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## CONTENT/INDEX

### IN THIS DECEMBER ISSUE...

- 7 FROM THE TOP by John Draper  
**LOOKING BACK...LOOKING FORWARD!**
- 9 THE ONE THING by Douglas Fry  
**FOG BOUND**
- 10 PERSPECTIVE by Loren Colburn  
**WHAT DO WE HAVE TO DO DIFFERENTLY**
- 12 BUSINESS IMPROVEMENT by Dory Wilson  
**7 WAYS TO IMPROVE AND GROW YOUR BUSINESS IN 2023**
- 13 MANAGEMENT TIP by James A. Baker  
**KEEPING THE LINES OF COMMUNICATION OPEN**
- 15 DIGITAL OUTLOOK by January Spring  
**ON THE DIGITAL HORIZON**
- 16 **THE SURVEY SAYS...**
- 18 POSTAL UPDATE by Donna Hanbery  
**WHAT TO EXPECT FROM THE USPS IN 2023**
- 20 BUSINESS OUTLOOK by Kevin B. Kamen  
**PUBLICATIONS OUTLOOK FOR 2023**
- 21 **MONTHLY METRIC**
- 22 **ADDITIONAL RESOURCES**
- 25 **INTRODUCING THE ACP HEALTH PLAN**
- 26 THE LEADERSHIP INSTITUTE by Jim Busch  
**AFTER ACTION REVIEW**
- 27 AD-LIBS by John Foust  
**PUTTING THE BOSS IN AN AD**
- 28 GRAPHIC HOOKS by Ellen Hanrahan  
**HOLIDAY BORDERS**
- 29 **BUSINESS & SERVICE DIRECTORY**

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### COMING NEXT MONTH

The JANUARY *Publish* plan is to take a look into what you can look forward to at the 2023 ACP National Conference in Charlotte. As always, we will also cover the people, information and issues that are influencing the community publishing industry.



*Merry Christmas*

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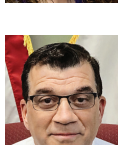
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**Audit Period: July 1, 2020 - June 30, 2021**  
**Family Magazine**

1. Audited Media Platforms		Average Net Circulation	
Print Publication	Average Net Circulation	14,292	(Print Edition)
Digital Edition	Average Net Circulation	1,415	(Digital Edition)
Website	Average Net Circulation	36,920	
Social Media	Average Net Circulation	11,480	
E-Newsletters	Average Net Circulation	4,023	
CVC Estimated Ed. 14%		2,000	
Total Digital Circulation		2,000	
Total Estimated Gross Circulation		214,600	
Total Estimated Gross Contacts		214,600	
Audited Circulation, Distribution and Net Press Averages - Print Edition		14,292	
Audited Circulation, Distribution and Net Press Averages - Digital Edition		1,415	
Audited Circulation, Distribution and Net Press Averages - Website		36,920	
Audited Circulation, Distribution and Net Press Averages - Social Media		11,480	
Audited Circulation, Distribution and Net Press Averages - E-Newsletters		4,023	

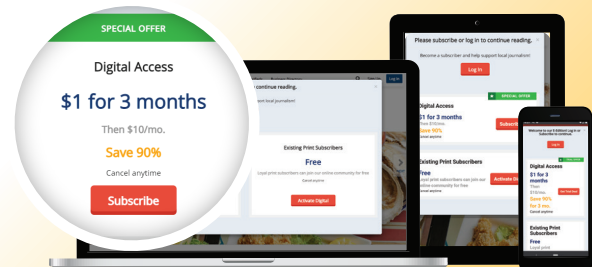
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# LOOKING BACK... LOOKING FORWARD!



BY JOHN DRAPER

I write my final “From The Top” submission trusting that over the past two years I haven’t wasted valuable space on the printed page. While not every column (not one actually) may be worthy of some editorial prize or award, I hope that at a minimum I’ve lent a voice to the topics that are important to our industry and our association. Writing this column has afforded me numerous opportunities to think about my business and consider means of improvement. I think that’s what *Publish* should do, and if just one of you has done the same, then we haven’t wasted any ink.

When I officially came into this presidency in 2021 our association was coming together anew. We worked throughout most of 2020 to merge two national free paper associations (IFPA and AFCP) into one. This hard work paid off in 2021. This was no simple task, but very few things that are worth doing come easy.

Since the merger, ACP has come a long way. We’ve built on the strengths of AFCP and IFPA while also developing new strengths and more benefits for our members. We did this with our membership always at the fore. We know that if we can help your operations, ACP will be successful and be here for the long haul. This membership focused agenda is strong and will be for years to come.

In planning for the next year(s) ahead, we recently conducted a planning session with our talented staff and board of directors. With Manuel Karem as ACP’s president, and with a dedicated board working alongside Douglas Fry, Cassey Recore, and Loren Colburn, I’m confident in saying the future looks bright. We’ve identified a number of initiatives to build on and created action plans to make them happen. Some of these have already taken root and some will be new. Regardless, we strive to create the utmost in value for your membership dollar. Thank you for putting your trust in us.

The past two years I’ve served as the president of ACP have been sometimes challenging, sometimes fun, but at all times rewarding. In a recent poll of our ACP members, an overwhelming number of you cited ‘networking’ as a key value ACP offers. I agree with this and know that my greatest rewards have come from networking with many of you.

I look forward to future networking opportunities and to serving ACP as a past-president. I’m positive there will be some challenges, some fun, and many rewards. ■

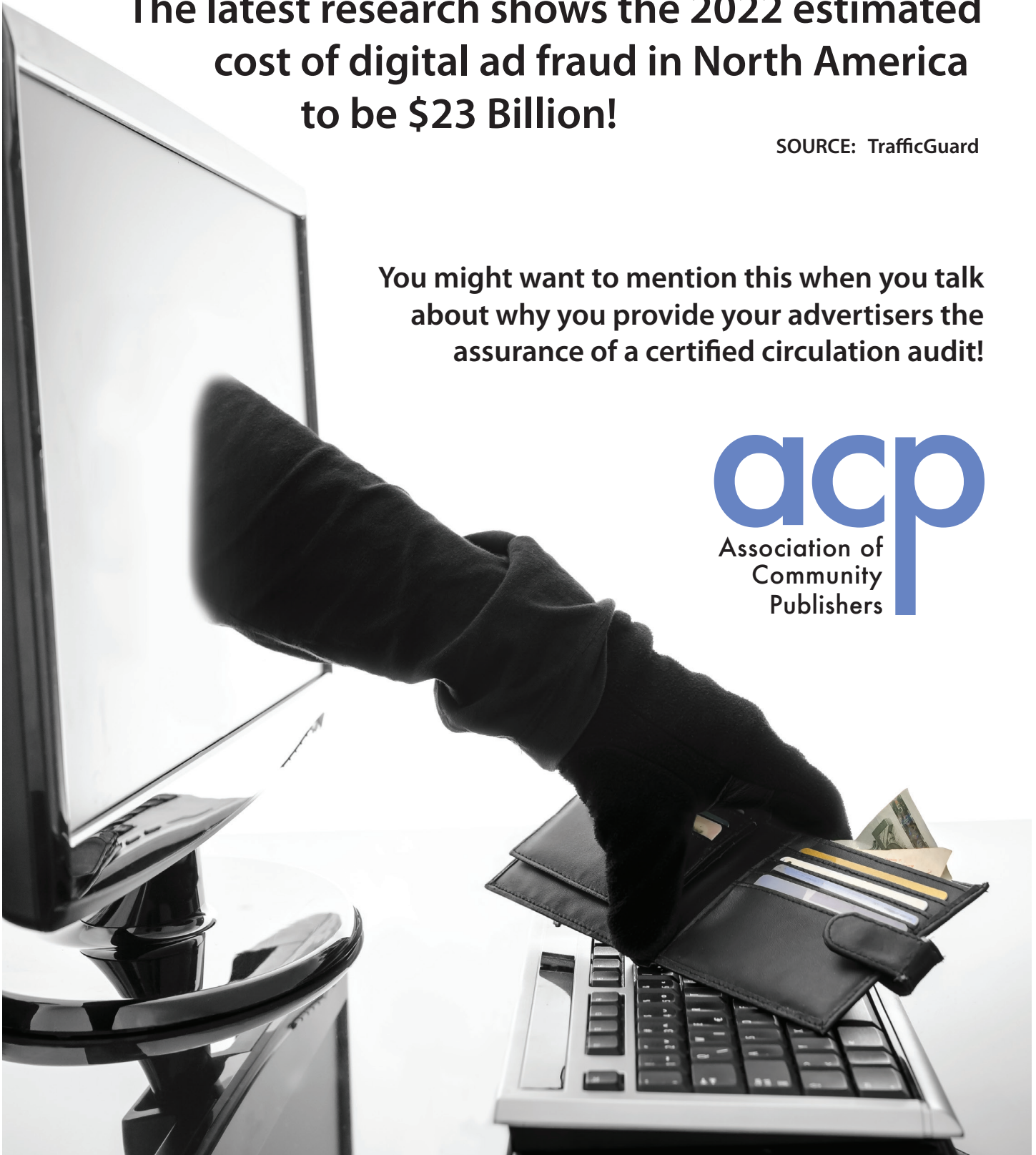
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SOURCE: TrafficGuard

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## THE ONE THING

### FOG BOUND

**R**ecently I was driving home from Charlotte, NC getting ready for the Spring 2023 Conference. Going through the mountains of North Carolina and Tennessee I hit a fog bank that reduced the whole interstate to a crawl. I couldn't see very far down the road so I turned on my flashers, like everyone else, and reduced my speed dramatically. I got through it after about 30 minutes of white knuckle driving.

That incident reminded me of another that happened while mountain climbing as a lad. Several of my friends decided we needed to climb a major summit in the skyline to the west of Seattle. The massive massif is appropriately named Mount Constance. Constance is the largest mountain to the right hand side of the rampart of peaks.

You approach the climb by first ascending an old logging road to a rather steep trail that is only 2 miles long. The bad part about the trail is that those two miles are pretty much vertical. Anyway, after doing a pull up for two miles you land in a beautiful alpine lake named Lake Constance. The naming committee must have run out of names.

After spending the night at the lake we arose at 4:00 am to tackle the mountain itself. Normally, it takes about 6 hours of climbing to get to the summit and much less time to return if you fall back down to the lake.

As we ascended the snow and rock we were engulfed in the thickest fog I have ever experienced. This turned out to be a good thing because we were just about to tackle "The Fingertip Traverse." We could have chosen the "The Terrible Traverse" but that sounded way too difficult.

The Fingertip Traverse demands that the climber jam his or her fingers into a crack in the rock and hand-over-hand across a rather exposed cliff. When there is no fog you can look between your dangling feet and see ice and rocks 3,000 feet below. But again, I was fortunate and only saw fog.

I didn't really know how treacherous that traverse was until one year later. My father and I were going up the same logging road to climb a different peak and encountered several mountain rescue people bringing down the corpses of two climbers that didn't make it around the Fingertip Traverse successfully.

Having successfully negotiated that trial the three of us kept climbing through the fog. We would surmount one obstacle peering through the fog hoping to see the top. Again and again our hopes were dashed. But we had only been climbing a few hours so we figured we still had plenty of climbing to do.

After about 4 hours we topped a pinnacle and found there was no more "Up" on the climb. We had reached the top of Mount Constance.



BY DOUGLAS FRY

We found the register which is a water-tight brass tube with a log of all the climbers that had reached the top that season. We dutifully signed the log and sealed it back up. The fog kept us unaware of how difficult or dangerous things were. I am still grateful for that fog.

Now, to bring this full circle, each of us has challenges that we work on summing. Whether it is fear of approaching that new advertiser, learning something new on the computer, dealing with a difficult employee, trials at home, health, rude politicians, whatever, sometimes we simply have to keep moving forward even if the way ahead isn't always crystal clear.

In life we don't always know where we'll find the end of a challenge or trial. We may be fog bound and feel like we can't go on until we find the "solution" or at least see the way forward. Often the only way we will ever get through is to keep on climbing. It may feel like you are hanging on by your fingers but my experience is that the best way to succeed is simply keep on going. As Theodore Roosevelt said, "Believe you can and you're halfway there." Even through the fog. ■



BY LOREN COLBURN

**I**t's hard to believe we are approaching the year 2023! It seems like just yesterday we were worrying about how the Y2K problems were going to impact our computers, equipment and infrastructure. Shortly thereafter, we managed our way through 9/11's impact on our businesses, our country and our lives. The next few years included hurricane Katrina (2005), the introduction of the iPhone (2007), the search for Osama bin Ladin (2001-2011), the Russian invasion of Ukraine (2014-2022) and an ongoing global pandemic that began in 2019!

This review of the top news items from recent years raises the question, why is it that we let so much negativity dominate the news we consume every day? Scientist will say that negative news evokes significantly stronger psychophysiological reactions than positive news. That causes people to give more importance to negative information than positive, referred to as the negativity bias!

Is there a price we pay for this drumbeat of negative information that drives our negative thought processes? There most certainly is! A search of the impacts of negative thinking on people turned up the following from Achieve Medical:

Side effects of negative thinking on our mind body and spirit:

- A decrease in the speed our brain processes information
- Finding solutions becomes difficult
- Creative thinking is impaired
- Activity in the cerebellum is decreased – positive feelings are impaired

## WHAT DO WE HAVE TO DO DIFFERENTLY?

- Mood, memory, and impulse control are affected

A review of the topics that dominate many of the discussions within our industry may indicate our own negative bias. The quality of our sales applicants, the lack of applicants in general, the impact of digital on print, the impact of online purchasing on our local businesses, etc., etc. Not to say that these issues are not real or important or need to be addressed. They are negative situations that require positive actions to overcome.

My point in all of this is rather than let negativity control our thinking in 2023, how much farther ahead will we be in 2024 if we focus on turning negative thoughts into positive actions for an entire year? We know from history that problems will continue to present themselves throughout 2023, just like every year before it. All I ask is when we encounter any problems in 2023, our first thought needs to change from dwelling on the problem to asking the critical question, "what do we have to do differently to prevent this from happening in the future?"

If our concentration and energy is directed at solutions to problems as we encounter them, we will improve our situation one step at a time. The solutions may not be immediate or without cost, but the focus needs to be on overcoming or avoiding the problem. As problems are reduced by the impact of our actions, business results can't help but improve. Not to mention that the positive impacts to your mental and physical wellbeing will be one of the added benefits of this year long "problem-solving therapy".

Now you may be reading this and thinking, "the problems I'm facing don't have solutions within my control!" Sure they do, you just need to look at it from a different direction. Let's take the "I can't get young people to be interested or apply for open positions at our company" problem

that we commonly hear throughout the industry. Does that mean there is a problem with Millennials as employees? Or is it that your company is not positioning itself to offer them what they are looking for?

According to generational experts\*, here are the top reasons millennials chose to work for their current organization:

- **39%** – Good work/life balance
- **29%** – Learning and development opportunities
- **27%** – High salary or financial benefits
- **26%** – Derive a sense of meaning from my work
- **24%** – Opportunities to progress
- **23%** – Positive workplace culture
- **21%** – Flexible working model

That means to attract the largest group in that generation, you need to accommodate the high importance for work-life balance and the option of flexible scheduling to play into that need. By placing the focus on specific tasks and their completion timing targets – millennials will be attracted by their ability to determine how to mesh home and work to best meet the objectives for both. This one will require some "out-of-the-box" thinking and planning to make sure work assignments are scheduled and completed when needed. By avoiding the "that's not the way we do it around here" roadblock, you will provide a major opening for a solution to this problem. That millennial may want to work four 10-hour days to be able to have a 3-day weekend every week. If the work is good and done when needed, why not?

The second priority for millennials is the opportunity to learn and grow professionally. ACP has your back on this one by providing the resources for members to accommodate this need to potential candidates. With the educational options provided within Power Sales University (PSU) and The



## PERSPECTIVE

Leadership Institute (TLI) combined with the professional exposure and training on a national stage with the Rising Star program, publications can offer plenty to support this millennial requirement. The thing publications must do is build these opportunities into the recruiting plans and materials. Candidates need to be presented this information at the first interview as part of the recruiting process to make them aware of the significant and

unique opportunities your company holds for their career growth.

Remember, the key is focusing on “what do we have to do differently to prevent this from happening in the future”. This potential solution to attracting millennial employees will probably dictate that the company to do things a little differently, but if the talent pool increases from these changes then the problem will be solved and the company stronger going forward. The solu-

tion itself was relatively cost neutral since the outside resources are already provided as part of your membership to ACP. The hardest part of the change becomes accepting that there may be a different way of doing things that may be important to others even though it may not seem necessary to you.

In looking back over this article, I have identified a problem and a solution that I will help ACP tackle in 2023. The problem is members don't promote the benefits of the educational and professional opportunities offered as part of the company's ACP membership to their staff and potential new hires. The solution will be for ACP to develop a one-sheet that members can apply their logo to and distribute to their employees and recruits that outlines the benefits of being employed by an ACP member company. Hopefully that will be the first of many steps in making 2023 a year of positive thinking, problem solutions and media buyers proclaiming “if it's free, buy it!” ■

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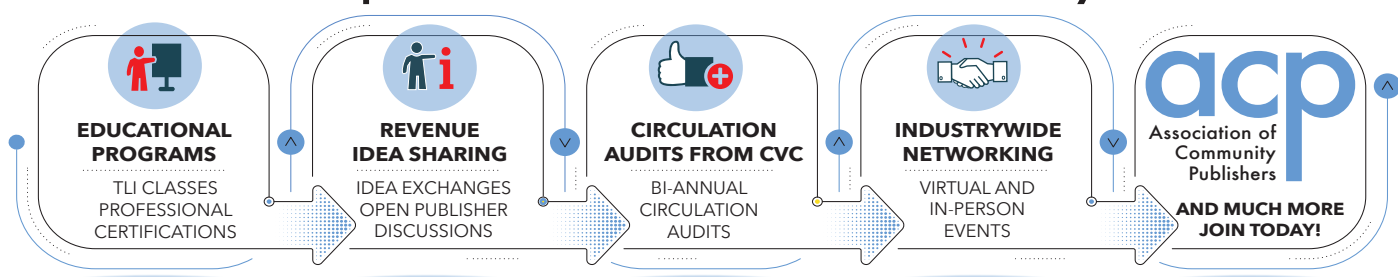
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# 7 WAYS TO IMPROVE AND GROW YOUR BUSINESS IN 2023

BY DORY WILSON

A business is like a plant – it needs the right conditions to grow. It also needs the right care and attention. If you want your business to thrive in 2023, you need to create the right conditions and give it the right care and attention. This blog post will show you seven ways to make your business better and help it grow. With the right approach, you can make your business more successful than ever before.

## 1. REVIEW YOUR BUSINESS GOALS

The first step to making your business better is to review your goals. What did you want to achieve when you started your business? Are you still on track to achieve those goals? If not, why not? It's essential to keep your goals in mind and make sure you're still working towards them. Otherwise, you'll lose focus, and your business will suffer.

You should review your goals regularly, so you can make sure you're still on track. You may need to adjust your goals as your business grows and changes. But as long as you keep them in mind, you'll be able to stay focused and achieve them.

## 2. IMPROVE YOUR MARKETING

Your marketing is the key to attracting new customers and growing your business. If you're not happy with your current marketing strategy, now is the time to make some changes. One of the most effective ways to market your business is to use digital marketing. This includes things like search engine optimization (SEO), social media marketing, and email marketing.

For example, if you're in the home care business, you should focus on SEO keywords that aging adults are searching for, such as "home care services near me." You can create social media posts that target your audience and use email marketing to stay in touch

with your customers. You can also hire home care digital marketing services to help you with your marketing strategy.

## 3. FOCUS ON CUSTOMER SERVICE

Your customers are the key to your success. If you don't provide them with great customer service, they'll take their business elsewhere. Make sure you're doing everything you can to give your customers the best possible experience.

This includes things like responding to customer questions quickly, providing them with helpful information, and following up with them after they've used your services.

## 4. TRAIN YOUR EMPLOYEES WELL

One of the most important investments you can make in your business is training your employees well. When your staff is knowledgeable and skilled, they can provide better service to your customers and help contribute to your bottom line.

Investing in employee training can be as simple as sending them to workshops or industry conferences, or providing on-the-job training to help them develop new skills. You can also create an employee development program within your company to ensure that everyone has the opportunity to grow and improve their abilities.

## 5. STAY UP-TO-DATE WITH INDUSTRY TRENDS

Keeping up with industry trends is essential for any business, no matter what business you're in. By being aware of the latest trends, you can make sure your products and services are current and relevant. You can also use trends to your advantage by being one of the first businesses to offer something new to your customers.

There are a few different ways you can stay up-to-date with industry trends. You can read industry publications, attend trade shows and con-

ferences, and follow influencers and thought leaders on social media.

## 6. INVEST IN TECHNOLOGY

Technology can help you streamline your operations and make your business more efficient. It can also help you reach new customers and markets. If you're not investing in technology, you're falling behind your competitors.

You don't have to break the bank to invest in technology. There are plenty of affordable options available, such as cloud-based software and mobile apps. You can also use social media and other digital platforms to reach new customers.

## 7. BUILD PARTNERSHIPS

Partnerships are a great way to grow your business. By partnering with other businesses, you can tap into new markets and reach more customers. You can also save money on things like marketing and advertising.

When choosing partners, look for businesses that complement your own. For example, if you're a cleaning company, you could partner with a cleaning products company. If you're a clothing company, you could partner with a retailer.

There you go! These are just a few of the many ways you can improve your business in 2023. By implementing these tips, you'll be well on your way to a more successful year. ■

*About the author: Dory Wilson is a talent development leader experienced in global learning initiatives, technology implementation, system administration, compliance training, and vendor selection. Founder of Your Office Mom, specializing in workshops, career coaching and work advice for the up-and-coming young professional crowd.*

Original article: <https://www.yourofficemom.com/blog-2/2022/7-ways-to-improve-and-grow-your-business-in-2023>

# KEEPING THE LINES OF COMMUNICATION OPEN

BY JAMES A. BAKER – FOUNDER: BAKER COMMUNICATIONS  
Author of *The Anger Busting Workbook*, newly released by Bayou Publishing

**A**s a manager, you probably already know that effective communication is a critical management skill. Without clear and timely feedback from management, employees have no direction and little motivation. Let your direct reports know how they're doing. If their performance needs improvement, tell them. If they're doing a great job, tell them. Believe it or not, they really want to know what you think! Remember that in order to have engaged employees, you must be an engaged manager. Never try to run your team on autopilot.

The flip side of this equation is listening to feedback from your reports. The first reaction of many managers to employee feedback is to become defensive or impatient. When your reports have something to tell you, try not to dismiss it as complaining, whining, passing the buck, or making excuses. Nobody knows what is happening on the ground better than your employees, and their input should be given due consideration.

Here are five keys to ensuring that your lines of communication stay open and that you and your employees stay clued in:

**1. TIMELY:** Give feedback immediately. Prompt, timely communication is far more effective than saving up your comments for the performance review. Let your employees know where they stand and where they need to go before they get too far down the path. They will appreciate the direction.

It's not a bad idea to actively seek immediate feedback from employees, either. Find out what they think about how that meeting went, or ask how things are progressing on their current project. Not only will they ap-

preciate your interest, but sometimes you will find out important information that would otherwise have been withheld, hopefully in time to do something about it.

**2. EMPATHETIC:** Don't attack. If your employees feel jumped on they will only become defensive. They will be more focused on arguing with your points than listening to what you are saying. You want your feedback absorbed, not deflected. Assume that their intentions are good and frame your comments to reflect that belief. Likewise, if your employees have something to tell you, avoid becoming defensive yourself! Managing effectively often involves being sensitive to the emotions of others while mitigating your own emotional response. To the best of your ability, absorb their input rather than resisting it.

**3. DETAILED:** When giving feedback, be specific. An observation about a specific situation is far more useful to your employees than a vague generalization. Sweeping statements like "You aren't trying hard enough" are not effective feedback. That statement is not actionable. The employee can do more with specifics: "You didn't make quota last month; you needed to make five more calls each week." Now the employee knows exactly what to do.

By the same token, ask for specifics when you're getting information from your reports. Vague generalizations are not helpful to anyone. Get the details you need to act on the information.

**4. GOAL-ORIENTED:** Have a goal, and set a goal. There needs to be a purpose to your feedback besides making someone feel good or

bad. If the feedback is positive, use it to reinforce behaviors and spur even greater performance. If your report isn't making the grade, let them know where you want them to improve, how much, and how quickly. Give them something to shoot for.

When receiving feedback from others, ask for suggestions on how to make improvements. And of course, always be sure to set goals for yourself!

**5. USEFUL:** Keep in mind that the purpose of communication is to exchange information. Carefully consider what information would be most useful for your employees to have. What do they need to know in order to respond appropriately and act in ways that will benefit the business?

When receiving feedback, treat it as potentially useful information as well. What insights have you received? What can you take away from their input?

Remember to summarize and to question for understanding. When you're the sender of the message, seek confirmation that they understand what you're saying. As the receiver, paraphrase their comments and ask if your understanding is correct. Confirming a mutual understanding of the message is the key to ensuring that communication has actually taken place.

Communication is vitally important to the job of a manager and to fostering employee engagement. Build and maintain a team culture where feedback is openly given and received, and you will keep those important lines of communication open. Sharing information will help your team and your business operate more effectively, more efficiently, and more profitably. ■

## PUBLICATIONS LISTED FOR SALE

### KAMEN & CO. GROUP SERVICES, LLC

516-379-2797

info@kamengroup.com

www.kamengroup.com

Please contact our New York office for an NDA.  
This is a partial listing of titles we have available for purchase.  
Need to have your publications financially valued correctly?  
Want to sell your title? Contact our firm confidentially.

Florida free distribution Senior Magazine with massive circulation from Palm Beach to Fort Lauderdale to Miami. Published decades; aligned with boomer expos, symposiums, and festivals. Inserted into 17,000 copies of Miami Herald monthly. Wonderful social media platforms in play!

Northern California rural area adjudicated weekly 100-year community newspaper. Attractive gem of a title w/inserts & loyal readership. Fabulous steady growth w/\$500k in annual sales. Great digital platforms; borders Oregon. Wonderful rural part of the country with clean air, water, and no traffic! Building/office available for purchase.

Iowa based National Horse Magazine created in 1964. Distribution across the USA & in 14 countries. Profitable subscriber-driven title with in-depth features, best-show results, and vet & legal advice focusing on the heavy horse and mule population. **UNDER CONTRACT**

Georgia Lake Country award-winning weekly paid broadsheet community newspapers with additional glossy regional niche magazines. A fantastic growing region within Georgia!

Florida healthcare advertorial newspaper with testimonials. Established in 1987 and circulated to nearly 900,000 via mail and bulk distribution quarterly. **UNDER CONTRACT**

B2B Ohio construction, realty, architecture glossy Magazine in business 75 years. **SOLD**

North Carolina regional glossy attractive lifestyle Magazine started in 2005. Major market saturation; solid growth potential. **SOLD**

**KAMEN & CO IS PROUD TO BE THE EXPERT MEDIA FINANCIAL RESOURCE FOR FORBES 400 LIST OF AMERICAS RICHEST PEOPLE. 2015-2023**



january Spring

FRESH AIR FOR  
DIGITAL MARKETING

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Programmatic Audio**

*We work exclusively with publishers  
to help you take digital to market.*

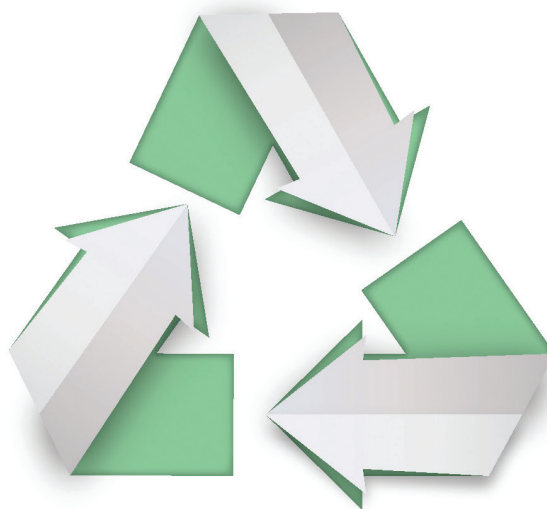
- ✓ New digital revenue in 90 days
- ✓ Full back-office support
- ✓ Proven go-to-market approach
- ✓ Sales execution
- ✓ Real-time reporting

*Programmatic Display, Streaming TV and Audio,  
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**JanuarySpring.com**

# PAPER REVOLUTION

In the U.S., over 66% of paper products - like the printed publication you're reading right now - is recycled into new products, one of the highest recycling rates of any material in the country.



Discover the story of paper  
[www.lovepaperna.org](http://www.lovepaperna.org)



Sources: American Forest and Paper Association, 2019  
U.S. Environmental Protection Agency, 2017

## ON THE DIGITAL HORIZON

BY JANUARY SPRING

Change is something you can always count on with digital. That's why our partners rely on us to help guide them through the ever-changing maze of digital revenue.

There's a need for local businesses to have a holistic digital + brick-and-mortar marketing approach, as well as a need to use social media as a means of research rather than solely a purchasing channel. The importance of channel diversity is high these days; your audience visits multiple channels, so frequency and variety of channels is of the highest regard. Think of your own habits. You may see an ad or image in Instagram that sparks an idea for your kitchen remodel. That week, while you are watching the game on TV, you may be looking at house blogs to find additional inspiration. Later you will hit up Google on your phone to read reviews and see who in your market could help with your inspiration. All those channels, and the advertising you see within them, are opportunities to influence a purchase decision.

Let's talk strategy for what's to come.

To start, video is here to stay... so build your strategy and embrace it now. We are seeing an influx in video amongst paid social, programmatic, and more streaming TV advertising being sold. Hulu just announced they will make



ad space on streaming TV available to all advertisers regardless of size. At January Spring, we see how important these assets are which is why we continue to add to our video advertising inventory. YouTube is our latest addition.

Apart from building a video strategy, you should also tout your audience and sell the value of reaching that audience. As an ad agency, we help publishers sell their audience first. This is done using pixels, powered by cookies. To define it simply, cookies are a file that a browser uses to be able to have identifiers or information about someone's visit to a page. It's a little piece of code used to provide insight about someone's online actions.

We refer to these files in the industry as an ID because it's a piece of information used to reveal information about an individual, in correlation to their electronic device and how they choose to use it, therefore, allowing us to pinpoint who our audience

is and keep that for future reference. Note, this is not personal information such as your name, but rather a random string of numbers that identifies the devices you use.

You may have heard talk about a cookie-less future arriving in the next few years and we are here to put your stress to rest for a few reasons. While this industry's change is inevitable, it is not going to morph completely that this change leaves everyone in the dust with no data. Cookies, but more so their sole purpose, are not disappearing. There is a continuing monopolist fight over who houses the data. So, you don't have to fear losing cookies right now for two reasons: the exit is slow and the solutions (like going back to first party data, contextual targeting and cross-device targeting) are arising with more innovation than ever.

Advertisers buy your media because they want your audience, hence why all this is so important! Our

foundational steps in audience selling include the publisher site retargeting (using pixelated audience), device ID targeting via your newsletter list, and addressable geofencing, leveraging your physical mailing list. Email to device ID targeting is the conversion of your email list into device identifiers to be used within programmatic and paid social campaigns. Addressable geofencing helps with the creation of a custom 1<sup>st</sup> party audience.

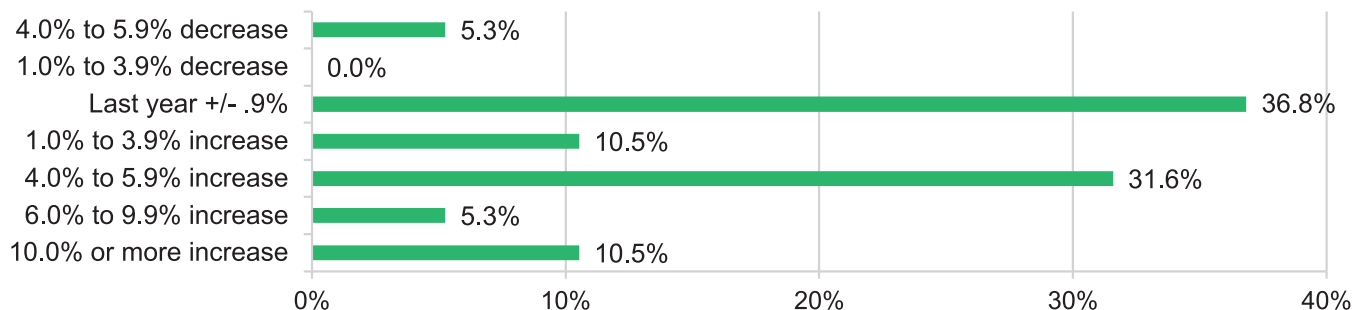
You should also know that advertising customers are getting more comfortable with longer advertising contracts (six months +), even with a recession looming. Sales reps tend to sell what they think an advertiser will buy versus what the business has likely budgeted for marketing and advertising. This is in large because the marketing budget is oftentimes misallocated for the business's goals. Although 2% of revenue is the national average for small business spend on marketing, we see that those who are serious about marketing spend 5% and those who market aggressively spend 10% of their revenue.

The importance of video, owning your audience, and maintaining worthwhile contracts are important in this realm of business. Stay connected with January Spring as we continue to look ahead at what the future of advertising holds. ■

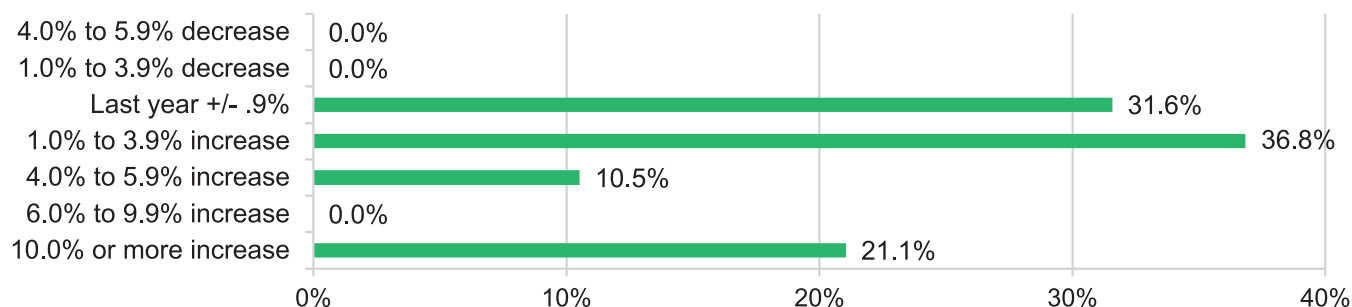
# THE SURVEY SAYS...



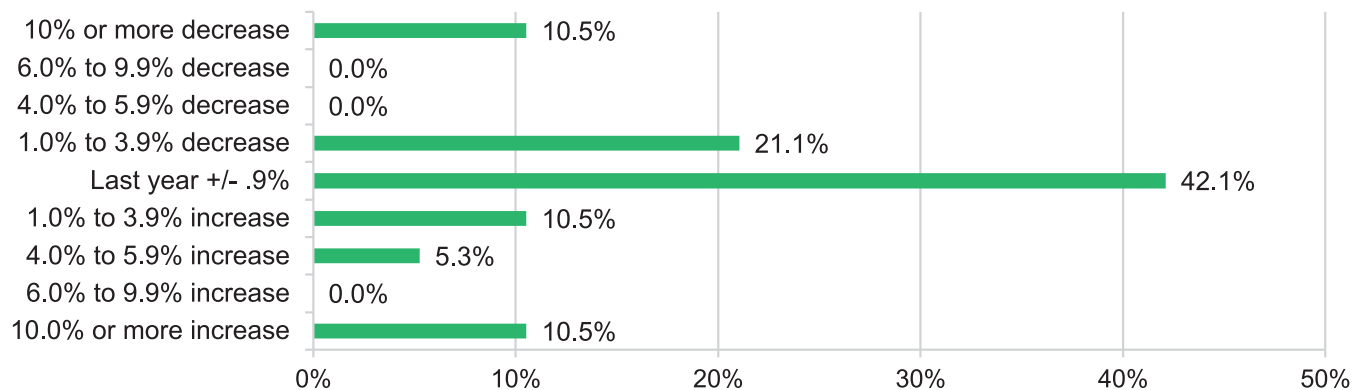
## What is your forecast for display sales growth in 2023?



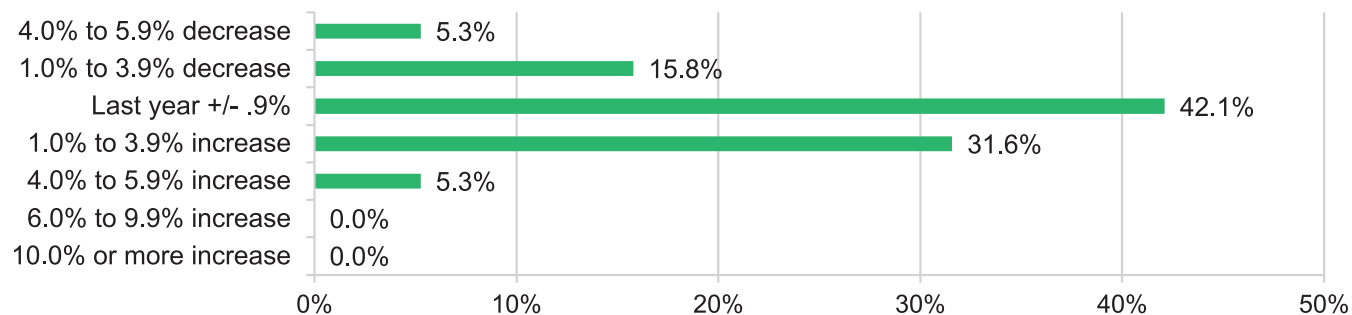
## What is your forecast for digital products sales growth in 2023?



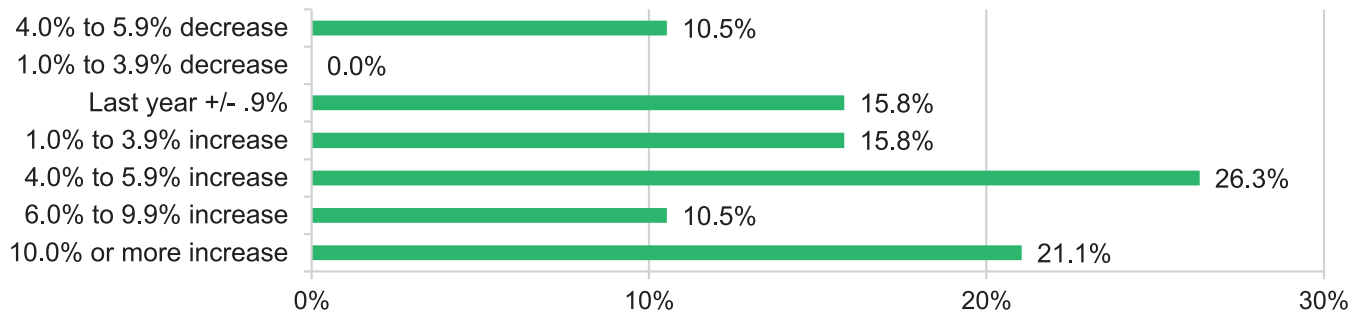
## What is your forecast for insert sales growth in 2023?



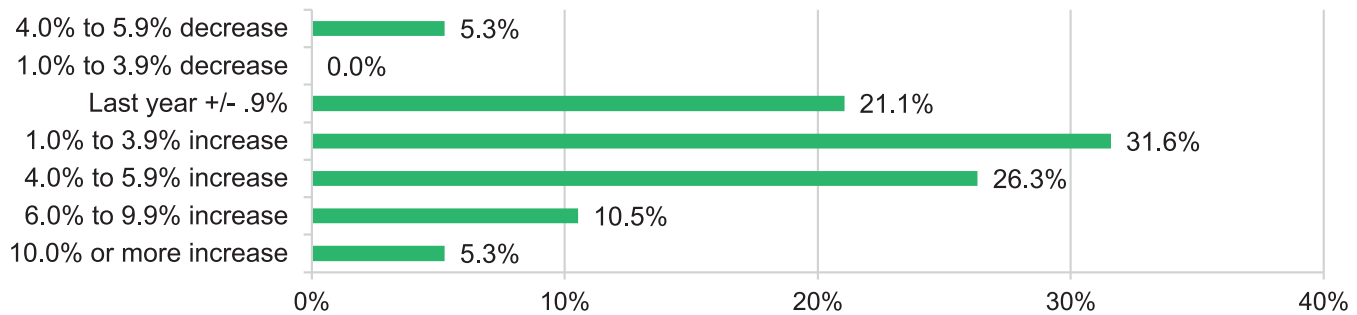
## What is your forecast for classified sales growth in 2023?



### What is your forecast for special promotions sales growth in 2023?

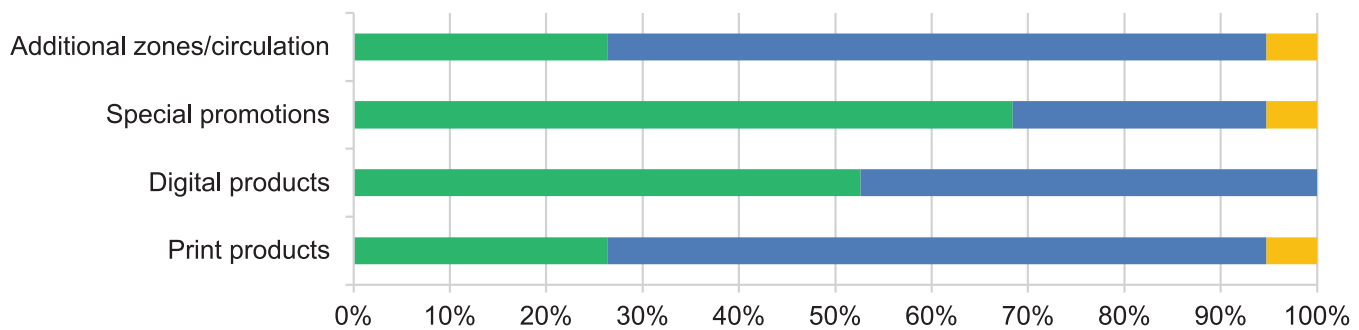


### What is your forecast for combined publications sales in 2023?



### Do you plan on any changes in the following product offerings in 2023?

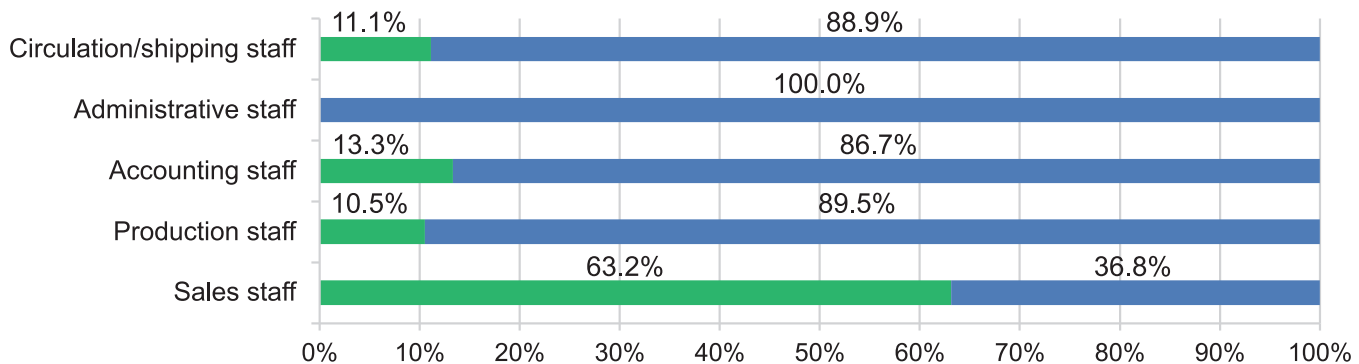
■ Adding more ■ Staying the same ■ Offering less



### Do you anticipate any staff size changes in 2023?

(Reduce Staff did not receive any responses!)

■ Increase staff ■ Maintain current staffing ■ Reduce staff



# WHAT TO EXPECT FROM THE USPS IN 2023

## PRAYERS – PREDICTIONS AND PROMOTIONS

BY DONNA HANBERY, EXECUTIVE DIRECTOR SMC

**L**ike death and taxes, one thing mailers can count on from the Postal Service in 2023 is the likelihood that mailers will see two price changes. The first change will take place in January, and already was filed for approval with the Postal Regulatory Commission. For publishers that use saturation mail for their free papers, the rate increase was less than the average USPS rate increase of 4.2%. For publishers that are bringing their saturation mail directly to the DDU, the increase was 2.3% for mail that qualifies for the five digit container discount. For publishers that have been using detached marketing labels with their pieces, another steep increase was included. The DML went up a full cent, to be 9 cents a card.

Next year's midyear increase is likely to be announced in April, for a July implementation date. The midyear increase will include a combination of the previous six months cost of living (CPI) increase, along with any increase relating to "lost density". The current rules for ratemaking allow the Postal Service to increase prices when it demonstrates a reduction in mail volume. With election mail volumes, and the cost savings the USPS saw through passage of postal reform, we would hope the density adder authority is minimal.

The fall filing did include promotions for 2023. The Postal Service eliminated its Mobile Shopping Promotion as a separate promotion, combining it with the Emerging and Advanced Technology promotion. That promotion will run for seven months from May 1 until November 30. There is a tiered discount for this promo-

tion, which is driven by the complexity of the technology employed. The promotion can be increased to as great as 3 or 4% depending on the complexity of the technology used.

Another promotion that marketing mailers can seek to qualify for is the Tactile, Sensory and Interactive (TSI) Engagement promotion. This promotion runs from February 1 until July 31. The potential discount is as great as 5%. Historically, saturation mailers have not found it cost effective or technically feasible to print and produce pieces that qualified for this promotion. But the higher discount, combined with new qualifying techniques like applying a scent to the outside of the mail piece, could make this promotion technology worth exploring. SMC is grateful for the work of some of our steering committee members, and ACP members and industry leaders, for sharing promotion copy and technology that were developed and shared with the free paper industry with our members. The final details on promotion requirements should be available on the Postal Service's website, Postal Pro, before the end of the year and after the Postal Regulatory Commission approves the October price filing.

On the "pray and be positive" front, SMC has been advocating for the Postal Service to create a new product and shared mail postal rate design for saturation shared mail (Marriage Mail pieces) that are lighter weight. For decades, I have been meeting with representatives of the Postal Service, along with SMC members and free paper publishers in sessions at annual association conferences, to talk about the challenges of

the shared mail industry. Free paper publishers, like coupon magazines and envelopes, and shared mailers, work to attract multiple advertisers to be in a mailing piece that the mailer prints, prepares, and sends to the Postal Service on a stated frequency. With postal rates and printing costs soaring, mailers with lighter weight pieces have struggled to make enough money to stay in the mail. We have repeatedly told the Postal Service that it could attract and retain volumes and revenue, including many free papers that have developed their own delivery forces, or have switched to demand or digital advertising, if they offered a lower rate for saturation shared mail/Marriage Mail products.

The Postal Service is always afraid that any deal it gives to one mailer, will result in everyone taking advantage and the Postal Service losing money. They are suspect of any discount that helps retain or attract mail as potentially giving away money the Postal Service would get "anyhow". We have been making the case, and many of you have helped provide me with statistics, to show how mailers of lightweight pieces have had to leave the mail or convert portions of their market to alternate delivery. In addition to cutting frequency, zones, or pulling out of the mail altogether, we have shown that advertisers are reducing page count, circulars are harder to come by, and that packages weights have generally declined across the full spectrum of shared mailing whether free papers, shared mail packages, or coupons.

The idea I have been presenting, that now seems to be gaining traction

and interest with the Postal Service, would be a lower, different rate, for qualified “Marriage Mailers” that can show the following:

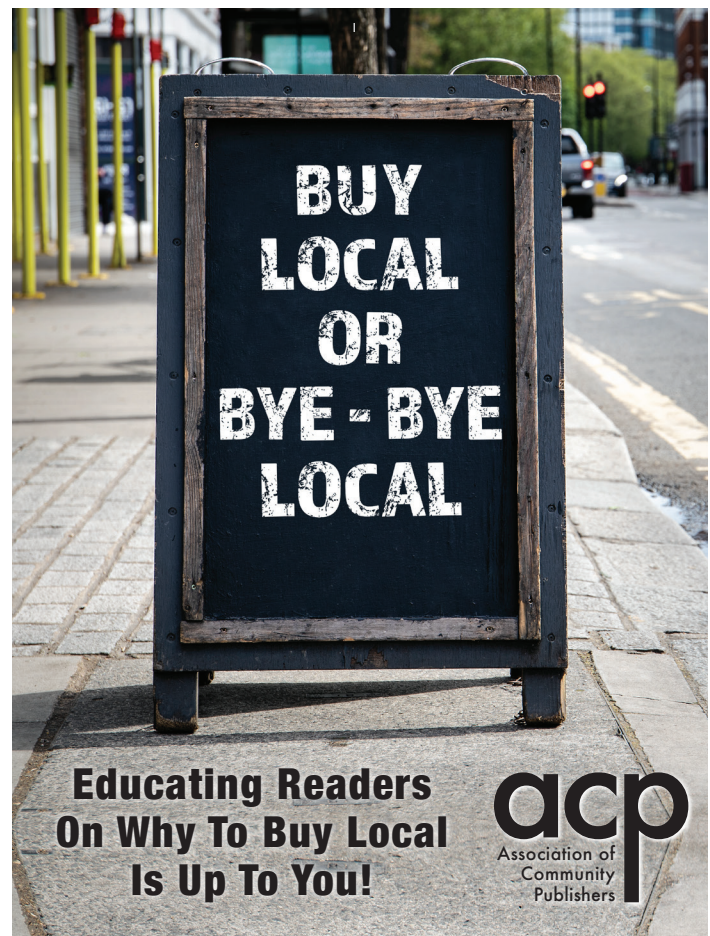
1. A published and stated frequency at least ten times a year.
2. The Postal Service does not want mail service providers, or consolidators, to simply combine solo mailings together, and get a better deal. A true marriage mailer, like a genuine free paper publisher, is actively selling businesses to buy ads on ROP space, in the paper, or submitting an insert, to the paper. To qualify, a minimum number of advertisers would have to be in the marriage mail piece.
3. I have always stressed that the Postal Service must “do no harm”. Although we need and want a lower rate for lighter weight pieces, the Postal Service cannot do this at the expense of other mailers or heavier shared mail pieces.

“The current rules for ratemaking allow the Postal Service to increase prices when it demonstrates a reduction in mail volume. With election mail volumes, and the cost savings the USPS saw through passage of postal reform, we would hope the density adder authority is minimal.

Any heavier shared mail piece or paper would have to have the same rates it would have under the current rate structure. I have been educating the right people at the Postal Service that shared mail programs have a spectrum of advertisers and weight profiles often very across any mailing. Some areas are “heavier” and make more money. Some frequencies are also challenging. The incentive for the Postal Service to lower the rate and change the rate design for lighter weight pieces

has to be keeping profitable, high contribution, and consumer valued marriage mail programs in the mail, and encourage them to grow. The USPS can’t lower rates for lighter pieces at the expense or disadvantage of heavier Marriage mail pieces.

I will share with ACP members any developments or progress we achieve in the year ahead. Who knows, maybe I will even see some of you in person with updates at the “in person” ACP conference scheduled in Charlotte for May 2023. ■



# PUBLICATIONS OUTLOOK FOR 2023

BY KEVIN B. KAMEN, KAMEN & CO GROUP SERVICES, LLC

I am bullish on publishing as 2023 nears. At Kamen & Co Group Services, LLC, we have never been busier financially valuing and selling media properties across the country. I am proud to share with you that we sold or have reached terms to shortly close on assorted publishing assets in Raleigh, NC, Cleveland, Ohio, Orlando, Florida, Long Island, NY, Scottsdale, Arizona, Manhattan, NY, Tampa, Florida, Washington, DC, Waverly, Iowa, Las Vegas, Nevada, St Louis, Missouri, Chicago, Illinois, Denver, Colorado, Kansas City, Missouri, Minneapolis, Minnesota and Pittsburgh, Pennsylvania. This would never have happened if the print and digital trade was not on an upswing. Investors believe in communication tools online and in print mode and every single publishing entity – provided it is well-operated and profitable – is going up in value each month. Multiples are running high. Most, not all, publications have sold for a bit more than what they have recently been appraised at primarily because each title has had assorted offers and the sales were competitive. Buyers are seeking efficient operations that are staffed and ready for growth. It is a wonderful time to own a publication and if necessary, market it for sale.

Even with skyrocketing inflation at 8.20%, mortgage rates at 7.08% on the average for a 30-year loan, up from 6.94% a few weeks back, and the fact mortgage rates have escalated by 3.6 percentage points since January, I believe the publishing sector, both online and in print will see its margins grow in 2023. The Consumer Index has risen 8.2 percent year over year. The index for all

items less food and energy increased by 0.6 percent in the past six weeks. Yes, these numbers are all high and reflect a tough time ahead but business is growing within the medical and healthcare trades – as well as in the digital, electronic, and transportation markets.

The supply chain for distributing baby formula, paper to printers, furniture, equipment, groceries, and so much more will be a bit better in 2023 but at a higher cost to all because of the difficulties with Russia fighting Ukraine as well as the Iranian and Middle East issues that seem to be endless on the world front 24/7/365. Clearly, what happens across the globe has definitive consequences for all of us and not only at the gas pump. Home energy and heating fuel is now on average \$5.21 per gallon on Long Island and going up each week. Finding quality trained staff to run plants and facilities is hard to come by. With crime as high as it is and Covid still around, many have decided to stay home and seek remote work – also causing havoc and impacting the supply chain, workforce, and economy. Try to tap into the unemployed or underemployed workforce out there. Take advantage of all the untapped resources and talent you can gobble up. Develop a plan to hire, train and sustain a game-winning team. Recreate your workforce and methodology for developing talent. It is the perfect time to do so. Think out of the box and be aggressive. Create online workshops and training programs. Hold a staffing seminar or open house in an area that has been hit hard by either environmental disaster or economic downturn. Reach far and beyond for

excellence. Ask your local politicians to help you spread the word; they will be most happy to assist you.

In the end, if you own a publication be certain to be hands-on and treat your staff with respect and decency. Your staff brings added value to your operation. They are an asset! Many within the industry have suffered great losses during Covid and have taken a step or two backward. Be compassionate and understanding. Reflect on how fortunate you are to have what you own and realize many others are less fortunate. Reward loyalty and attentiveness. Always remember that your staff is what makes your publishing company special and profitable. Wake up and take notice that your trained team is working every day to bring honor and financial rewards to you and compensate your staff justly. Be fair and equitable and treat everyone with dignity. Do not think for a second that you can do it all on your own. You might think you can succeed without help but it would be quite difficult to do so. Ask your team for feedback and advice. Listen to them and make each team player feel important – because they are!

Be bold, creative, and think large in 2023. Keep laser-focused on efficiency and on all competition. It matters. Discover the value of your business, build a game-winning strategic-growth plan and never stop contributing to your overall business infrastructure. Educate staff and send them to seminars and training. Keep improving. Stay in your lane and bring in experts when called upon. No person knows everything.

Wishing you the best year ahead ever! ■



## INCREMENTAL COST CALCULATION

**I**ncremental costs are the costs associated with manufacturing one more unit or the next larger unit. In the publishing world, that is most commonly the cost of adding and additional 4-page increment for tabloids or 8-page increment for magazines.

Calculating incremental costs consists of identifying the variable costs that will fluctuate with the increased unit but excluding those fixed costs that are static in spite of the change. Here is a simple break down example of this calculation.

14" tabloid, standard newsprint, 10,000 copies, process color every page, delivered by the USPS (marketing mail, saturation, DDU entry), outsourced printing

Associated Direct Costs – 20 pg.: weight – 1.8 oz.	Printing = \$2,549 Postage = \$1,810
<b>Total = \$4,359</b>	

Associated Direct Cost – 24 pg.: weight – 2.2 oz.	Printing = \$2,799 Postage = \$1,810
<b>Total = \$4,609</b>	

***Incremental cost of increasing  
from 20 page to 24 page = \$250***

Fixed costs of utilities, staff, taxes, etc. are not included as they will not change if the publication increases by 4 pages. The caution here is to note this incremental cost is specific to this particular size change. If the change had gone past the weight threshold of 4.0 oz with the USPS, the post increase would come into play as shown with the next example.

Associated Direct Costs – 44 pg.: weight – 4.0 oz.	Printing = \$5,348 Postage = \$1,810
<b>Total = \$7,158</b>	

Associated Direct Cost – 48 pg.: weight – 4.4 oz.	Printing = \$5,598 Postage = \$1,895
<b>Total = \$7,493</b>	

***Incremental cost of increasing  
from 44 page to 48 page = \$ 335***

The important aspect of identifying true incremental cost is to make sure you only include expenses that will change only due to the increased increment. This is more complicated with in-house printing where you would need to identify the actual cost of plates, ink and paper that will be consumed due to the change. (The printing prices are estimates used for illustration only.) ■

# ADDITIONAL RESOURCES

## Nav – Blog Article

### 10 Goals to Set for Your Business in 2023

By Jennifer Lobb

Although there is no “earth shattering” items on this list, they are all solid steps toward building success in 2023. A solid mix of personal and business focused goals we can all play close attention to.



## Revela Group – Blog Article

### Get Sh!t Done: How to Hold Yourself Accountable

Revela Blog Article

Simple and common sense approach to holding yourself accountable going forward. Covers how to identify your own procrastination signs so you don't let yourself position for failure.



## PowerDMS – Article

### 5 Ways to Increase Accountability in the Workplace

Accountability in the workplace is much harder to accomplish than many think. These five steps offer a way to weave accountability into your company culture without scaring everyone away.



## Trello – Blog Article

### How To Hold Your Team Accountable Without Micromanaging

By Sam Milbrath

This article covers fights that urge to “do it yourself if you want it done right” thinking that holds us back. It presents some thought provoking views on the ways and the whys for building accountability in the workplace.



## Invoca – Blog Article

### 38 Statistics Retail Marketers Need to Know in 2023

By Derek Andersen

This article covers lots of ground and includes some things we may not want to hear. It does provide some strong statistics to support the material presented and points to some of the digital shortfalls we should understand and utilize.



### Connecteam –Article

#### 14 Simple & Effective Ways to Reduce Business Costs in 2023

By Rea Regan

These easy to implement cost saving measures are straight forward and simple. Everything from time management to land line elimination are presented for presented for potential savings.



### Nartak Media Group – Article

#### Newspaper Advertising Trends for 2023

Good article to present the strengths of newspaper ads and the continued viability of print products. From increased ad budgets to our strength in storytelling, a mixed assortment of good news – bad news.



### Adobe Express – Article

#### Top 15 emerging logo trends for 2023

For the artist and creative person, this is an interesting look to the horizon of what will be “hot” in the coming year. Some of the material is like a look forward and some makes a case for looking backward.



### 99designs – Blog Article

#### 12 inspiring graphic design trends for 2023

By 99designs Team

An interesting look at the eclectic trends that are shaping up for the coming year. Great visual examples to illustrate all twelve of the trends described.



### Newest Addition for your “Advertiser Help Page” Listing

#### 9 Elementary Design Rules For Creating Effective Print Ads: Infographic

By Direct Response Media Group, Inc. blog

Great summary of nine easy to understand and very important concepts to help build better response for print advertisers. If all advertisers would follow these, results would be higher for everyone!





# Introducing the ACP Health Plan

## Built exclusively for Members of ACP

Enjoy the cost savings of level-funding, without added risk with the ACP Health plan

Our program gives employees access to broad, national health care provider networks and RBP (Reference Based Pricing) models, to provide quality health benefits.

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- Level-funded plans leverage the organization's power to purchase healthcare benefits at competitive rates.
- Unlimited major medical coverage for organizations of all sizes.
- An experienced team is always ready to provide expertise before and after you have chosen your plan.



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# ACP HEALTH PLAN

## FREQUENTLY ASKED QUESTIONS

***Q: Who is eligible?***

**A:** ACP Member companies in good standing (per bylaws) may join the ACP Health Plan. The benefits are offered to you, your employees and their dependents.

***Q: Why is ACP offering this?***

**A:** We are always seeking to improve our member benefits. We saw an opportunity to offer our membership a quality healthcare solution with long term rate stability, built EXCLUSIVELY for ACP members.

***Q: What are the benefits?***

**A:** This health plan was built EXCLUSIVELY for employees and offers you, your employees, and their dependents quality healthcare with affordable monthly premiums and long term rate stability.

***Q: What is the process? How does this work?***

**A:** All enrolling members will submit a PHQ. (Personal Health Questionnaire). The PHQ's are collected through a secure portal and dropped into a HIPAA compliant database. The PHQ is a summary of your health history. Utilizing the combined history of an organization's population, customized rates can be formulated.

***Q: What does it cost?***

**A:** The cost is to be determined after the census gathering portion of the process. There is no way to determine exact rates until the stop loss carrier can see a sample of the groups. But we have traditionally seen rates anywhere from 10% - 25% lower than the marketplace for comparable products. We also implement a tiered rating system for the plan that helps reach a majority of the groups.

***Q: How long are plans and rates offered by the Health Plan valid? Can my coverage be canceled at any time?***

**A:** Health Plan cannot cancel the coverage during the plan year. Groups will receive advance notice of changes or termination upon renewal, as state and federal laws require.

***Q: What networks are available to plan members?***

**A:** First Health – PPO: <https://www.myfirsthealth.com>  
RBP – PHCS Provider and open network facilities: [www.multiplan.com/webcenter/portal/ProviderSearch](http://www.multiplan.com/webcenter/portal/ProviderSearch)

***Q: What if there is an emergency and I go to a hospital outside of the network?***

**A:** If you are experiencing a true medical emergency then you can go to any hospital's emergency room. If it is not a true emergency some restrictions may apply.

***Q: Could we go with an Open Network? Could we use Blue Cross or United Networks?***

**A:** The Reference Based Pricing option is an "open network" program. While members can see a provider in the PHCS network, they can also see any provider and they will be covered.

***Q: Can my employees or I continue the treatment plans that have been authorized by our current carrier?***

**A:** When switching to a new health plan, you must go through the authorization procedures of the new plan. Through a partnership with My Advocate Pro, the Health Plan has a team of highly trained consumer advocates ready to assist with the process.

***Q: What does the health plan cover? Does the health plan include dental coverage?***

**A:** The health plan covers all essential coverages required by the ACA as any carrier product. The health plan does not provide dental but it can be purchased as a separate benefit from your agent.

***Q: Can an individual employed by a member company enroll individually or is this benefit only available to member companies who would enroll their employees?***

**A:** The plan is offered at the member company level, not the individual level.

***Q: Is there a minimum number of employees that need to be enrolled?***

**A:** The plan requires two eligible employees enroll. Those employees can be related.

***Q: Are these plans subject to the Employee Retirement Income Security Act (ERISA)?***

**A:** Yes, these plans are subject to ERISA.

***Q: Can members utilize their local broker to obtain this coverage?***

**A:** Local broker usage is not an available option at this time. ■

**The Leadership Institute  
is a structured, industry  
specific sales and  
management training  
program sponsored by the  
Association of Community  
Publishers.**



**OVER THE LAST  
15 YEARS**

**2,457**

**INDUSTRY PROFESSIONALS  
HAVE PARTICIPATED**

**15,979**

**CLASS CREDITS HAVE BEEN  
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**140**

**CERTIFIED ADVERTISING  
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**103**

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## AFTER ACTION REVIEW

BY JIM BUSCH

“Life is divided into three terms – that which was, which is and which will be. Let us learn from the past to profit by the present and from the present to live better in the future.”

—William Wordsworth

Many years ago, my wife and I owned a used bookstore. People would bring us books to trade in for credit. In one trade I found a WWII era AAR from Operation Torch. AAR stands for “After Action Review.” This is standard military practice and one of the reasons that our forces are the finest in the world. Our services learn from their mistakes and build on their successes. Operation Torch was our first large-scale amphibious assault against the Nazis. This report looked at everything, from the way the infantry laced their boots to the command structure of the army. For instance, the standard way to load a transport was to place the heaviest items at the bottom of a ship. This makes sense in peacetime as it stabilizes the ship; it makes less sense during an invasion because the clerk’s desks and typewriters needed to be unloaded to reach the artillery ammunition. The AAR from the invasion of North Africa is a major reason that the landings in Italy and Normandy were so successful, our forces learned from their past and used this knowledge to constantly improve their future performance. The AAR process is not about assigning blame, it is a way to move forward. A basic AAR consists of 5 simple questions “1) What was supposed to happen? 2) What really happened? 3) What went well? 4) What didn’t go well? 5) What should we do differently next time?” Everyone in the chain of command from low-ranking front-line officers to the commanding general was asked to answer these questions and the information was used to improve the performance of the army. This practice is the absolute best way to increase any organization’s efficiency and effectiveness. Scheduling a regular review of your organization after each quarter or special project, while requiring some time and effort, will help you recognize potential problems before they become insurmountable and identify opportunities while there is still time to take advantage of them. A regular review of our activities will, as it says above, allow us to learn from our past, profit in the present and build a better future for our companies. ■

# PUTTING THE BOSS IN AN AD



BY JOHN FOUST  
GREENSBORO, NC

Sometimes it's a good idea to feature a boss in an ad. Sometimes it's not.

Two ads come to mind. One shows a plumbing company's president seated at the head of a conference table, surrounded by a handful of employees. He is the only one looking at the camera, and they are leaning toward him, eyes fixed on a document he is holding. (Maybe it's a flow chart showing their titles and job responsibilities.) Names are listed in the caption, and his is in bold type. The headline – too trite to mean anything to anyone who is not pictured – reads, "Leading the field." Clearly, the underlying message is, "Look at me. I'm the boss."

The other ad features a large, close-cropped photo of a construction CEO standing next to a pickup truck. He's wearing a hard hat and his expression suggests that the photo was shot as he was talking. The headline is in quotes and emphasizes the fact that he is involved in all of his company's projects – and even devotes time to travel to clients' job sites. The body copy provides details about his commitment to make sure things are done correctly.

That's a stark contrast, isn't it? The first ad says, "I'm important." The second one says, "You (the customer) are important."

Putting bosses in ads can be tricky, because bosses are bosses. They ultimately control their companies' ad budgets. So when you get an idea – or a request – to put the boss in an ad, things need to be handled with care. Here are some points to keep in mind.

## 1. MAKE IT RELEVANT

A boss-testimonial has to mean something. It is about the message and the messenger. Ideally, the message should be one that can be delivered only by that specific mes-

senger – a person who represents a big emotional investment in the business being advertised. He is in a strong position to sell benefits and strengthen the brand image. (Think of the classic Dave Thomas ads for Wendy's.)

## 2. MAKE IT REAL

For this kind of ad to be effective, the photo and the copy must have the ring of authenticity. This is not the place for portrait photography; the photo's destination is an ad, not the boardroom. The boss should be depicted in a slice-of-life setting – like the construction CEO beside the truck. She should make eye contact with the camera (and hence, the readers).

To give the right voice to the photo – and personalize the message – make the headline a quote.

## 3. KEEP IT SIMPLE

For maximum visual impact, the photo composition should be uncluttered and the boss should be the most prominent element.

The language should be human, clear and non-corporate. It's much better to say, "Our commitment to customer service starts at the top – with me," than to say, "We're committed to the relentless pursuit of best practices to better accomplish our actionable customer-facing objectives."

Here's a thought: What about the relentless pursuit of stronger boss-testimonial ads? ■

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*John Foust has conducted training programs for thousands of newspaper advertising professionals. Many ad departments are using his training videos to save time and get quick results from in-house training. E-mail for information: [john@johnfoust.com](mailto:john@johnfoust.com)*

# Graphic Hooks

By Ellen Hanrahan

hanrahan.ln@att.net © 12/2022

**Seriously...** December already!? It seems to me that the months speed by faster than ever... and I still have projects that need to be finished, like getting to know Affinity Publisher— and cleaning up my Type 1 fonts. Basically all the things that I said I wanted to accomplish this year!

At times, just keeping up with changes in the software I use can be a full-time job, not to mention all the mobile apps that are “creeping” into my time. Can I recycle New Year’s resolutions?

This month, I will share holiday ads with a twist. I’ve used/made a lot of border graphics over the years, so had quite a variety. A successful border (for me) is one that’s different than the standard rule line, yet not so large as to take up valuable text space within the ad.

Samples shown have been modified to fit the column width (13p6) and they all have the same depth (9p) for consistency and more accurate comparisons.

These ideas can also be altered depending on the season, size of the ad space and most don’t take a lot of time to complete.

These borders may be all the artwork that you need for smaller size ads, but they would also work well for larger ads, too.

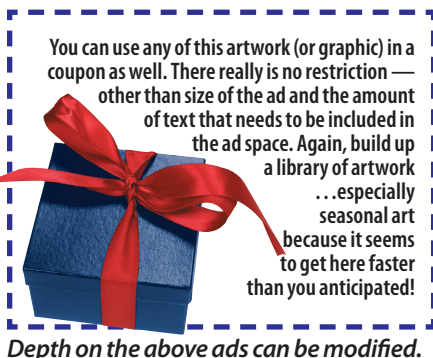
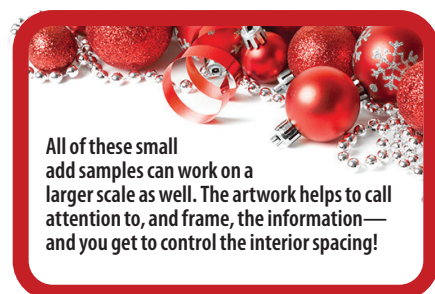
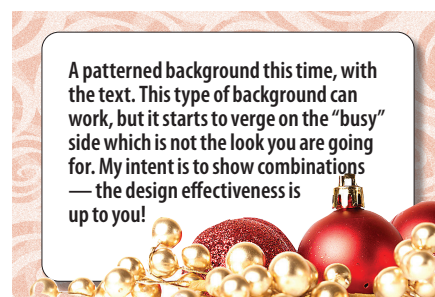
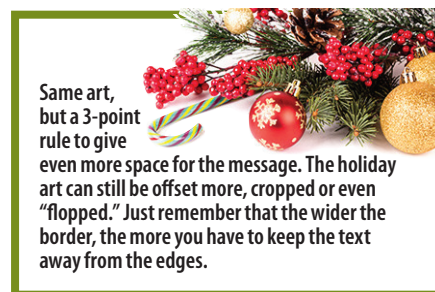
Most ads I worked on were the small “bread and butter” sizes (mostly two-column ads). These holiday borders gave me the best use of space without distracting from the information contained within the border. Backgrounds were used in instances when I wanted to offset the text slightly—again, a lot of this depends on the amount of text, what is being sold and whether or not there is room for any other artwork—in most instances there isn’t.

## Holiday Border Ideas

The artwork comes from a variety of sources— many from [storyblocks.com](http://storyblocks.com) — and others I’ve had for a very long time!

Personally, I’m not fond of borders that repeat on all four sides because the space for the border is predetermined. I like a little more control over the amount of space that I can use in the ad. By shifting (or cropping) the art I have chosen, I can add or subtract space within the ad boundaries.

Choosing to use artwork in a corner, across the top or bottom of the ad also allows me to control size and more of the interior space— and also adds a bit more interest to the ad. These samples can be modified to fit a variety of sizes. Disclaimer: **Not all ad samples are the most effective!**



Depth on the above ads can be modified.

## Final Thoughts

Hopefully these samples may get you to think of using artwork or graphics in a different way. When I started, the sophistication of art was not what it is today...even photos left a lot to be desired!

Most art services provide a variety of elements to choose from. I use “Storyblocks” for two reasons— 1) it offers me a very good selection of photography and vector graphics and 2) it’s in my price range (I think it’s about \$100–\$129 a year! Since most services are going the “subscription” route, it’s harder to keep track. I chose the “Unlimited Images” plan (I have no need for video). The all-access Unlimited Plan is \$30/month billed annually. However, I pay \$99.00/yearly (maybe I was “grandfathered in, or technically “grandmothered” in. At least it’s reasonable. I should also take advantage of my Adobe subscription— that’s too expensive for me to not take full advantage— so on my “to do” list!

**Joy-filled Holidays to all!**

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### Participation Requirements and Expectations:

- ♦ National Conference activities related to Rising Stars program and assignments
  - Orientation Session
  - Management Training Workshop (typically 1 or 2 per conference)
  - Participation in work assignments targeted toward their area of professional expertise where possible throughout conference experience.
- ♦ Monthly Rising Star conference calls and active participation in work assignments related to Rising Stars initiatives assigned by ACP board of directors throughout each year.
- ♦ Monthly participation on conference calls on one of ACP's active committees as assigned by the Rising Stars program.
- ♦ Communication to committee chairs when participation problems arise in order to keep the program informed of any participation conflicts and resolve any problems along the way.

### Scholarship:

- ♦ Receives up to \$500.00 travel reimbursement to attend national conference.
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- ♦ Participation in Rising Star Orientation activities at conference.
- ♦ Participation in Professional Training Programs both at in-person and virtual conferences.

**Note:** Scholarships are awarded with the anticipation that Rising Stars will maintain active participation as required under Participation Requirements. We understand that occasional scheduling conflicts arise from time to time but communication to committee chairs is a critical component to the participation requirement. In the event a Rising Star does not maintain an acceptable level of participation, the conference attendance scholarship will not be available to that individual.

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