirecting our resources.

Losing colleagues, some of whom have worked with us for many decades and all of whom find their jobs at the mercy of forces beyond their control, is painful. Those of us who remain must test our skills in new ways; those who leave obviously face even more daunting choices.

Today our focus must be on helping departing colleagues transition as gracefully as possible to new lives; tomorrow we must redirect our energies to building a new media company that will regain its footing as an independent and powerful force in the future of our region.

