

Newsroom teaming up for success

The composition of the various teams in the redesigned Newsroom are listed below. Please keep in mind that these changes are not effective for another (approximately) two to three weeks.

Content Team

SENIOR EDITOR: TBA

Arts and Entertainment

Team Leader: Maren Bingham

Team members: Randy Cordova,

Bob Fenster, Ken LaFave, Kyle Lawson, Richard Nilsen, Penelope Corcoran, Mike Clancy, Dolores Tropiano, and Dave Walker.

Life and Leisure

Team Leader: Susan Felt

Team members: Sue Doerfler, Kelly Ettenborough, Bob Golfen, Bill Goodykoontz, Connie Midey, Thomas Ropp, Anne Spitz, Clay Thompson, and Judy Walker.

SENIOR EDITOR: JOHN D'ANNA
Government/Politics

Team Leader: Dave Wagner

Team members: Jeff Barker, Chris Fiscus, Adrienne Flynn, Hal Mattern, Kris Mayes, Mike McCloy, Bill Muller, Mike Murphy, and Keven Willey.

Investigative

Pat Flannery, Jerry Kammer, Charles Kelly, and Dennis Wagner.

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PNI boosts
Orpheum Theatre
See Page 6.

Editorial staff named
See Page 5.

INSIDE

PUBLISHED EACH TUESDAY
FOR THE EMPLOYEES OF



PHOENIX NEWSPAPERS, INC.
TUESDAY, FEBRUARY 4, 1997
VOL. 16 NUMBER 5

Finberg takes on responsibility for IS department

Howard Finberg, director of information technology, will direct the Information Services department for the next 18 to 24 months, effective Jan. 30, Vice President/Operations & Product Development Rich Cox announced last week. Sam Young will remain as Services director and turn his full attention to expanded responsibilities with several important Services issues and projects.

Finberg will report to Cox on IS issues and continue to report to Publisher & CEO John Oppedahl on strategic technology issues.

"This decision reflects PNI's need to continue its transformation to an information technology company with newspaper publishing at its core," said Oppedahl. "In essence, we are restructuring the IS department to address some of our operational challenges and provide better service to all PNI departments."

Finberg noted that "this is a new concept — IS needs to shift from an information services department to an information technology resource and function as a business partner in all areas of the company."

As part of the IS restructure, Editorial Systems Manager Dave Seibert and

Advertising Services Manager Dena Greenawalt, along with computer system support personnel from both departments, will join with IS. IS Manager Sheila Schumacher will shift her focus to IS operations while Seibert and Greenawalt will manage development for their areas. For the immediate future, Newsroom and Advertising customers will contact their traditional sources for computer services.

"This decision reflects PNI's need to continue its transformation to an information technology company with newspaper publishing at its core."

"A tremendous amount of new technology has been launched at PNI over the last 2 1/2 years," Cox said. "We've dedicated a lot of resources to our client-server rollout so far, and we need to continue to build our technical expertise, especially with the number of company and departmental strategic initiatives that involve technology:

- Targeted Delivery Technology
 - Database
 - Disaster Recovery
 - Client-server migration (including technology enhancement in Finance and Production)
 - Mesa Center Planning
 - Growth in the Southeast Valley
 - Expanded Information Distribution
 - The Call Centers
 - HR's employee self-service centers.
- "To be able to accomplish all of this, we need to integrate a coherent strategy for technological growth with day-to-day operations," Cox said.

Cox noted that because IS plays such a vital role in the company's success, the department needs to know PNI business goals and needs before they are finalized. "I'm going to see to it that IS is at the planning table early to ensure the success of company projects," he said.

Osage study

Also announced was the launch of an IS study by Osage, a technology consulting firm. On Feb. 3, Osage began a two-month study in IS to analyze and identify the technical skills and organizational

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Finberg

(continued from Page 1)

structure IS will need to accomplish PNI and departmental strategic initiatives.

The study will include individual employee assessments of experience, interests, training and overall qualifications. The assessments will ensure that each IS employee is in the right position and will develop a training schedule for all IS employees.

"We have a lot of very dedicated, talented people in IS," said Finberg. "Osage has been working with IS for several years, and I know their study will highlight career growth and development opportunities for many of our staff."

Finberg noted that Osage will help PNI develop a transition plan for the department. "The plan will show us the areas in which we lack necessary abilities and help us supplement those areas with the hiring of additional employees. We expect that many of those will be temporary employees until our employees have completed training."

Cox said that Osage's study is part of PNI's commitment to build a high-performance culture at the company. "We expect excellence, and we're going to do everything we can to make sure employees have the tools and training they need."

"We're pleased that both the Services and IS departments will have the full-time attention of a director," Cox continued. "Sam Young has been a key ingredient to all that we have accomplished so far with the launch of client-server technology at PNI. We're fortunate to be able to adapt to change and to dedicate appropriate resources to the growth of our company."

Young will deal with projects requiring Services to partner even more closely with Production as the Southeast Valley initiative takes off. "We now have nine Circulation distribution centers up and running throughout the Valley," Young said.

"We are starting to stabilize a bit in Services with the Phoenix Center up and running, but we know that many of the strategic initiatives, including Disaster Recovery, will continue to have a direct impact on our facilities and project workload." Young also is a key member of the group studying the Mesa Center initiative.

Goals for Information Services

"PNI needs a highly focused and technically advanced department to support the efforts of the entire organization," said Information Technology Director Howard Finberg. "The company needs a creative, responsive and competent IS operation because it is essential in the growth and development of business."

The objectives for an effective information technology department are:

- Make sure all the infrastructure works properly and is positioned for future growth.

- Develop a coherent architecture that is clearly communicated to the company. Standards can save companies money if they are applied properly; poorly chosen standards or those that do not change as technology changes can cost time and money.

- Develop a team structure — especially at the senior management level — within the department so that the staff understands everything that is going on. This will mean knowing more than just the projects that affect your area.

- Make sure the company and its directors understand the full cost of the latest technology and the risks involved in trying to satisfy all demands all the time.

- Provide advice, guidance and assistance to customers so they can accomplish their business goals with a minimum of effort and expense.

"We need to get the company and the IS department to the point where there are no systems projects, only company projects enabled by information technology," Finberg said.

Q&A with Director of Information Technology Howard Finberg.

Q: Does this mean more technology changes are on the horizon?

A: It's not as much change as advancements. PNI is committed to being one of the most technologically advanced companies in the business because that is where our business growth will originate.

Q: What is the role of Osage in the employee assessments?

A: Osage will work with each IS employee and identify where employee skills are best suited in the department, and what training (if any) is needed to help us get to the next level. Osage also will help us determine what skills we need to assume the systems from BSG, the company that helped us launch our client-server technology.

Q: Will training then be expanded?

A: Yes. Osage will identify the need for immediate training for each IS employee. And we consider it a priority to develop an aggressive ongoing training program for the department.

Q: Is training in IS on hold until after the Osage study?

A: Internal IS training will continue.

Q: If I'm in the Newsroom or Advertising, whom should I call for computer support?

A: The same person you've been dealing with up to now.

Q: Will the Advertising and Newsroom computer systems support people become part of IS?

A: Yes. As IS moves into a team structure to better serve major departments, the Advertising team (led by Dena Greenawalt) and the IS-Advertising team will merge into one team. The same will happen with the Newsroom group led by Dave Seibert.

Q: Will there be layoffs as a result of this restructuring?

A: There are no layoffs planned as a result of the restructuring. As a matter of fact, we plan to add staff while IS employees complete their training.

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Q&A

(continued from Page 2)

Q: Advertising, Circulation and Finance have been struggling with the rollout of client-server technology. What's your assessment of the situation?

A: Anytime new technology is introduced, the transition is difficult. With Osage's assistance, we'll be able to better apply our resources, and we will continue to work with BSG to get the system PNI needs.

Q: What's going to happen with your current projects?

A: My primary focus will be on the IS department. Like everyone else, I'll incorporate my activities into this new assignment.

Q: Will you still be involved in online and new media?

A: Yes, I will continue to provide a strategic, technical point of view.

Q: What about your role in PAFET (Partners Affiliated for Exploring Technology)?

A: I will continue my role with PAFET, which is as chair of the group's Operating Committee, and I see more potential for sharing information coming from this group.

Q: Who will replace you as IS director after 18 to 24 months?

A: We will have a leadership succession plan in place by then.

Q: What role will Bill Toner (the newly named chief information officer of Central Newspapers, Inc.) play with the IS department at PNI?

A: I plan to call upon Bill's experience and expertise to help PNI use technology effectively and work with him as he looks at CNI's technology issues.

Q: Where does Telecommunications fit into the new IS structure?

A: A telephone is no longer a piece of hardware; it's a computer infrastructure. We are planning for Telecommunications to be merged into IS within four to six weeks.

Q: Can IS staff expect more major changes in the future?

A: Change is continual now. We need to embrace it..

All about Osage

Osage Computer Group, Inc., Phoenix, provides clients with reliable, available and serviceable database and Internet server systems solutions through the integration of various technology providers. Clients in turn are able to use this architecture as a foundation upon which they can implement their business critical applications.

In addition, Osage provides interim assistance designed to enable clients to become technically self-sufficient as quickly as possible while continuing to meet their current internal business and operational objectives.

Osage's Lee Collins

Lee H. Collins, technology consultant for Osage has worked in the computer industry for more than 15 years. He worked for Motorola developing software and hardware systems and at Data General Corporation where he was responsible for branch and regional communications issues.

Collins was the principal consultant responsible for the Maricopa County Assessor's modernization project, where he developed various support systems for the Maricopa County Law Enforcement. Currently he serves as the chief information officer for Maricopa County and is a member of the Maricopa County Information Technology Council.

A brief history of Information Services (IS)

- | | |
|--------------------|---|
| 1990: | Honeywell/Bull mainframe used for all business functions. SII, triple I used for Newsroom and Classified Advertising. |
| June 1994: | PNI signs contract with BSG to launch client-server technology at PNI. MIS (Management Information Services) renamed IS. |
| Aug. 1994: | PNI begins gradual rollout of Lotus Notes as the company's primary e-mail/database. |
| Dec. 1995: | Client-server rolls out in Payroll and Human Resources with Cyborg. |
| Feb. 1995: | Specifications begun for CCI pagination/database system. |
| June 1995: | CCI pagination system integration begins. |
| Sept. 1995: | First page produced on CCI pagination system. |
| June 1996: | New Phoenix Center offers state-of-the-art network capabilities.

News sections move onto CCI system. |
| Oct. 1996: | SAOE (Sales Ad Order Entry), Advertising's client-server initiative launched. |
| Nov. 1996: | CIR-CUS, Circulation's client-server initiative, launched. |
| Dec. 1996: | A total of 1,300 personal computers (PCs) installed through client-server initiative at PNI.

CCI pagination system produces 800+ pages a week. |



Phoenix Newspapers, Inc.

Information Services/Technology
Department
Reorganization

Howard Finberg

March 1997



Wednesday, March 12, 1997

Dear fellow staff member:

As we discussed a little more than a month ago, the leadership structure of the information services department will be changing. During our first staff meetings I outlined my vision for the department. Since that time, I have had the opportunity to discuss this vision with many of you. Your enthusiasm has confirmed my thinking and serves as a guiding force towards our future. That vision statement is worth repeating:

“There are no system projects, only business projects enabled by information technology.”

To reach our vision, we need clear and consistent expectations. At our staff meeting I outlined those expectations. They are also worth repeating. An effective information services department:

- Makes sure all infrastructure works properly and is positioned for future growth.
- Develops a coherent architecture and clearly communicate its structure to the company. Standards can save companies money if they are applied properly; a poorly chosen standard or standards that do not change as technology changes can cost a company time and money
- Develops a team structure at both management and staff level. In addition, every team member needs to understand everything that is going on; you need to know more than your own projects.
- Makes sure that the company and its directors understand the full cost of the latest technology and the risks involved in trying to satisfy all demands all the time.
- Provides leadership, advice and it assists and works with customers so they can accomplish their business goals with a minimum of effort and expense.

To help Phoenix Newspapers, Inc. accomplish these goals, a consulting company – Osage – was hired to assess several things:

1. The staffing needs of PNI based on current systems and systems under development. We needed to answer questions concerning whether we have enough staff and enough of the right kind of talent to move ahead.
2. The level of technical training of PNI's current IS staff needs to support our current and future systems.
3. The current organizational configuration and offer me suggestions as I developed an organizational team that would help us move the department to the next level.

During the past month, Lee Collins of Osage has interviewed every IS department member [and several PNI employees outside the department]. He has worked with me as I have reshaped, adjusted and redrawn our new organizational structure. It is important to note that much of the foundation of this reorganization lies in the staff discussions held with Sheila Schumacher and Sam Young last fall. From that beginning, the department has been reorganized along this simple principle – serve the customer.

To this end, the restructured department will be managed [and self-directed] by a core team which includes Technology Development Managers, Database Administration Manager, Infrastructure and Operations Managers and the new positions of Special Projects Manager and Staff Support and Development Managers [see organizational chart attached]. For detailed descriptions of these positions, please see listing at the end of this memo.

THE NEW TEAM STRUCTURE AND MANAGERS

Technology has brought us closer together and blurred the lines between job responsibilities. Therefore it is important to recognize that there is a difference between who a staff member reports **to** and who a staff member works **with** and **for** during a project. I know that many staff members already work on multiple projects. It is the only way we can keep pace with PNI's growth and accomplish the work. We need to get the job done and know that we can get the resources from our team leaders.

The use of those resources – which are eventually finite – rests with the key project leaders: the Technology Development Managers. This group must work together to accomplish not only their specific project goals but also the goals for the entire newspaper. We will need to share resources – both money and staff – among projects and adjust schedules so those projects don't collide and cause undue strain within the department and the company. In

addition, we need to share the vision of our customers so that everyone understands the full impact of new technology.

I'm pleased to name the first of these managers today:

- Dena Greenawalt, Technology Development Manager / Advertising
- Rich Cunningham, Technology Development Manager / Circulation
- Dave Seibert, Technology Development Manager / Editorial
- John Melter, Technology Development Manager / Finance.

I'm very excited about this team and its mix of skills and experience. Dena and Dave bring their unique technical and customer experiences to the department. Rich and John have strong experience with PNI's IS department and have helped the department move to the client/server world.

In addition, two other technology development managers [TDM] will be hired, one for the Production and Services initiatives and one for Human Resources [HR] and other special initiatives. Until I hire a TDM for the HR & Special Initiatives, Libby Cummins and her Notes Project group will report to me. Libby is being named a Project Team Leader.

Early next week, the technology development managers will name their project leaders and members. The TDMs will work together to structure groups and assignments and define the nature of project and team leadership roles.

It is also important to recognize the huge importance supporting our technology infrastructure has become. This is a key aspect in three specific areas: system support, hardware or platform support and operational support. Utilizing a single, unified approach to managing infrastructure will be a key element in our success and this approach is supported in the new organizational structure.

Bob Frey will be the department's Infrastructure and Operations Manager. Jim Carter will be System Support Manager and serve as Operations Manager in Bob's absence. Bob's experience and understanding the importance of the operations side of technology is an important asset. In addition, Jim brings his strong technical skills to help PNI develop the best foundation for its systems.

Reporting to Bob Frey will be:

- Gary Clavelot, Platform / Hardware Supervisor
- Rex Mosher, Operations / Output Supervisor
- Dan Greffe, Database Recovery Project Leader
- Mike Hockett, Test Lab Leader

Reporting to Jim Carter will be:

- John Tank, Network / Connectivity Supervisor
- Bill Hall, Telephony / Telecom Supervisor
- An Operating Systems Supervisor

The world of client/server and databases has taught us many things. Chief among them is the importance of making sure that our databases are modeled [created] correctly and that the databases are safe and secure. The responsibility of accomplishing this task will call for a new type of leader in IS, the Database Administration Manager. This person's valuable role will be to oversee all of PNI's databases so customers can have fast and easy access to the data they need to do their jobs.

Pat Conditt will be the department's Database Administration Manager. I'm excited about the creation of new role and Pat's willingness to take on this very important challenge.

Two new leadership roles have also been created within the new department structure:

- Special Projects Manager. In this role, Sheila Schumacher will take on the very important tasks of overseeing training – both within IS and within PNI. During the next 12 to 18 months, she will help me implement the findings of the Osage training needs assessment. In addition she will coordinate the Help Desk so that specific training and support can be more closely aligned. She will also work with me on contract and budget issues. Reporting to Sheila will be Randy Niven, Training and Education Team Leader, and a Help Desk Team Leader.
- Staff Support and Development Manager. This person will join PNI shortly with the goal assisting all department managers in hiring and developing their staff members. This person will also work closely with Sheila Schumacher to coordinate training issues as they relate to staff development.

In conclusion, we have a wonderful opportunity ahead of us. The company's expectations for our department are high. Our own expectations must be higher, especially in the area of team development and sharing resources. We will all be held accountable for realizing our objectives.

The IS department does not have the luxury of resources to meet every need. We all do multiple jobs. We all work on multiple projects. However, by working more effectively together we can make use of the variety of talents within the department, regardless of where they "sit" on the organizational chart and what floor they sit on within the building.

THE NEW WORKFLOW MODEL

I have attached a copy of a workflow model for a technology development team. As you can see there is a great deal of interaction expected among members of the group and the department. Yet there is only one goal – customer and company satisfaction. So we might avoid some of the confusion of the past, let me explain some of the roles and responsibilities.

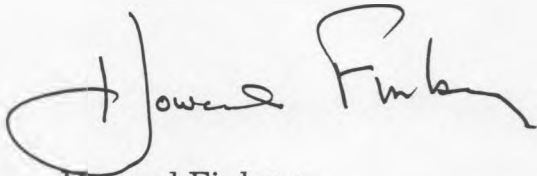
It is the responsibility of the Technology Development Manager [TDM] to meet the project goals as mutually agreed upon. Technology projects are company projects, with one department taking the lead role. It is important to recognize that technology affects many different departments and hence we need to look across departments for involvement. And TDMs will take a strong leadership role.

However, there are also fundamental infrastructure and database principles that must be maintained. That responsibility will be the Infrastructure and Operations Manager [and his team] and the Database Administration Manager. They provide the internal consultation to cross-departmental projects. And if there are differing directions, I will provide guidance so we might move forward.

That guidance role leads me to the final part of this memo: my commitment to providing the strategic vision to the IS department and to make sure the entire company understands the unique and valuable role information technology plays within the organization. The Publisher and CEO John Oppedahl was quoted in the Feb. 4 edition of Inside: "...PNI needs to continue its transformation to an information company with newspaper publishing at its core. We are restructuring the IS department to address some of the operational challenges and provide better service to all PNI departments."

The challenge is an opportunity for all us to think smarter, work smarter and work together. We will not be successful alone. We will not be successful without changing the way we organize and do our work. And we will not be successful unless we meet and exceed the needs of the company and our customers.

I am looking forward to meeting our challenges [and in some cases, overcoming our problems] and reaching our goals. This is an exciting time to be part of a department on the leading edge of technology and customer service. I'm excited about our future and hope you'll join me in that excitement.

A handwritten signature in black ink that reads "Howard Finberg". The signature is written in a cursive style with a large, looped initial "H".

Howard Finberg
Director, Information Technology
Phoenix Newspapers, Inc.

Job descriptions for IS/IT managers

Technology Development Manager

This manager oversees all technology initiatives within assigned area or areas. Serves as the primary link between customer [non-technical department] and technology department. Ensures that projects are developed to meet both the customer's and the company's goals and are on budget and on time. Works closely with other Technology Development Managers for support and shared resources as well as with other managers and leaders within the department. May also work on projects, as assigned, outside primary area.

Reports to Director, Information Technology

Database Administration Manager

This manager is responsible for the architecture and structure, including data modeling, for all company databases. Assigns database administrators to technology development teams for day-to-day work; maintains awareness of all database issues. Works closely with development managers and system support managers on both data integrity and support issues. May also work on company-wide database issues as directed.

Reports to Director, Information Technology

Infrastructure & Operations Manager

This manager has the oversight and supervisory role over key areas such as the "glass house" or server room[s], the network, production or "batch" runs, client hardware and system administration. This manager's team ensures that the company's systems are available and current, from both an operating system perspective and a hardware viewpoint.

Reports to Director, Information Technology

Special Projects Manager

As assigned by the Director, Information Technology, this manager will under take special assignments or projects. This manager will need to work across departmental lines and within the organization to achieve success. In the 3.97 organizational structure, the Special Projects Manager will work with all managers to develop an internal IS training plan. In addition, this manager will oversee both the Help Desk and Training Group so issues can be better coordinated in regards to overall company training.

Reports to Director, Information Technology

Staff Support and Development Manager

Works with all managers to assist them in the hiring and managing of IS staff, including assisting in the interviewing process and the performance assessment process. Works with the Special Projects Manger to ensure that staff training programs are effective for both employee and company.

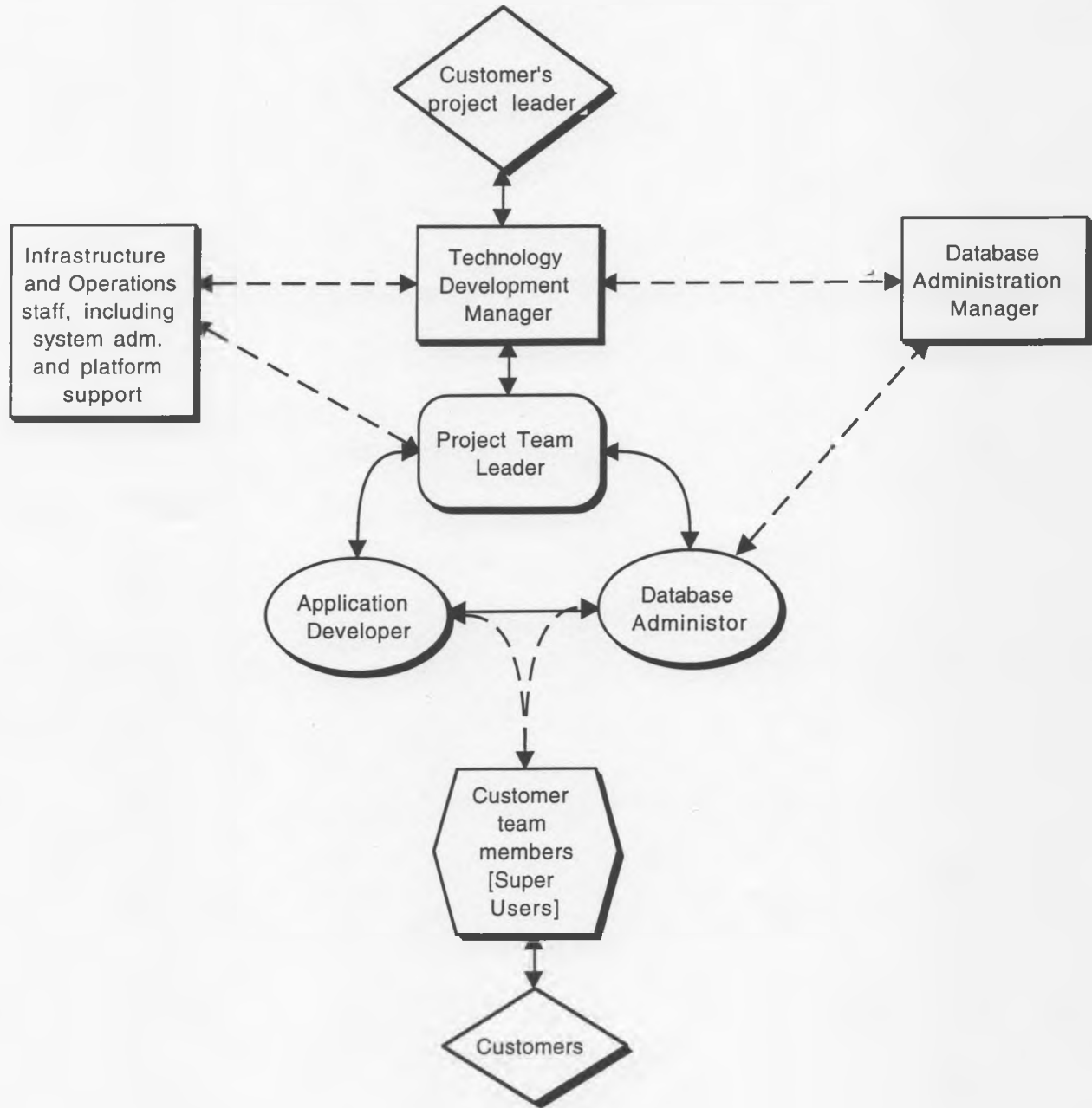
Reports to Director, Information Technology

Project Team Leader

Works with Technology Development Manager to carry out creation, introduction and operation of applications. Manages project task[s] and workflow development. Works closely with other developers [within and outside specific technology groups] to insure application connectivity and database integrity. Works closely with database administration specialist. Makes sure hardware and software resources are deployed on time and within budget. Ensures that proper documentation is created and distributed to users and department support staff.

Reports to Technology Development Manager

Technology Project Workflow model





Friday, May 16, 1997

Dear fellow staff member:

Today marks an important milestone in the reorganization of the Information Technology / Information Services department. During the past two months, your managers have worked very hard to develop an organizational structure and job descriptions for the department. Our goal is simple: to create a structure that helps the department stay focused on its vision and that places employees in positions which allow for success today and tomorrow. [You will find a copy of our vision statement at the end of this letter.]

In addition, we wanted jobs which reflect the dynamic and changing nature of client/server technology, not only within the newspaper industry but also within the technology marketplace as a whole.

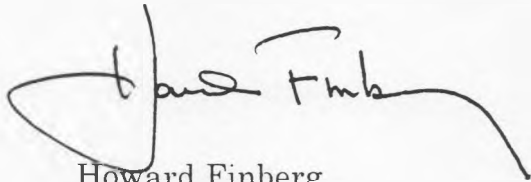
As part of this phase of the department's reorganization, I've enclosed several pieces of information:

1. Your new **Job Description** and title. You need to read this document and schedule a meeting with your manager so you can sign a copy for Human Resources.
2. The **Core Professional Skills** list for the department. This is an important document, as it is the foundation for our expectations of the entire department as we moved forward. These requirements are for every staff member, including managers, within the department. Everyone will be held accountable for meeting these skills.
3. A **Question and Answers** sheet that talks about the new job descriptions and reorganization.
4. A **list of all staff members** within the department and their new job positions. As you remember, we already assigned staff members to general areas. This is the completion of that work.

5. A revised **reorganization chart** for the department.
6. **Job descriptions for the entire department.** These are all the jobs within the department, including several that are not being filled immediately. Those jobs will be filled at a later date from internal and external candidates.

This is both an anxious and exciting time for the department and we are on the path for the continued success. We have overcome many obstacles during the past months as we have continued to improve all the technology that supports the variety of operations at Phoenix Newspapers.

If you have any questions, please contact or talk to your manager or myself. Again, thank you for your hard work and enthusiasm.

A handwritten signature in black ink, appearing to read "Howard Finberg". The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail that extends to the right.

Howard Finberg
Director, Information Technology
Phoenix Newspapers, Inc.

THE INFORMATION TECHNOLOGY VISION STATEMENT

“There are no system projects, only business projects enabled by information technology.”

To reach our vision, we need clear and consistent expectations. An effective information services department:

- Makes sure all infrastructure works properly and is positioned for future growth.
- Develops a coherent architecture and clearly communicate its structure to the company. Standards can save companies money if they are applied properly; a poorly chosen standard or standards that do not change as technology changes can cost a company time and money
- Develops a team structure at both management and staff levels. In addition, every team member needs to understand everything that is going on; you need to know more than your own projects.
- Makes sure that the company and its directors understand the full cost of the latest technology and the risks involved in trying to satisfy all demands all the time.
- Provides leadership and advice as it assists and works with customers so they can accomplish their business goals with a minimum of effort and expense.



Core Professional Skills for Information Technology / Information Services Department

Teamwork:

- Contribute knowledge effectively
- Demonstrate trust, support and respect
- Collaborate in groups to share your skills and support common goals
- Understand and support consensus decisions
- Stay focused on common goals

Customer Service:

- Maintain a positive attitude with customers
- Be flexible, open and responsive to customers needs
- Take ownership of finding resolution to customer needs
- Be proactive in understanding customers' business needs

Initiative:

- Continue to learn – be willing to learn new technology
- Understands how technology can be used in business
- Be self-motivated
- Risk-taking *with* good judgment
- Ability to make decisions
- Willingness to alert management of potential issues

Leadership:

- Confidential as needed [with customer and within department]
- Demonstrate good interpersonal skills
- Maintain a positive attitude
- Willingness to communicate openly and effectively
- Share, communicate, apply vision
- Reliability
- Demonstrate good judgment
- Act as a positive role-model
- Humor - gotta have it
- Respect diverse perspectives
- Demonstrate two-way communication: listen/talk and read/write effectively



December 5, 1997

To the Information Technology Staff

I want to thank all of my friends and colleagues within the Information Technology department for all of their hard work, cooperation and good spirits during the past year. You have made my assignment to reorganize the department a delightful job. In fact it is almost too delightful to leave.

The dedication and skills of the people within IT are truly amazing. Your accomplishments and your desires to take technology to the next level at this company are to be commended. I am professionally and personally proud of the efforts we have undertaken together.

You Made IT Happen! Thank you!

Howard Finberg
Director, Information Technology
Phoenix Newspapers, Inc.

SOME QUESTIONS I HAVE BEEN ASKED REGARDING MY NEW ROLE

Q. Why must you leave IT?

A. About a year ago, I was assigned to help put IT on the right track. Much of that work is done and so I will move to work on the strategic technological area, not only for PNI but also for CNI.

As of Feb. 3, I will not be involved in the day-to-day IT issues at *The Republic*. However, Rich Cox, vice president/operations & product development, will continue to have overall responsibility for the IT department. He was my partner in all the restructuring we did. Remember, the IT reorganization was not an individual effort, it was a team effort to create programs for the whole department and technology at PNI.

Just as important, David Allen, PNI's new IT director, is very aware of many of the programs at PNI and has adapted some of them as he has built the INI technology group.

Q. What about all the programs you put in place?

A. The department programs are in place because they make sense for the department and the company. Rich Cox and John Oppedahl are very supportive of the technology training program for the IT department. It is a company commitment to bring IT staffs to a higher level of technical competence.

Just as important is the program to work together as a team – with our customers and with our fellow IT sections. It is that successful teamwork that allows me to leave the department feeling very confident of the future.

The technology development managers and the operations managers are working together as a team today. Each section manager has his or her team that works with other teams. Each TDM teams with their customer.

Q. What is your new role?

A. Technology has become a strategic asset within CNI. Hence, how we secure it, install it and use it becomes strategically essential to our company's success. Bill Toner has asked me to join him in working these issues. One of my goals in my new job is to scout out new technology and make sure we're not missing anything that could benefit the company.

In addition, I will help provide coordination between various technology projects and assist Bill in project oversight and resource allocation, especially as these issues might apply to future technological and strategic business opportunities.

Q. Will PNI's IT group be working with you at all in the future?

A. Absolutely, on a strategic basis and also on projects that are strategically important in the future, including:

- Targeted delivery technology
- CCI, Phase 2
- Media server and online commerce issues
- Intranet and HR self-service
- Financial applications

Q. In your new job, will you have an office in the Phoenix Center?

A. I'll be one office down the hall, right next to Bill Toner and David Allen. And I'll still be meeting with lots of people both within IT and PNI.

We don't need to say goodbye, just hello to David.

--Hif
12.5.97