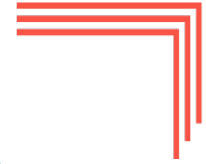
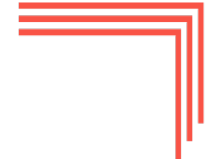


The Philadelphia Story

A model for the future of local news?





My journey: From ink ...

**... to ivy,
and insight.**



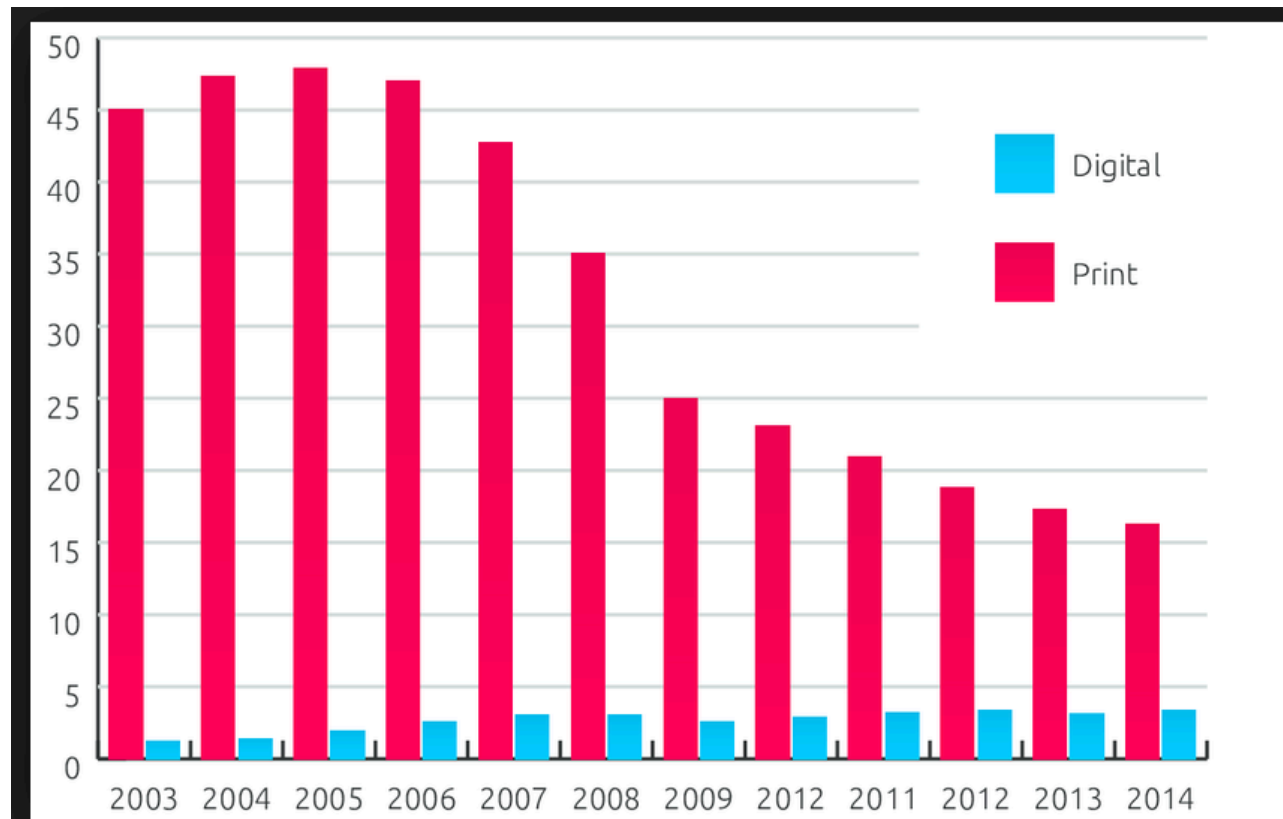


**THE
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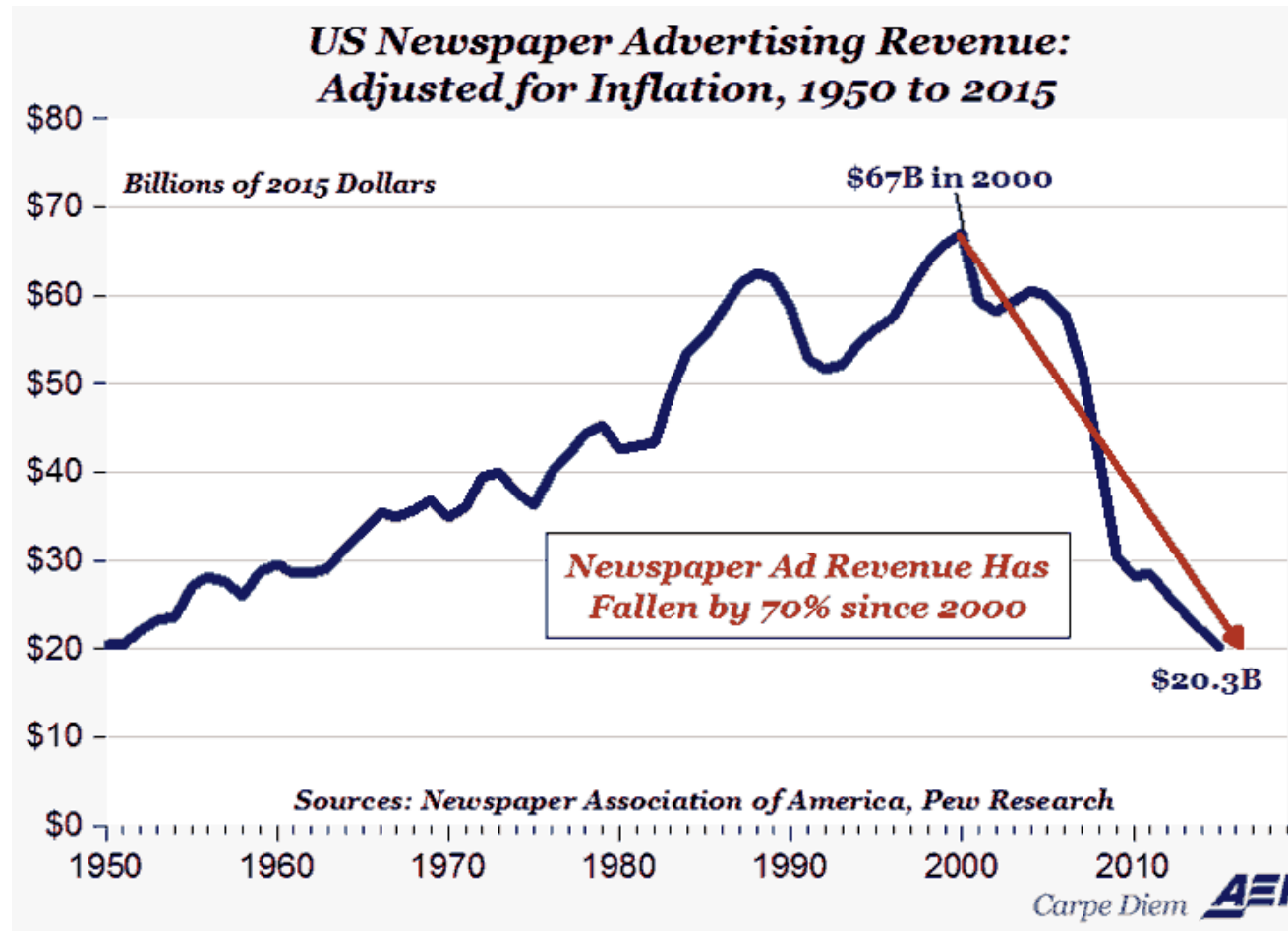
JOURNALISM
INNOVATION
DEMOCRACY



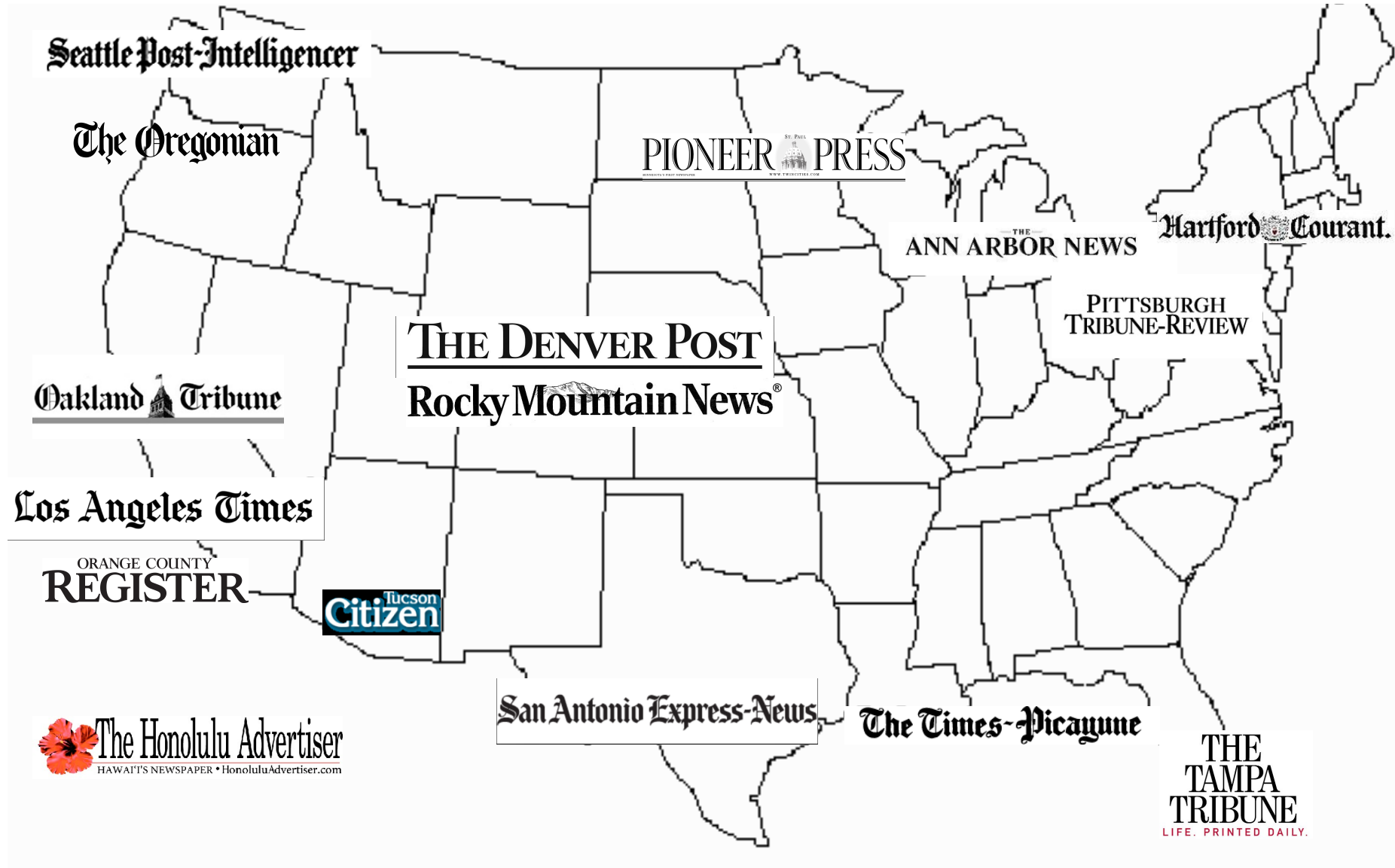
The state of the States: Local news in peril



Print dollars, digital dimes



U.S. Newspapers Under Siege





But does it matter? Should we care about local news?

The gate to civic engagement



Λοχαλ νεωσπαπερ ρεαδερσηιπ
ηασ α στρονγ ανδ διρεχτ
χορρελατιον το:

- Φεελινγ ατταχηεδ το
χομμυνιτψ
- ζοτινγ ιν λοχαλ ελεχτιονο
- Παρτιχιπατιον ιν χομμυνιτψ
ανδ πολιτιγαλ γρουπο

Source: Pew Research Center, 2016

In 24 of the top 25 U.S. markets, the highest-trafficked local site is ...



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- US strike on Syria is widely hailed, but angers Russia
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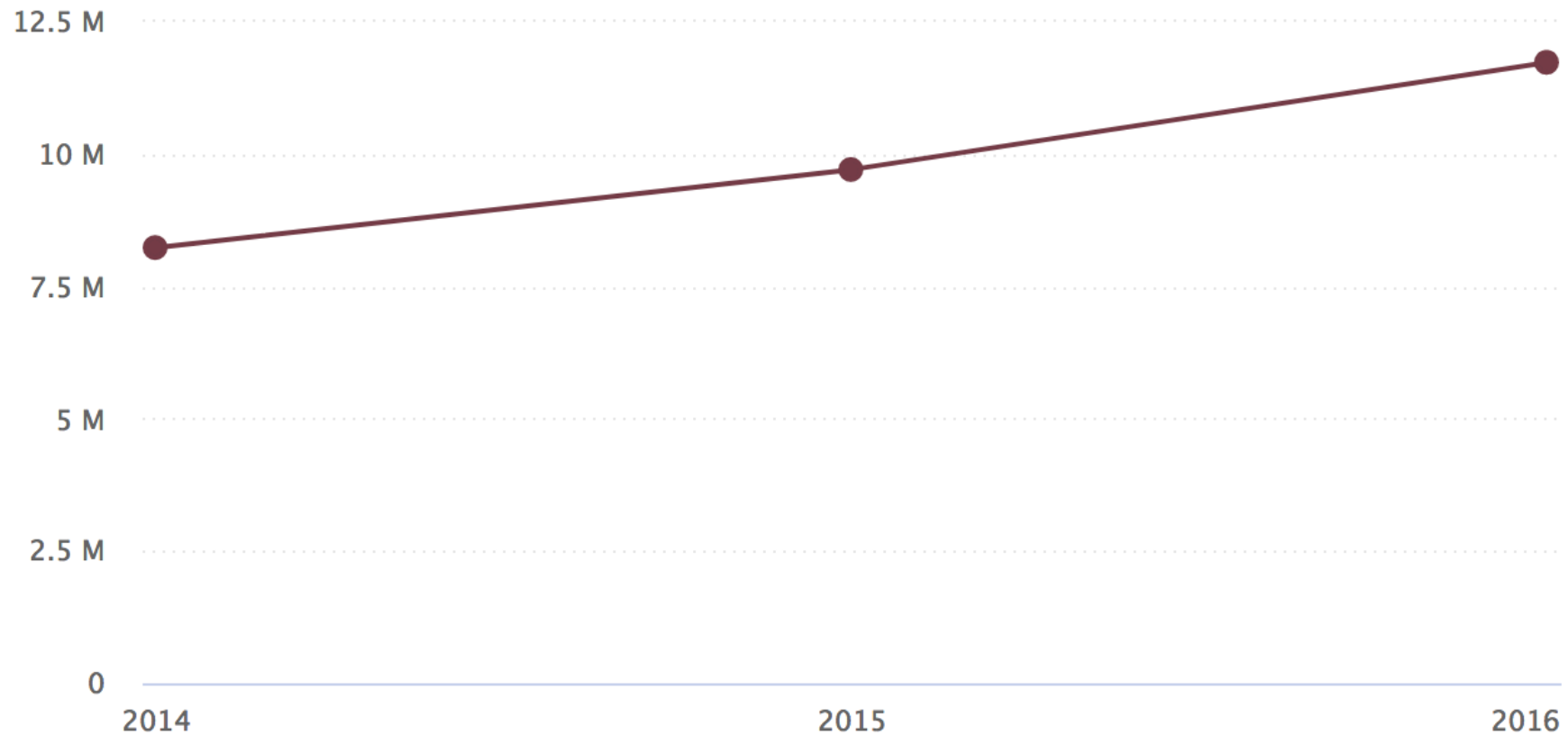
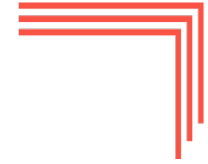
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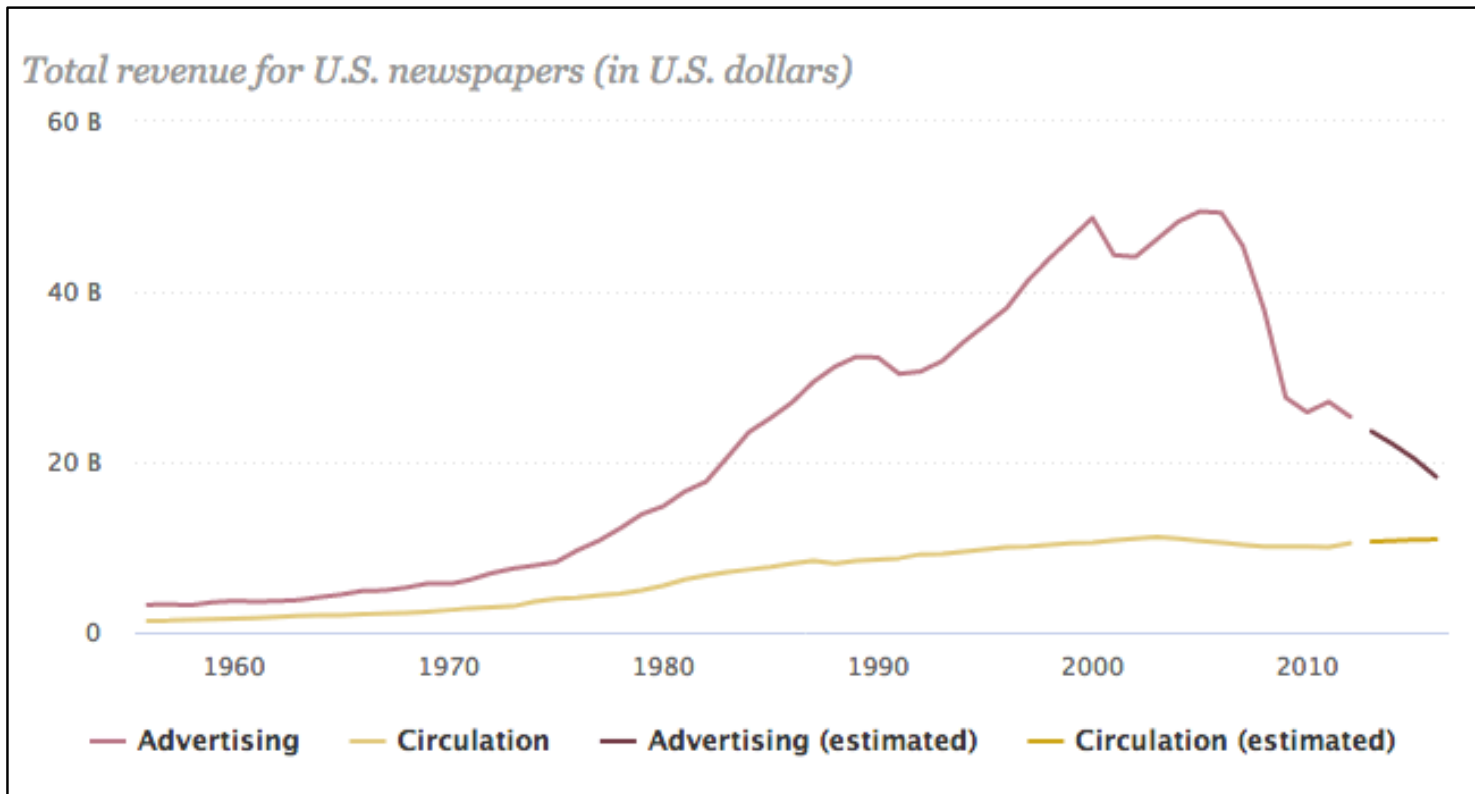


Average monthly unique visitors for Top 50 U.S. newspapers





As advertising plummets, circulation revenue slowly grows





The road forward in Philly

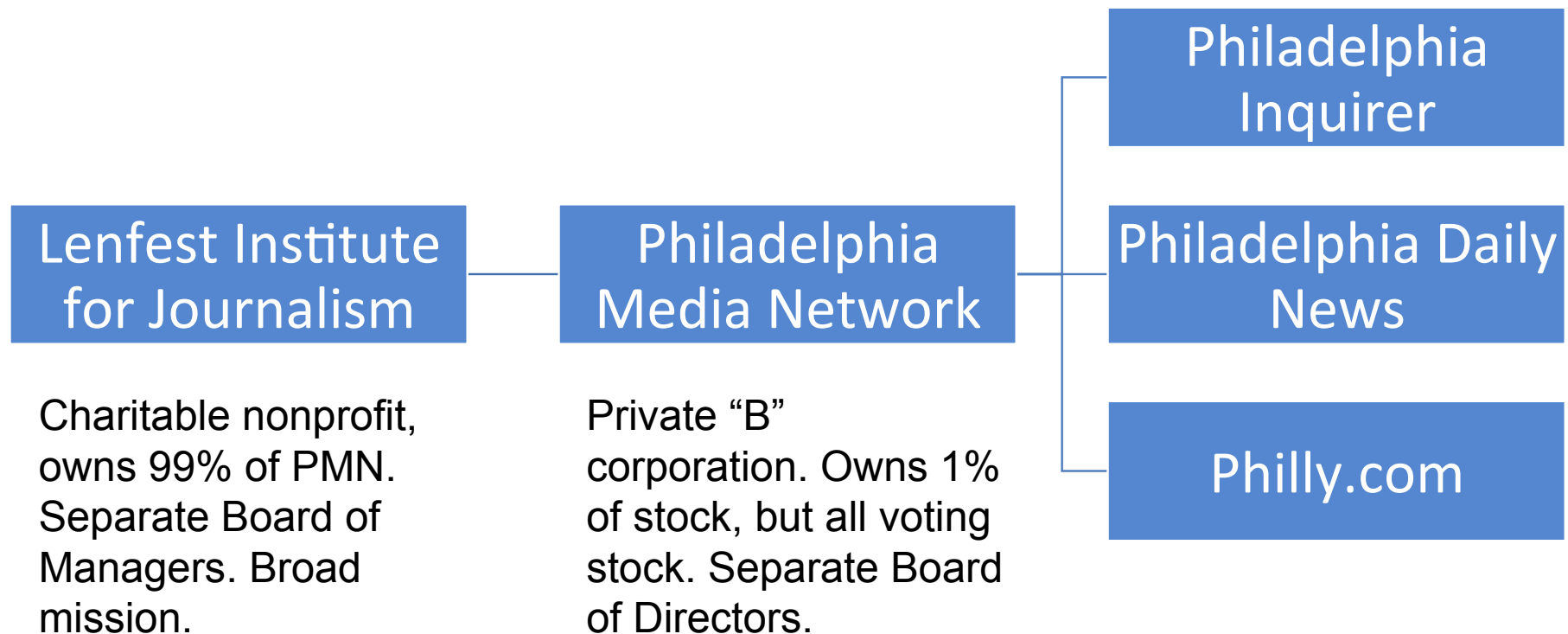
A new model for local news





JOURNALISM
INNOVATION
DEMOCRACY

A unique ownership structure





A DEDICATED FOCUS ON METRO NEWS MARKETS



A LIVE LAB OF OWNED NEWS PROPERTIES



INNOVATION THAT ADDRESSES A NATIONAL NEED



What Gerry Lenfest did:

- Προτεχτεδ ΠΜΝ φρομ ηισ οων μορταλιτψ - ανδ πυλτυρε χαπιταλ
- Γαπε ΠΜΝ α φινανχιαλ ρυνωαψ, ωιτη μινιμαλ προφιτ ιμπερατιπε
- Ωιτη \$20 μιλλιον, χρεατεδ α ρεσεαρχη-ανδ-δεπελοπιμεντ αρμ φορ ΠΜΝ ανδ φορ τηε φυτυρε οφ λοχαλ νεωσ



THE WALL STREET JOURNAL.



THE TOW FOUNDATION



UNIVISION

Chartbeat

The
Washington
Post

The
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Times



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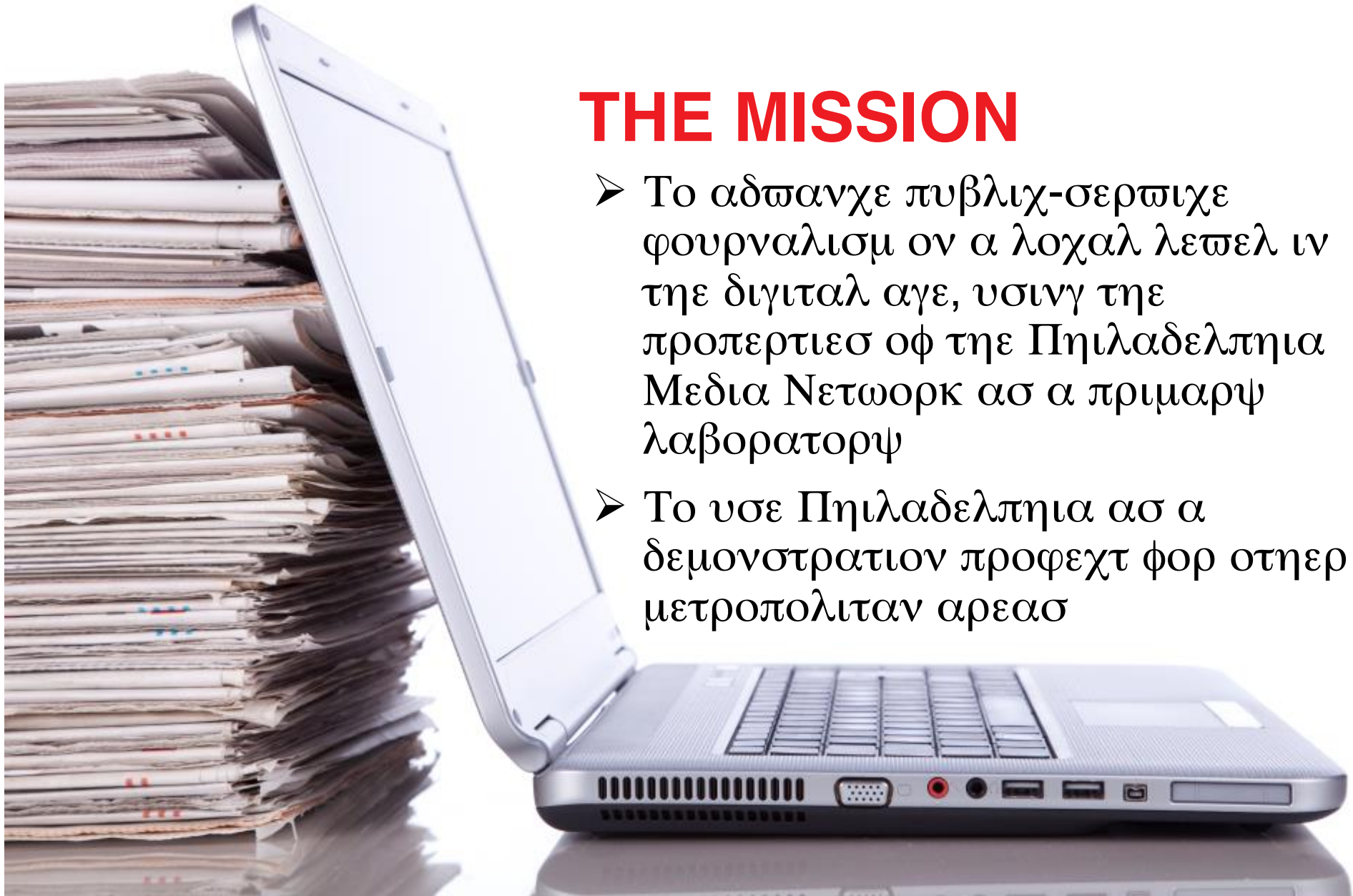
The Power of Endless Possibilities.

Columbia
Journalism
School 


Drexel
UNIVERSITY

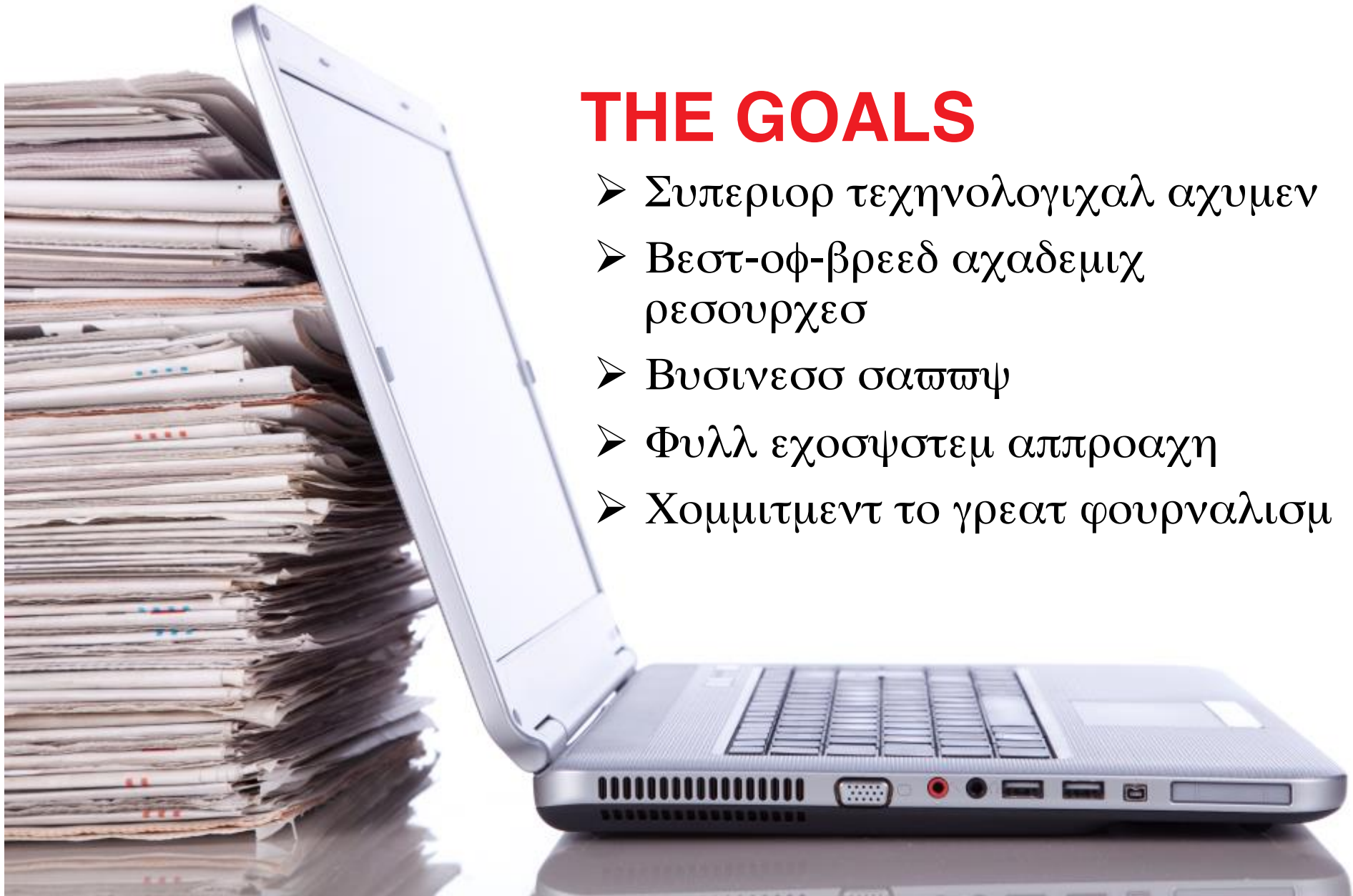
LENFEST INSTITUTE LEADERSHIP





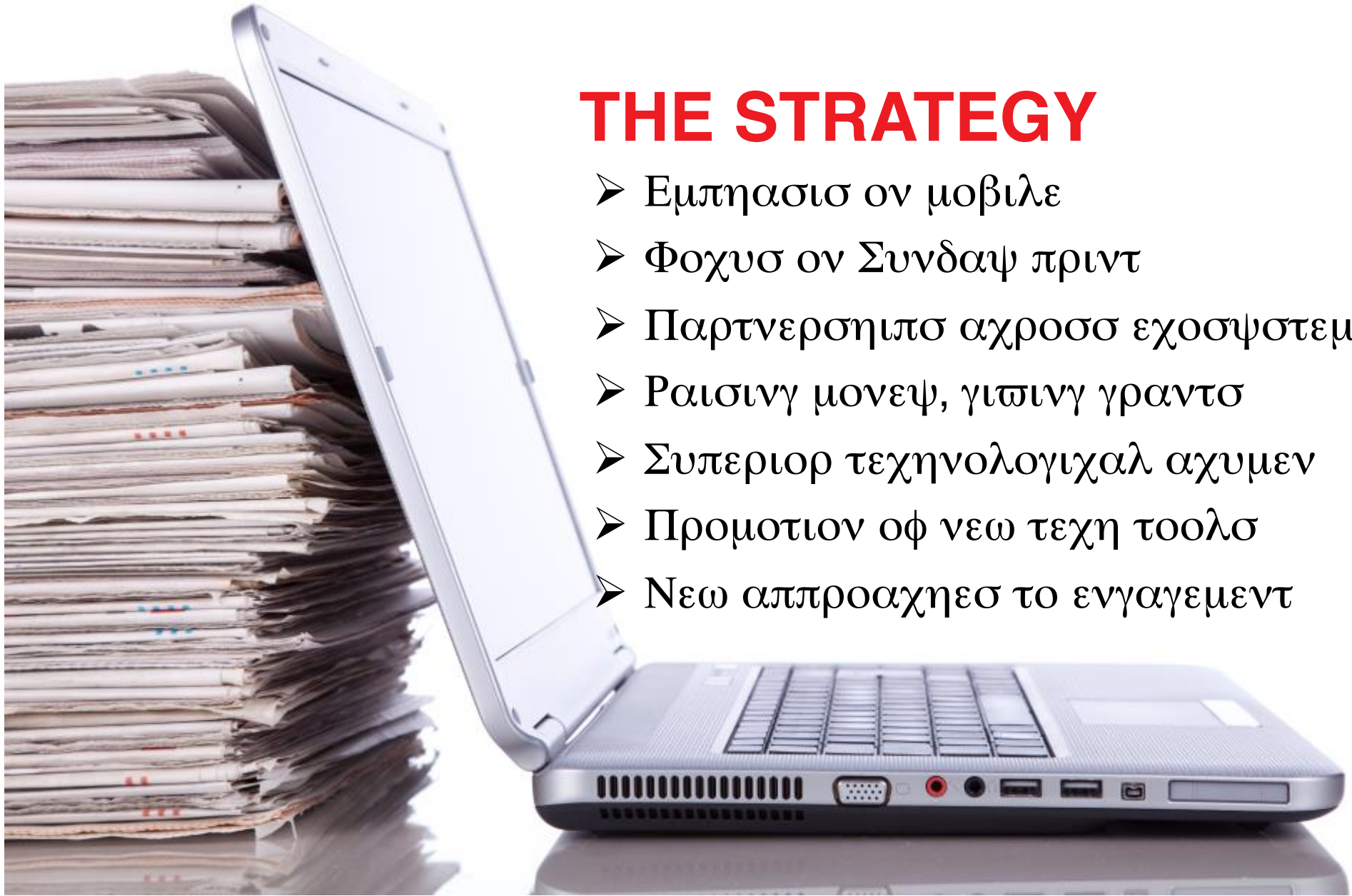
THE MISSION

- Το αδωανχε πυβλιχ-σερπιχε φουρναλισμ ον α λοχαλ λεπελ ιν τηε διγιταλ αγε, υσινγ τηε προπερτιεσ οφ τηε Πηιλαδελπηια Μεδια Νετωορκ ασ α πριμαρψ λαβορατορψ
- Το υσε Πηιλαδελπηια ασ α δεμονστρατιον προφεχτ φορ οτηερ μετροπολιταν αρεασ



THE GOALS

- Συπεριορ τεχνηνολογιχαλ αχυμεν
- Βεστ-οφ-βρεεδ αχαδεμιχ ρεσουρχεσ
- Βυσινεσσ σαπωψ
- Φυλλ εχοσψστεμ αππροαχη
- Χομμιτμεντ το γρεατ φουρναλισμ



THE STRATEGY

- Εμπηασισ ον μοβιλε
- Φοχυσ ον Συνδαψ πριντ
- Παρτνερσηιπσ αχροσσ εχοσψστεμ
- Ραισινγ μονεψ, γιπινγ γραντσ
- Συπεριορ τεχνηνολογιχαλ αχυμεν
- Προμοτιον οφ νεω τεχη τοολσ
- Νεω αππροαχηεσ το ενγαγεμεντ

Donors: Making journalism a public trust

- Gerry Lenfest: \$20 million initial donation plus \$40 million potential match
- 50+ individual donors
- Gifts range from \$20 to \$15 million
- Individuals, foundations and corporations





‘Venture Philanthropy’

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Three Pillars of Local News Sustainability



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ACTIVITIES**

**BUSINESS, TECH
SOLUTIONS**

**GROWING
AUDIENCES**

**BIG-J
JOURNALISM**

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Conversion to
digital
subscriptions

**PHILLY
ECOSYSTEM**

**LOCAL
PAPERS
ACROSS U.S.**

**LENFEST
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**BUSINESS, TECH
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**GROWING
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Audience-focused
beats, constant
digital publication
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Diversity dinners,
ethnic-media
training

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Solutions
Journalism
collaborations

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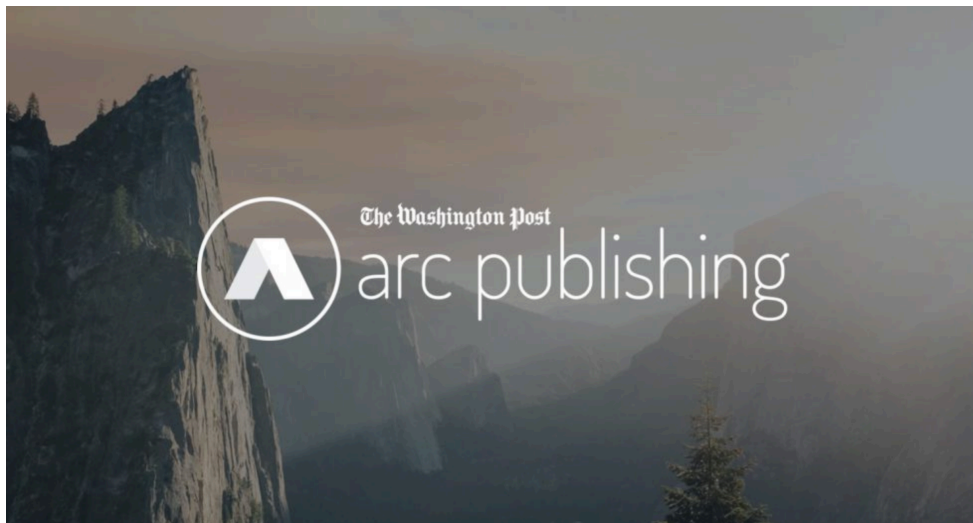
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|---|-------------------------------------|--|---------------------------------------|
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| LOCAL PAPERS ACROSS U.S. | ARC Publishing System | Knight-Lenfest Table Stakes Project | “Solutions Set”: Applying Solutions Journalism to journalism |



<https://www.lenfestinstitute.org/solutionset/>

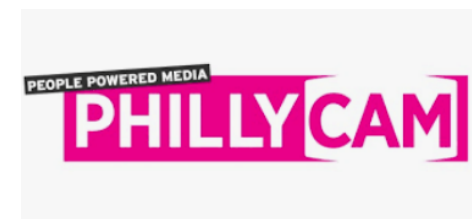


Resolve

Philadelphia



A collaboration of 17 news organizations and two universities, focused on solutions journalism

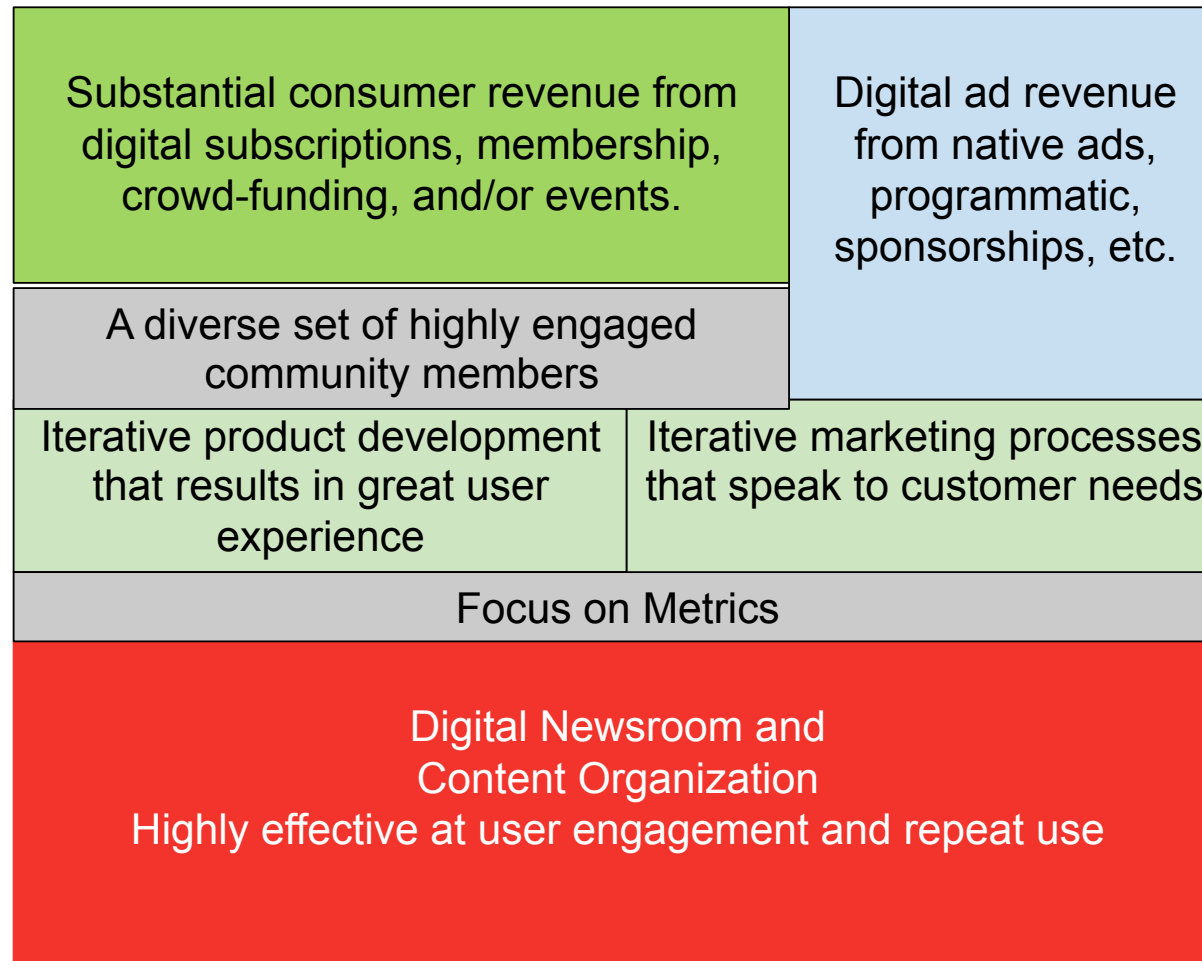




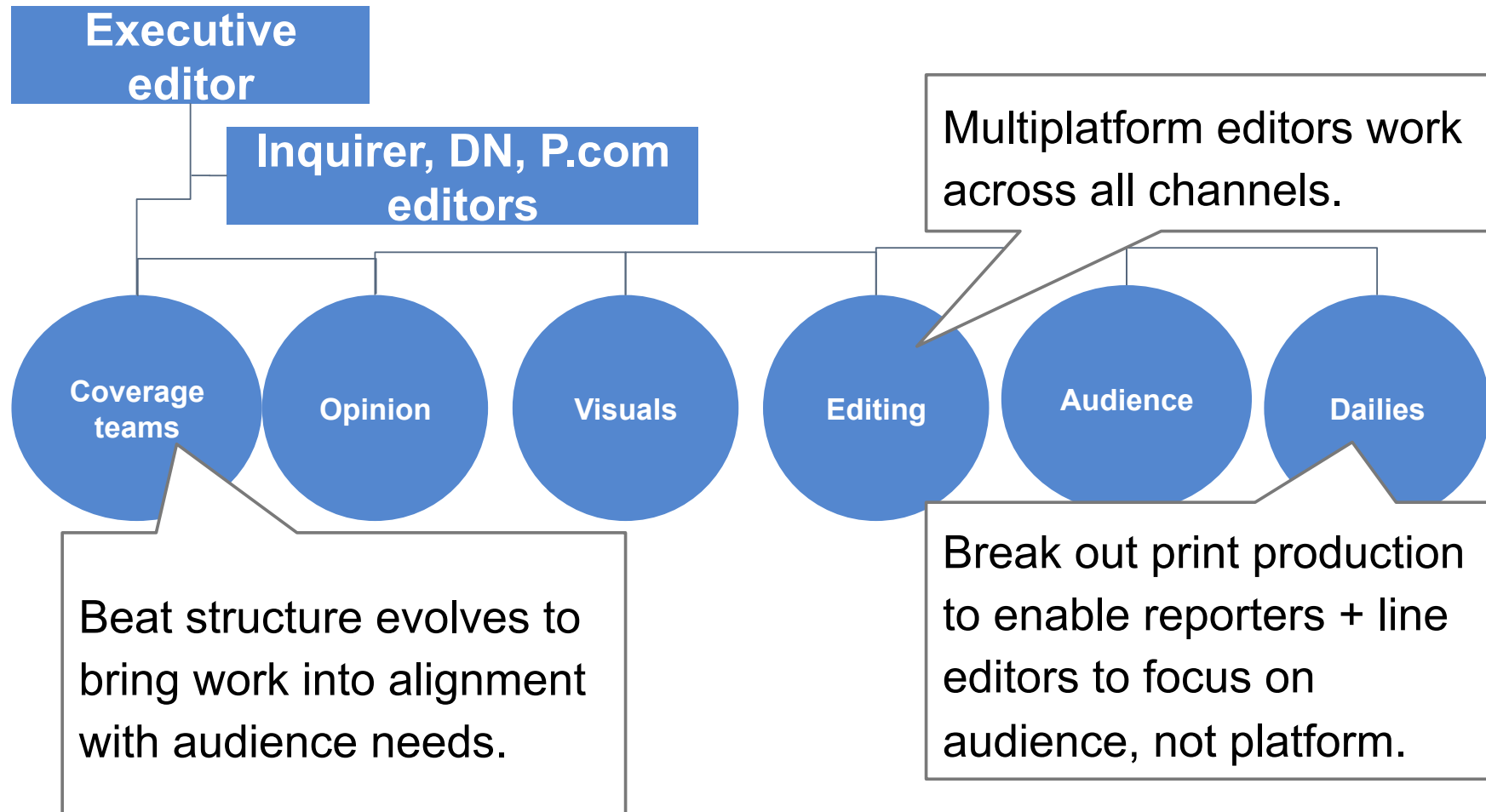
The results so far...



Strategic building blocks

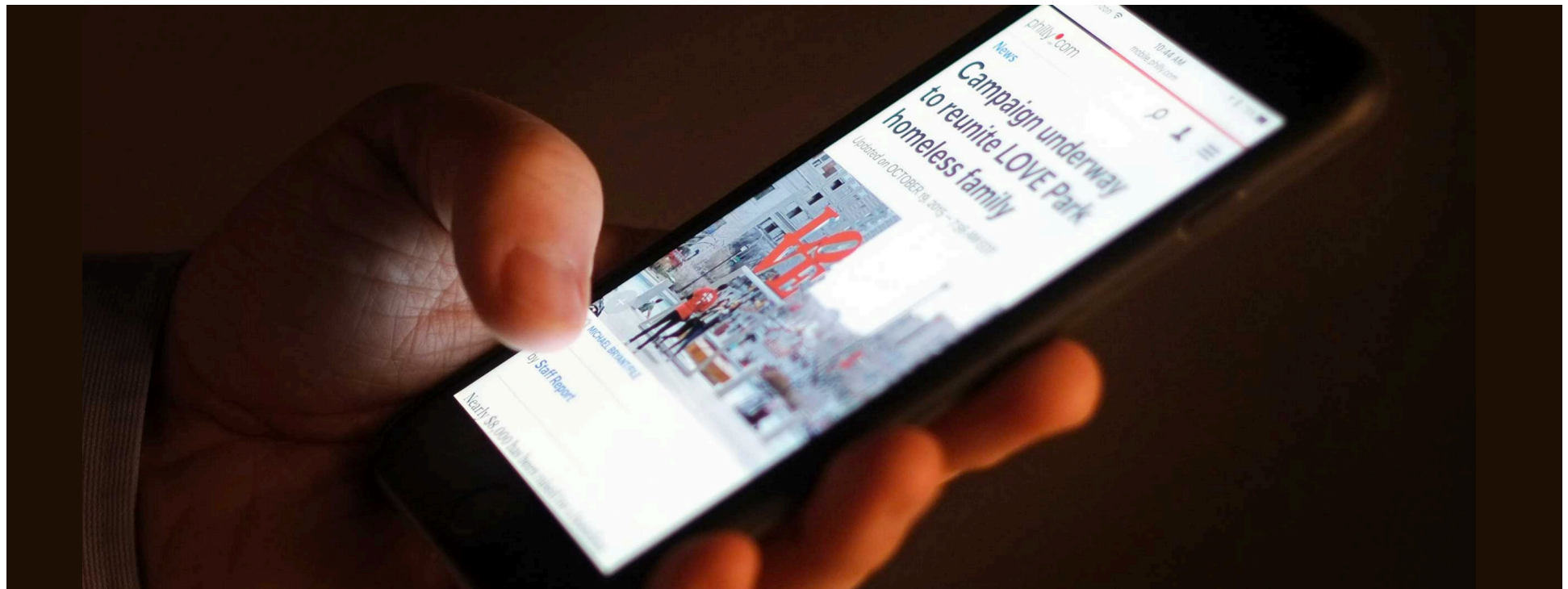


New structure for PMN newsroom



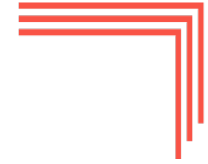


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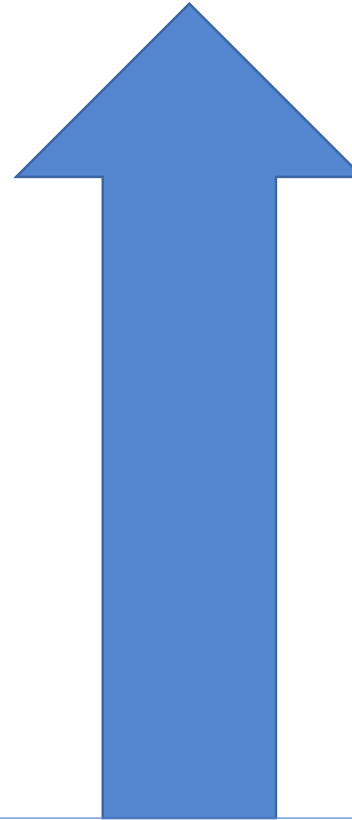
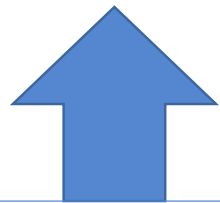
Recruitment of great, diverse talent



Great start to digital subscription sales



PMN paid digital subs 300% higher than projected in Q1



High-impact journalism



TOXIC CITY & LEAD PAINT

Philly's shame: City ignores thousands of poisoned kids

*By Barbara Laker, Wendy Ruderman, and Dylan Purcell / Staff Writers
Photos and video by Jessica Griffin / Staff Photographer*

Viewpoints

Broke in Philly? Nearly half of us are; a new series will offer solutions | Opinion

Updated: APRIL 19, 2018 — 5:15 AM EDT

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AT LAST!



EAGLES
FINALLY WIN
THE SUPER
BOWL

Eagles quarterback Nick Foles, who completed 28 of 43 passes for 373 yards, holds the Vince Lombardi Trophy. Foles was named the Super Bowl MVP. DAVID WALKER/USA TODAY PHOTOGRAPHY

THE TRICK PLAY | E2
It was a touchdown pass to ... Nick Foles?
JEFF McLANE

THE CRAZY ENDING | E4
Nothing could have prepared us for this.
BOB FORD

THE MVP | E6
Nick Foles goes from backup QB to hero.
MARCUS HAYES

THE REACTION | E22-23
Relief, euphoria for nervous Birds fans.
EAGLES FAITHFUL

