

**Get Ready for the
2015 Annual
MACPA Conference!**

**CAMERA!
ACTION!
SALES!**

April 17 - 18, 2015
Sheraton Harrisburg-Hershey
4650 Lindle Road - Harrisburg, PA 17111



FEATURED SPEAKER
Joe Mathes

A self proclaimed media junkie, Joe Mathes, is a lifetime veteran of the print industry. A Wisconsin newspaper publisher since 1987, Joe had the vision to start Delta Online, Internet Profit Consultations for Publishers in 2007. His print and online experience gives Joe a unique skill set in today's digital age. He is active in Wisconsin Community Papers, American Free Community Papers, Midwest Free Community Papers and Independent Free Papers of America. He doesn't just talk the talk, Joe lives print and digital everyday in his own operation with his advertisers and as a consultant to publishers across the country.

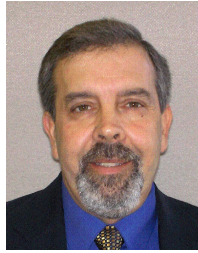
Joe works tirelessly with publishers and their sales staffs to strategize, sell and implement digital revenue initiatives. Joe's sales energy provides the spark for Delta Online. His most recent digital successes have been to lance an online and in print automotive solution for publishers and a regional job board. He publishes an acclaimed e-newsletter on a monthly basis informing those in the media industry.

Joe has become a valued speaker to groups like the New York Press Association (NYPA), American Free Community Papers (AFCP), Niche Media Association, Texas Community Newspaper Association (TCNA), and the Independent Free Papers of America (IFPA).

REGISTER TODAY BY GOING TO
<http://bit.ly/2015MACPARregistration>
or scanning the QR Code.

Early Bird Registration - February 16th
Regular Registration - March 16th





See you at the Conference!

We have begun the process of merging MACPA and MACnet by combining our teleconference meetings to one. By doing this we are able to discuss EVERYTHING about the Association rather than have a meeting about the networks and another about the membership benefits and upcoming Conference. Speaking of the upcoming Conference, I always look forward to getting together with our fellow members of MACPA. Our speaker this year is Joe Mathes who brings extensive knowledge about how to incorporate print and online cohesively. I'm especially interested in his talk about how to take back our auto sections. I hope you are planning to attend the Conference.

Our Conference is being held on April 17 & 18 at the Sheraton Harrisburg Hershey. All the details about the Conference are part of this month's Messenger.

See you there.
Randy Miller
MACPA President
randym@themerchandise.com

Secretary's Report

MACPA and MACnet had their first joint conference call meeting on January 7th.

Randy gave an AFCP report and mentioned that they are revamping the media kits and will be forwarding it to the MACPA office when completed. The office is considering updating MACPA's as well.

Legislative report was given by Jim Haigh. He will have a table at the conference set up to help publishers write letters for the appropriate causes.

Consolidation of the boards is heading in the right direction. All financials are being taken care of and the bylaws are also going to be consolidated and presented to the members after the election at the upcoming conference.

Conference committee had their meeting to discuss the conference. They announced that the first company submitted their electronic entries to the new website with no problems.

The Digital Committee is interested in starting a program where people will be able to upload their ads to the MACPA website.

MACnet will be continuing their 8 week special. This special ran from October to December and provided a great revenue stream. There will also be a postcard going out to about 100 trucking companies in the Pennsylvania area. This is the second of a series as a way to bring more trucking companies into MACnet.

A survey will be going out to the members about the new committees, we encourage as many people as possible to join a committee. Another survey will also be going out about a few possible change in membership.

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(term expires 04/15)



We need you!

Committees! Committees! Committees!
The lifeblood of MACPA going forward will be the strength of Committees.

When discussing how to strengthen MACPA into one board we know that committees was the answer. Many of our Board Members have stepped up and accepted the position of Chair for almost all our Committees. Now, we need you to help strengthen the committees by volunteering for at least one of the committees.

The committees include:

- Legislative – Bob Christian, Chair
- Consolidation of Boards – Randy Miller
- Bylaws – George Mitten
- Conference – George Mitten
 - Hospitality – John Hemperly
 - Ad Awards – Ruth Isenberg
 - Idea Exchanges – Seth Isenberg & John Hemperly
- Digital – Jeff Hayden
- Finance – John Hemperly
 - MACnet – John Hemperly
- Networks
 - Classified
 - Display
 - 2x2
 - Email
- Membership – Alan Spoto
- Membership Benefits –
- Nominations – (Current President, Vice-President, Past President)



Going forward, we will take the time to explain each of the committees so you can have a good sense of what each one does and you can decide which one you would like to join.

Looking forward to seeing you at the Conference.
Ron Burke
MACnet President
rburke@washingtoninformer.com

**We're adding new sections
to the Messenger!**

In this Messenger you will find a new section called "Associate Member Corner". We will be featuring a different Associate Member each month and you will also be able to find their articles on our new Associate Member blog on www.macpa.net.

But that's not all!

We also want to feature each and everyone of YOU, our Publishers! We are also adding a section called "Publishers of the Month". We will be featuring up to four publishers each month. You will have a chance to write an article for our "Messenger", whether about your publication, a special section your publication offers, something that works for your publication that you want to share, or even something new your publication is offering. The choice is yours! This article will not only be featured in the "Messenger", but it will also be added to "Publisher's Talk", another new blog that will be added to www.macpa.net. Please contact Kasey at kasey@gomaava.com if you have a specific month you would like to be featured. This section will be starting in our February Messenger!

MACPA/MACnet
Joint Messenger

**Tentative Schedule
for the 2015 Conference**

Thursday, April 16

1:00 - 1:30 pm Board Meeting
1:30 - 3:30 pm Committee Break Out Sessions
3:30 - 4:30 pm Board Meeting Continued
5:30 pm Board Member Dinner

Friday, April 17

7:30 am Breakfast
8:30 - 9:00 am Opening Remarks
9:00 - 10:00 am Publishers Track: Why Print Still Matters, *Joe Mathes*
10:00 am Break
10:15 - Noon Publishers Track: What's Your Digital Strategy, *Joe Mathes*
Noon Lunch
1:15 - 2:15 pm General Membership Meeting
2:15 pm Break
2:30 - 3:30 pm Associate Member Networking
3:30 - 5:00 pm Executive Idea Exchange
5:30 pm Cocktail Hour
6:30 pm "New Beginnings" Dinner

Saturday, April 18

7:00 am Breakfast
8:00 am Opening Remarks
8:30 - 9:30 am Sales Track : Turning Adversity into Opportunity, *TLI Trainer*
Managers Track: How to Help your Sales Reps Take Your Auto Section Back, *Joe Mathes*
Publishers Track: Changes for the Health of MACPA, *Alyse Mitten*

Saturday, April 18

9:30 am Break
9:45 - 10:45 am Sales Track: How to Take Your Auto Section Back, *Joe Mathes*
Managers Track: "Riding Shotgun" Maximizing the Field Ride Experience, *TLI Trainer*
Publishers Track : Going Forward, *Randy Miller and Ron Burke*
10:45 am Break
11:00 - Noon Sales Track: Overcoming Objections Part II, *TLI Trainer*
Managers Track: Helping Your Sales Team Sell MACnet, *Alyse Mitten*
Publishers Track: Your Voice In Legislation, *Jim Haigh*
Noon Lunch
1:00 - 2:30 pm 3 Minute Idea Exchange
2:30 pm Break
2:45 pm Ad, Editorial and Website Awards Presentation
Conference Send off

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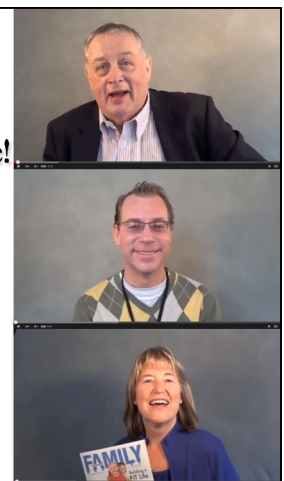
And the winners are....

Join us
Saturday, April 18th at 2:45 pm
to find out
the winners of the
2014 Ad, Editorial and Website Awards!

Sign up today to record your new video at the 2015 Annual Conference!

These videos are a great sales tool, that can be added to websites and emails!

Email us today at info@macpa.net for available times.



**MACPA/MACnet
Joint Messenger**



We begin the year at full speed, without the customary pause before government mischief-making reboots. By the Holidays, we were already past Groundhog Day in volume and recurring threat. 'Tis a rare time for publisher calls to action, and the "but we're crazy-busy now" feedback from some is understandable. However, if we don't actively engage in our collective best interests, who will? Keep in mind our frenemies in paid circulation are more often than not on opposing sides, while small business is burdened with a multitude of issues more personal than threats to their favorite publisher.

I am asking every member of MACPA to make a New Year's Resolution to be an Advocate for your company, our association and our united free paper industry. Over the last many years, we have achieved numerous, significant victories that directly impact our bottom lines -- tax-related, distribution preserving, cost reducing and competition enhancing, and expanded advertising opportunities to name a few. Success at the local, state and federal arenas, earned through association-level advocacy, working closely with coalitions of mutually interested groups, and amplified by often a small group of passionate publishers. The challenges ahead will require the active participation of all member publishers for several reasons: The nature of some issues will have coalition partners cutting separate deals, in an ever toxic state of partisan politics and divided government, where remote astro-turf communications increasingly cloud the conversation.

Your State Rep and US Senator, and all the electeds in the communities you serve want to, and need to, hear from you on issues that impact your bottom line and commerce on Main Street. As their bona fide constituent, media outlet, small business job creator, amplifier of the local economy and trusted voice in the community -- direct contact from you has orders of magnitude more weight than the dumpsters of manufactured outreach they get each day from afar. The issues we tackle have real impact on our operations and bottom lines.

So if you are in New Jersey, and you are rightfully opposed to the proposed "Do-Not-Mail" Registry that could also impact private carrier delivery, carrying penalties up to \$10,000 a pop to top off new administrative burdens -- you need to make your voice heard, alongside member publishers who already have, amplifying the association's ongoing efforts. In Pennsylvania, you will soon be asked to lend your personal appeal to stop perennial Ad Tax legislation that's gained steam, and also to urge support for Legal Advertising Reform in the new session.

The legislation above has either already been introduced or is circulating. Meanwhile at the federal level, we will soon need all hands on deck to oppose legislation that could kill the Internet as we know it, making it a pay-for-priority gateway. And the Federal "Ad Tax", limiting the deductibility of advertising as a business expense, appears to be coming back with a vengeance -- it's a major "pay for" in lowering Corporate tax rates, one of the few objectives all sides have agreed to agree on in the 114th Congress. As I'm writing mid-January, we already have more clarity and certainty on several industry-specific threats and opportunities than we normally have when we meet face to face at the Spring Conference. As I've already done and will be doing more soon, outreach to individual publishers is crafted to try to make your personal contact with legislators as easy as possible. The call to action bluntly conveys the damage or opportunity, contacts provided are customized to your target elected officials, and the sample message is ready to edit or send as-is. And as I always conclude in the publisher action alerts, if I can make the outreach process any easier or offer any other assistance at all, just let me know.

We're already fighting hard in 2015 -- please be ready and willing when we ask for your help!

Best Always,
Jim Haigh
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by Kevin Slimp

I really don't mean to get this worked up about things. Oh, sorry. I sometimes digress. Let me catch you up.

While taking a drive through the Smoky Mountains, about 45 minutes from my home, I stopped to fill up and check my messages before heading into Townsend, a small town known as the “Peaceful side of the Smokies.”

Checking my messages, I noticed an email from a professor at one of the larger universities in my home state of Tennessee. It was in response to a message I had sent out a day earlier, concerning a collegiate media summit being held in Nashville in February.

He wrote to let me know that he feared not many would attend the event because “there are a number of college papers like us who are Web only, or almost, throughout the state.”

I understand that he was trying to be helpful. But really? When I got back to my office, I pulled up the websites for student newspapers at The University of Tennessee, ETSU and Memphis University. All are print publications.

I wrote back to mention that it was an interesting time to pull out of print. A report in Business Insider just two days earlier indicated that advertising in newspapers was up four percent in 2014, while television ad revenue was down four percent. I also noted that a recent study of Journalism and Mass Communications graduates found that “Writing, reporting and editing for print remains the dominant” activities for those in the workforce after graduation.

I went on to mention that Kevin Schwartz, as respected as anyone in the collegiate media world, has written that moving away from print is a mistake for college newspapers.

He wrote back, “while print advertising may be up, it's certainly not with our print product. But that's not the main issue. What's at stake is the kids in high school and college today, who do not or rarely read a printed newspaper on a regular basis.”

I've written a lot recently about the survey of more than 600 newspaper executives I completed, with the help of friends, a few weeks ago. I didn't mention the survey to the professor. But I can't help but think about all those publishers who reported things are going well and they look to continue in a positive direction for decades to come.

Sorry. I'm digressing again. Back to the story.

It's at times like these that I always start to feel guilty. What if the professor is right? What if young people really don't read print anymore? Could I be wrong? Could the studies be wrong? After all, a lot of journalism professors I run into seem to think that print is dead. And so do most of the people I know who sell online services. Maybe they're all right. Maybe young people do not read news in print anymore.

It was about that time that I decided to pull over to grab a bite of lunch. I pulled into the parking lot of AJ's Hearth and Kettle Restaurant, just off 321 in Townsend, and made my way into the dining room.

I saw what must have been a hallucination. Because over in the right corner sat a young woman, reading a newspaper.



Stephanie reads the paper “every day,” to the chagrin of experts who say young people don't read printed news.

I introduced myself and told her about the conversation I'd just had with the college professor. I asked her age. She smiled and said, “23.”

When I told her what the professor said about young people no longer reading newspapers, she laughed and said, “That's just crazy. I read the newspaper every day.”

She told me her name was Stephanie and that she loved reading the newspaper. If I were 15 years younger, I would have dropped on one knee and proposed right there.

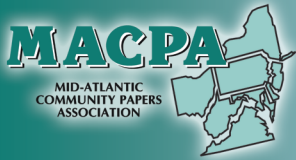
I asked if I could take her photo to use in my column and she smiled and said, “Sure.”

So what about the professor? Was he wrong or am I living in a fantasy world?

Or is Kevin Schwartz right? Are university newspapers cutting their noses to spite their faces? Are they giving up the basics learned in creating a printed newspaper for the sake of ease? Let's face it: It's a lot easier to create an online product than a printed product. Sure, it's next to impossible to cover expenses through advertising revenue. But if you're at a university that will fund an online product without the need to raise ad revenue, who can blame them?

Right now, as I write, three brand new newspapers are starting up in my hometown of Knoxville. Two of them are looking to young readers as a target market. This is in addition to the two papers already targeted to the college market. Apparently, I'm not the only one who thinks young people still read papers.

There I go, digressing again.



ASSOCIATE MEMBER CORNER
JANUARY FEATURED ASSOCIATE MEMBER
SATURATION MAILERS COALITION



MACPA/MACnet
Joint Messenger

In December 2014, President Barack Obama officially appointed Commissioner Robert G. Taub as Acting Chairman of the Postal Regulatory Commission (PRC). Taub succeeds Ruth Goldway who has served as Chairman since August 2009. Chairman Goldway is now entering her final, carry-over year as a Commission of the PRC and has shared with mailers, and the Administration, her desire to pursue other interests and to not seek re-appointment.

Other veteran Commissioners, Nanci Langley and Tony Hammond were confirmed by the Senate to be re-appointed as PRC Commissioners.

ADVANCE and ePub-Watch Discontinued

In November 2014, the Postal Service experienced a cyber intrusion that resulted in the Postal Service discontinuing two tracking programs, ADVANCE and ePub-Watch, that had been used by mailers of certain publications and saturation mailers.

For many weekly mailers of free papers and shared mail programs, where local retailers demand an ability to track the mailers' success in hitting in-home dates, ADVANCE had been an important, helpful tracking program. When the program "went dark," many mailers were scrambling to set-up call centers or other ways to give advertisers the information the need and demand about delivery.

For weeks the Postal Service websites on ADVANCE and ePub-Watch were not changed. Mailers attending the November MTAC meetings were told that the tracking systems would no longer be available.

Working through individual mailers, and through SMC's participation in the Association for Postal Commerce, PostCom, efforts were made to reach out to Postal Service executives about the discontinuance of ADVANCE and e-Pub-Watch and to ask about plans to replace or offer comparable tracking programs in the future.

In December 2014, the Postal Service responded to inquiries and provided this response on initiatives that would provide tracking and visibility for non-automated saturation and/or Enhanced Carrier Route mail. The Postal Service described two alternatives:

For large national or regional mailers that mail large volumes frequently (weekly or bi-weekly) and are easily identified by the Letter Carriers (appearance, shape, frequency); the Postal Service plans on leveraging the existing operational process used to measure saturation mail. Mailers will be able to submit files representing their volumes by ZIP Code and Carrier Route. Delivery units will continue to scan barcodes representing this easily recognizable mail when taken to the street. The date/time of these scan events

will be appended to the mailer file for retrieval through Interim Information Visibility. This initiative is currently in pilot with a large national mailer. We anticipate this being available to other large national and regional mailers in February 2015.

For all other mailers of this type, the Postal Service plans on leveraging similar methodology created to measure Every Door Direct Mail (EDDM). This involves mailers submitting a simple file containing piece counts for ZIP Codes and Carrier Routes for a Mailer ID. Mailers will then need to generate a new Facing Slip barcode (GS1-128 construct) for each bundle. This barcode must contain the Mailer ID, Serial Number (for mail identification), and Carrier Route. Carriers will be instructed to scan 1 bundle facing (not each bundle) representing the mailing being taken to the street. If mailers desire to receive visibility on mail arrival at the Delivery Unit, they can apply 99M Placards. Mailers will be able to retrieve the Facing Slip and Container scans through Interim Information Visibility. This initiative is currently under development. We appreciate this being available in March 2015.

As Informed Visibility continues to progress, we will work to ensure these initiatives are included. Through these initiatives, mailers should have the necessary visibility that enables them to gain insight on their mail at Delivery Units.

The Postal Service has suggested that it may offer a webinar as these strategies are more fully developed and can be shared with mailers.

Still no News on Exigency

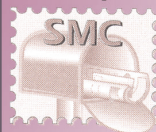
In spite of predictions that the District Court of Appeals for the DC Circuit would reach a decision on the exigency case before the end of the year, New Years came and went without a decision. The cumulative CPI for mail subject to the postal monopoly, First Class, Standard, and Periodicals, stood at approximately 1.7% as of the end of the year.

Looking Ahead

Looking ahead, the Postal Service will be heading into 2015 with a new Congress, a new PMG, and a new Chairman at the PRC. Although the Commission still has the same five Commissioners that reach the exigency decision limiting the Postal Service's 4.3% exigency increase to a temporary period, it is noteworthy that current Chairman Robert Taub was the one dissenting Commissioner that would have approved the USPS request to make the rate increase permanent. If the Circuit Court does remand any issues to the PRC for reconsideration, mailers are wondering if the change in the Chair could have any impact on what mailers will pay for postage in the years ahead.

Saturation Mailers Coalition

SMC is a coalition of saturation program mailers, including free paper publishers, shared mailers and coupon envelope mailers, who share a common interest in maintaining fair and reasonable postal rates and regulations; law and postal policies that promote a viable, competitive and customer focused Postal Service; and a positive public image and response to mailed print advertising.



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Contact David Crawford at 770 614 0588 or David.Crawford@kantarmedia.com

Saturation Mailers Coalition

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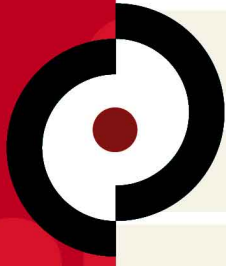
Surviving and Thriving in Interesting Times

“May you live in interesting times!” We’ve all heard this supposed “Ancient Chinese Curse.” Why are interesting times a curse? The answer lies in what makes things interesting; our interest is peaked by variety. We take little interest in things which we see every day; this is why the marketing departments of well known brands are always coming up with ways to create new versions of their products. People will notice Tide in a new package, or with a new “miracle” ingredient. So “interesting times” are by definition times of great change. We are certainly living in very interesting times.

Most people have a love/hate relationship with change. Human beings are inherently conservative; we base our actions on what has worked for us in the past. A behavior or product that has served us well in the past is seen as the safe choice for the future. This is what creates value for a brand, “I liked my Nike shoes, so I’m sure their t-shirts are great.” While we appreciate small changes, a new flavor of a product we like, a styling change in a favorite car model, we’re frightened by major changes that force us to make significant changes in our behavior. Paul Christenson of the Harvard Business School coined the term, “Disruptive Change” to describe change that shakes up an industry and/or creates new ones. Disruptive changes, such as the rise of the internet and the prevalence of smart phones, make the times we are currently living very, very, VERY INTERESTING!

The key to surviving and thriving in changing times is a careful and logical evaluation of how to use technology and products available to us to best accomplish our goals. We must constantly ask ourselves, what best serves our needs at this particular point in time. Making a decision based on a purely logical evaluation of the facts at hand is much harder than it seems. Individuals and organizations are financially and emotionally invested in their current business model. I am a good example of this; I have sold print advertising for more than three decades. I am also a dedicated reader of newspapers and magazines. These experiences make me a believer in the power of print and I am very comfortable with recommending print advertising to my clients. The danger lies in believing that my personal experience is typical; in believing that everyone living in my market interacts with media in exactly the same way. A desire to protect one’s “turf” can also make us resistant to change. I am 100% comfortable with all aspects of the print advertising business; I understand it inside, outside,

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backwards and forwards. When I enter the digital realm, I am a novice and have to feel my way through an undiscovered country. Organizations often react in similar ways. Companies, that have invested large amounts of cash in their printing facilities, are very protective of their print products.

Our industry is in a transitional period. There is still a great deal of value in our print products and I believe this will continue into the foreseeable future. Digital products are growing in importance at a rapid rate and this trend shows no sign of abating. We are at the point the movie industry was in at the end of World War II. In 1945, the film studios had dominated the entertainment industry for over five decades, virtually everyone consumed their products and the industry was immensely profitable. This dominance was challenged by the “disruptive” technology of the 1950’s, television. Initially, studio executives tried to deny the impact of TV; they felt that people would never desert their neighborhood theaters for a tiny, flickering, black and white screen. Over the next several decades, the film industry lost a huge portion of their market share to television. Some studios disappeared and the entire industry had to scale back. Eventually, they learned to adapt and to seek out new business models. Today, the film industry’s profits are not limited to ticket sales; they come from product tie-ins, video sales, branded merchandise etc. Like the film studios, the advertising industry has to learn to think in different ways, if we are to survive and thrive in this period of great change.

We must ask ourselves, “Why does our business deserve to exist? What do we give our consumers in return for their support?” I believe the answer to these questions is content and connection. We provide our readers with information that makes their lives better. We tell them what is going on in their community and what their local businesses have to offer. We also provide the local business community with a way to connect to as many local consumers as possible. Every decision we make should be based on delivering the best possible content and connecting with the maximum number of readers. We do not sell print; we do not sell digital advertising; we sell content and connection. Our job is to develop a portfolio which effectively accomplishes this objective. Sometimes this is a print product, sometimes this is a digital product; during this transitional period it is often a combination of these two products.

Recently, I helped to develop a blended product for my company. The sales manager of one of our local offices asked me to provide her team with some research to help them sell our annual bridal section. She told me that her reps

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were telling her that their customers felt the bridal tab simply didn't work. The target market for the bridal tab was women in their 20's and 30's. When I looked at the demographic profile of our print readership, I found that very few of our readers matched this target. I looked into the media usage habits of young engaged women and found that they are heavy mobile web users and also found wedding magazines informative. I also looked at the history of our bridal tab, we had produced this product for decades, but it had declined in recent years. It had lost revenue in each of the last five years and had actually lost money in the previous year. This struck me as the perfect definition of insanity, doing the same thing over and over and expecting a different result. Most of our management team attributed this poor performance to a lack of effort by our sales force. I worked with the manager to develop a blended product.

The first step we took to developing the new wedding product was to literally wipe the slate clean. We started with a blank whiteboard. In the center of the board we wrote, "Reach potential brides with the information they want and need." With this objective established, we looked at the best way we could reach our target market. Our company sells both direct mail and e-mail marketing. We contacted our list vendors and learned that they could provide us with lists of women who planned to wed in the next 18 months. We brought in one of our artists to help us design a very attractive print bridal magazine. We used this print product as the core of our marketing package for bridal advertisers. Here is what we offered our clients:

- The print magazine mailed to all of the engaged women in our core service area.
- An online "flip book" version of the print product hosted on our company website.
- Three e-mail blasts to the engaged women throughout our market featuring key advertisers and a link to "flip book" edition of Wedding Planner.
- Promotion of product and web address for "flip book" in all our print publications.

This provided a great deal of value for our bridal shops, caterers etc. Instead of publishing a product and hoping the target market would see it, we proactively delivered it directly to them. Because we targeted only the small portion of the

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market which was engaged in our core, and most affluent market, we were able to produce a much smaller number of printed magazines. This smaller print run allowed us to improve the quality of the publication to a glossy magazine format and off-set the mailing cost. The e-mail blast allowed us to directly contact every potential bride in our market and drive traffic to the online product and to our website. This product was very well accepted by the market, sales were 400% of the previous year's newsprint tab and we have had excellent feedback from our advertisers and from our readers.

I believe our blended wedding product was so successful because it was designed with the needs of the advertisers and the target market in mind. We looked at which products could best accomplish a clearly defined objective. Rather than trying to revive a product which had been created for an environment which no longer existed, we used current information to design a product which addressed the needs and concerns of our current advertisers. After the success of this product was apparent, a number of people in our organization suggested we use this model for our annual home and garden tab. This is "one size fits all" thinking and does not consider all of the variables considered in creating the wedding product. While the number of women planning to marry at any particular point in time is small, many people are interested in home improvements. This need is better served by a widely distributed print product and we are developing a print product supported by online promotion.

To survive in "interesting" times, we must learn to embrace change and to constantly look at the facts, as they are in the moment. Phrases like "tried and true," or "we've never done it that way" can be suicidal for any organization in these changing times. While these "interesting" times can be challenging and stressful, they can also be very exciting. I'll close with this thought from writer, Kathleen Norris, which sums up what we need to do to thrive far into the future, "Disconnecting from change does not recapture the past, it loses the future."

This article was written by Jim Busch of the Pittsburgh Pennysaver.

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