I. POSITIONS FILLED DURING THE REPORTING PERIOD

Job Title	Sources Used to Fill Position (Numbers Correspond to the Recruitment Source List in Part II)	Source Referring Hiree
Digital Managing Editor	16, 17, 18, 19, 22	17
Radio Host/Digital Content Writer WOUR	16, 17, 18, 19, 22	17
Digital & Radio Content Leader WFRG	16, 17, 18, 19, 22	19
Brand Manager WIBX	16, 17, 18, 19, 22	19
Account Executive	17, 18, 19, 22	14
Sales Assistant	17, 18, 19, 22	19
Production Director	16, 17, 18, 19, 22	19
Account Manager	17, 18, 19, 22	14

II. RECRUITMENT SOURCE LIST

No.	Recruitment Source (Name, address, contact person, telephone number)	Entitled to Vacancy Notification (Y/N)	No. Interviewees Referred During Reporting Period by Source
1	Working Solutions One Stop Center	N	0
	NYS Office Building		
2	Mohawk Valley Community College	N	0
	Employment Office		
3	Herkimer County Community College	N	0
	Career Counseling Center		
4	Utica College	N	0
5	Utica School of Commerce	N	0
6	SUNYIT Career Services	N	0
7	Women's Employment & Resource Center	N	0
8	NAACP	N	0
9	On-Air Announcement via Townsquare Media	N	0
	WLZW,WFRG,WIBX,WODZ		
10	SUNY IT Job Fair	N	0
11	HCCC Job Fair	N	0
12	NYS Department of Labor	N	0
	Mohawk Valley Job Bank		
13	New York State Broadcasters Assoc.	N	0
14	Internal Referral	N	4
15	www.utica.craigslist.com	N	0
16	AllAccess.com	N	2
17	Indeed.com (via Greenhouse)	N	15
18	LinkedIn (via Greenhouse)	N	6
19	Townsquaremedia.com	N	14
20	Glassdoor.com	N	0
21	Careerbuilder.com	N	0
22	Station Websites (BigFrog104.com,	N	0
	Lite987.com, 961TheEagle.com, &		
	WIBX950.com)		
23	SBE.org (Society of Broadcast Engineers)	N	0
24	Does Not Specify	N	0
T	OTAL INTERVIEWEES DURING 12-MONT	41	

III. OUTREACH INITIATIVES

No.	Type of Outreach Initiative (e.g. internship, job fair, etc.)	Brief Description of Activity	
1	Hosting Online Job Fair	Townsquare Media Utica hosted ten online job fairs for several local businesses: 2/22/21-3/7/21; 3/15/21-4/4/21; 4/12/21-4/25/21; 5/10/21-5/31/21; 5/17/21-8/31/21; 6/28/21-7/18/21; 7/19/21-8/1/21; 8/2/21-12/31/21; 9/1/21-10/03/21; and 11/8/21-11/28/21. Our on-air staff and programming managers met with the businesses to assess their hiring needs, and then ran an extensive on-air and online 3-week program for each. Participants included manufacturers, local government entities, labor unions, non-profit organizations, and other local businesses.	
2	Participation in Events Sponsored by Educational Institutions	Townsquare Media Utica held a virtual seminar with Sauquoit High School. Our Digital Managing Editor educated students on 10/5/21 about digital media careers and digital copyright infringement.	
3	Internship Program	We participated in an internship program through NYSBA that enabled us to hire two local college students who came into our office and trained with multiple departments from 6/2021- 12/2021.	
4	Participation in Events Sponsored by Educational Institutions	On 4/21/21, our Market President presented on a panel to college students from the Roy H. Park School of Communication at Ithaca College and Cayuga Community College, about careers in local media. Forty-seven students attended the virtual event.	
5	Participation in Events Sponsored by Educational Institutions	Our WLZW Assistant Brand Manager was a panel presenter for a NYSBA College Outreach Webinar on 11/2/21. Students from 13 colleges participated in this event.	
6	Participation in Events Sponsored by Educational Institutions	Our Production Director and Digital Managing Editor hosted an interactive presentation with Oneida County School & Business Alliance at Clinton Central School on 12/10/21.	

No.	Type of Outreach Initiative (e.g. internship, job fair, etc.)	Brief Description of Activity
7	Participation in other activities designed to widely disseminate information about employment opportunities in broadcasting	For the calendar year of 2021, our Director of Sales was a member of the Utica Chamber Board of Directors, and our Market President was a member of the Utica Chamber Marketing Committee and served as Chairperson of the New York State Broadcasters Association.
8	Establishment of Training Program	Our Market President, Sales Manager and Brand Managers provide ongoing training and meeting sessions to allow employees to progress their skills in order to qualify for promotions within the stations. Every Wednesday, our Digital Managing Editor hosted a digital content training meeting for all on-air talent.
9	Establishment of Training Program	Our company has instituted a formal "Townsquare University" training program that is required of all newly hired Account Executives. This is an extensive and robust training program covering topics such as multi-media advertising, sales training, solution-based selling, and much more. Participants are required to participate in daily webinar classes, coupled with infield training assignments and must have a passing grade to graduate. All Account Executives are also trained in Wide Orbit Software. One Account Executive participated in this training during the reporting period, in October/November 2021.
10	Establishment of Training Program	Our entire team of Account Executives completed the Simplify Bullseye self-paced digital training course on 12/13/21. In addition, from 1/19/21-3/23/21 our Market President participated in the Center for Sales Strategy Talent Focused Management Program that focused on recruitment and development of talent.
11	Establishment of Training Program	Our Brand Managers, Digital Managing Editor, Director of Sales and Townsquare team regularly engage in group brainstorming sessions as well as training sessions to create customized client marketing campaigns and to teach staff how to adapt to changes in the radio environment. These sessions are ongoing and

No.	Type of Outreach Initiative (<i>e.g.</i> internship, job fair, etc.)	Brief Description of Activity	
		held at least once per quarter. For example, one client brainstorming session was held from on 9/22/21.	
*In-p	*In-person Job Fairs were not scheduled due to COVID-19.		