

# Publish

DECEMBER 2024

## Resolutions!



THE ASSOCIATION OF COMMUNITY PUBLISHERS

acp

MAGAZINES | PUBLICATIONS | GUIDES | CATALOGS | BROCHURES | INSERTS | DIGITAL EDITIONS

45  
YRS

OF BRINGING  
YOUR IDEAS  
TO LIFE

Publication Printers<sub>corp.</sub>

Quality Web Printing

888-824-0303  
pubprinters.com  
sales@publicationprinters.com

# Publish

**PUBLISHED BY**  
Association of Community  
Publishers, Inc.

**EXECUTIVE DIRECTOR**  
Douglas Fry

8119 Circuit Rider Path  
Cicero, NY 13039  
Office: 877-203-2327

Email: [Loren@communitypublishers.com](mailto:Loren@communitypublishers.com)  
[Douglas@communitypublishers.com](mailto:Douglas@communitypublishers.com)  
[Cassey@communitypublishers.com](mailto:Cassey@communitypublishers.com)

**ADVERTISING CONTACT**  
Douglas Fry  
[Douglas@communitypublishers.com](mailto:Douglas@communitypublishers.com)

**EDITORIAL CONTACT**  
Loren Colburn  
[Loren@communitypublishers.com](mailto:Loren@communitypublishers.com)

**DESIGN AND PRODUCTION**  
Design2Pro  
🏠 [www.design2pro.com](http://www.design2pro.com)

Howard Barbanel  
📞 516-860-7440  
Email: ✉️ [howard@design2pro.com](mailto:howard@design2pro.com)

*Publish* is a monthly publication dedicated to covering the people, events and companies that are the community publishing industry.

Nothing may be reprinted in whole or in part without permission of the publisher.

*Publish* is mailed free of charge to community publications all across North America. Other businesses may subscribe for \$20 annually.

*Publish* is not responsible for unsolicited manuscripts. All letters and photos received become the property of the publisher.

Cover Image by:  
[tete\\_escape/shutterstock.com](https://www.shutterstock.com)



## IN THIS NOVEMBER ISSUE...

- 7 FROM THE TOP by Manuel Karam  
**WHAT COMES NEXT?**
  - 9 THE ONE THING by Douglas Fry  
**A FLU SHOT IS NOT A WONDERFUL SURPRISE**
  - 11 PERSPECTIVE by Loren Colburn  
**NEW YEAR RESOLUTIONS OR GOALS**
  - 13 RESOLUTIONS FEATURE BY Better Business Bureau  
**BETTER BUSINESS BUREAU TIP: 10 NEW YEAR'S RESOLUTIONS FOR YOUR SMALL BUSINESS**
  - 17 2025 EXPECTATIONS by Gene Marks  
**WHAT AMERICA'S SMALL BUSINESSES HAVE TO SAY ABOUT 2024 (and what they expect in 2025)**
  - 19 INDUSTRY OPPORTUNITIES  
**BIGGEST OPPORTUNITIES FOR LOCAL PUBLICATIONS IN 2025**
  - 20 **ADDITIONAL RESOURCES**
  - 22 A WALK DOWN MEMORY LANE by Loren Colburn  
**LESSONS FROM A LEGEND**
  - 24 TRAINING by James A. Baker  
**SUCCESSFUL PROJECT MANAGEMENT WITH THE PROJECT PYRAMID**
  - 26 RISING STAR by Caitlin Neeland (CJ)  
**RESOLUTIONS**
  - 27 AD-LIBS by John Foust  
**IN SEARCH OF THE PERFECT HEADLINE**
  - 28 GRAPHIC HOOKS by Ellen Hanrahan  
**TYPE ON A PATH**
  - 29 **BUSINESS & SERVICE DIRECTORY**
- 

## COMING NEXT MONTH

The January issue of *Publish* will look back at some of the events, people and industry items that have shaped the last 75 years as the Association of Community Publishers celebrates 75 years of representing the community publishing industry.

# Leave The Driving To Us!



## Join the hundreds of publishers riding big savings on design and production.

Tired of in-house production department gridlock? Turnover? Reliability issues? Recruitment and training hassles? Payroll, insurance, benefits, taxes and software costs spiraling out of control? Flaky freelancers? Get back on the road to print publishing profitability and peace of mind. Switch to us and you can produce your publications for a low flat-rate all-inclusive from cover-to-cover including all your print and web ads and all your design needs. Our 20th year of meeting deadlines, budgets and exceeding expectations.

You can save **50 to 75 percent** off your page and ad design costs while having some of the world's most talented editorial and ad designers make your publications look like a million bucks. Your existing design is 100% replicated and you're calling the shots on how your pages and ads look. Need a design upgrade or redesign? That's included. Most ads done the same day! Live customer service. You'll say "how sweet it is" when you can focus on revenue generation and editorial excellence and not running a factory. World class art direction at a fraction of the cost. You also get:

- ✓ **FREE** unlimited spec ads.
- ✓ **FREE** changes and corrections.
- ✓ **FREE** charts and infographics to embellish your stories.
- ✓ **FREE** stock photography.
- ✓ **FREE** e-book files.
- ✓ **FREE** posting and uploads to your CMS.
- ✓ **FREE** design of your promotional, marketing and media kit materials.
- ✓ **AND MORE!**



*And away we go!  
Give us a call today and  
start saving big tomorrow.*

**20<sup>th</sup>**  
ANNIVERSARY

**Howard Barbanel**

☎ 516-860-7440 (m)

✉ Howard@design2pro.com

**Design2Pro**

# 2024 ASSOCIATION OF COMMUNITY PUBLISHERS BOARD



**PRESIDENT**  
**Manuel Karam**  
*Featured Media*  
1471 Route 15  
Avon, NY 14414  
manuelk@featuredmedia.com  
585-226-8111



**PAST PRESIDENT**  
**John Draper**  
*The Free Star*  
P. O. Box 277  
Pipestone, MN 56164  
jdraper@pipestonestar.com  
507-825-3333



**Michael VanStry**  
*Coastal View News*  
4180 Via Real – Suite F  
Carpinteria, CA 93013  
News@coastalview.com



**FIRST VICE PRESIDENT**  
**Joyce Frericks**  
*Star Publications*  
522 Sinclair Lewis Avenue  
Sauk Centre, MN 56378  
joyce@saukherald.com  
320-352-6577

## AT-LARGE DIRECTORS



**Jocelyn Engle**  
Engle Printing & Publishing Co.  
1100 Corporate Blvd.  
Lancaster, PA 17552  
JREngle@engleonline.com  
717-278-1349



**SECOND VICE PRESIDENT**  
**Lisa Miller**  
*New Century Press*  
P. O. Box 28  
Rock Rapids, Iowa 51246  
lmiller@ncppub.com  
712-472-2525



**Shane Goodman**  
Cityview  
8101 Birchwood Court, Suite D  
Johnston, IA 50131  
shane@dmcityview.com  
515-953-4822



## EXECUTIVE DIRECTOR

**Douglas Fry**  
ACP  
104 Westland Drive  
Columbia, TN 38401  
Douglas@communitypublishers.com  
877-203-2327



**SECRETARY**  
**Farris Robinson**  
*Clay Today*  
3513 U.S. Hwy 17  
Fleming Island, FL 32003  
Farris@claytodayonline.com  
904-264-3200



**Cory Regnier**  
Citizen Publishing  
260 10<sup>th</sup> Street  
Windom, MN 56101  
cory@windomnews.com  
507-831-3445



**Cassey Recore**  
ACP  
8119 Circuit Rider Path  
Cicero, NY 13039  
Cassey@communitypublishers.com  
877-203-2327



**TREASURER**  
**Greg Birkett**  
*Dubuque Advertiser*  
2966 JFK Road  
Dubuque, IA 52002  
gbirkett@dubuqueadvertiser.com  
563-588-0162



**Carol Toomey**  
Action Unlimited  
100-1 Domino Drive  
Concord, MA 01742  
carolaction@aol.com  
978-371-2442



**Loren Colburn**  
ACP  
7719 Japine Dr.  
Liverpool, NY 13090  
Loren@communitypublishers.com  
877-203-2327

## ACP CONFERENCE TESTIMONIAL

When asked, “What did you like most the Phoenix Leadership Retreat?”



*Interactions with others in a close setting. Info sharing amongst the group and not solely relied upon by the presenter. Liked the social time and the outing at the ball game provided good interaction time to talk to others about the topics and others as well.*



2024 Phoenix ACP Leadership Retreat Attendee

TURN YOUR  
PUBLICATION  
INTO A  
**DIGITAL**  
**AGENCY**  
FOR \$99/MO

JANUARY SPRING + ACP  
*Exclusive Partnership*

- ✓ Special Pricing
- ✓ Build a Digital Revenue Stream
- ✓ Full Back Office Support
- ✓ Real-Time Reporting
- ✓ Sales Execution

Exclusively available to ACP members, create a digital income source that complements your print services for your customers!

January Spring handles the hard work while you enjoy the benefits. They're your full back office support team, from initial pitches to sales to renewals. Offering group training programs for your team, this enables you to learn alongside peers for maximum support during the training phase.

For ACP members, there's a special offer of a three-way split monthly fee for the first year, minimizing your costs to kickstart your journey.

For more information, call ACP at 877-203-2327 or email [office@communitypublishers.com](mailto:office@communitypublishers.com)



january spring

FRESH AIR FOR  
DIGITAL MARKETING

[JanuarySpring.com](http://JanuarySpring.com)



UNITING FOR  
SUCCESS

[communitypublishers.com](http://communitypublishers.com)



BY  
MANUEL  
KARAM

# WHAT COMES NEXT?

**T**his article will come as my farewell address as President of ACP. A lot of things come to mind for this piece, but overall I'd like to convey my sincere thanks to all of you. The gratitude I feel is extensive and there are many reasons for it.

First and foremost, I'm grateful that you (members and associate members, the board, and staff) entrusted me with not only joining the board of IFPA when I was still relatively new to the industry, but then nominating me to serve in a high leadership role when the associations merged. There's something to be said about growing through discomfort and I can honestly say that being part of the executive team of IFPA and later ACP, taught me so much about business, leadership, interpersonal dynamics, and most importantly how mentorship looks when it's done right.

Leading a board of directors is not an easy thing. I suppose leading in general is not an easy

thing. They certainly don't teach you how to do it in school or anywhere else until it's your turn, and then you figure it out on the fly. Over the last couple of years, I've picked up some general rules for leading meetings and I'll share them with you here as bullet points. Many of you probably know these already, but if you haven't thought about them for some time here they are.

- It's important to listen more than talk.
- When you do talk, talk at the right time, typically after everyone else has had their say.
- When you've chosen the right time, your words should be well thought out and delivered at a steady pace.
- Lastly, know when you need to ask for a motion and when not to!

All of these are easier said than done but the only way to get comfortable is to practice. I know I still have

a lot of practicing to do especially when it comes to listening first. Stay tuned on that front for now....

So after sharing these lessons and my gratitude, what comes next for the association? In 2025 Joyce Frericks moves into the President's role and Lisa Miller joins her as First Vice President. The two of them will be great at the helm, and the association will be in good hands over the next two and four years. Our next strategic planning session for the association and the industry will be led by Joyce in January at the beginning of the Revenue Summit in Orlando, and I have high expectations for what will come from that.

On the business side of things and with the new year approaching, what's next for your publication? If the answer is nothing, then I applaud you for being the exception in our industry. For us at Featured Media, the focus will be on continued revenue diversification and cost reduction, primarily getting out of total

market mailing and differentiating our distribution methods. With postage increases so far and perhaps more to come, total market mailing is all but unavailable for us except in rural markets. We'll also need to continue to develop new revenue sources, and the vendors of ACP have been great partners in helping us do that. We'll be leaning on ACP for continued guidance as our media company evolves, and I hope many of you will continue to do so as well. I believe we all have bright futures ahead so long as we continue to move forward and adapt together.

So in farewell, thank you all again for the impact you've made on me and our company. Serving as your president was an honor and I look forward to continuing to work with you in the new year and beyond. I wish I had a good catch phrase to end on like "If it's free, buy it!", but for now I'll just say keep in touch and see you all in 2025! ■

## Somebody once said...



Last year's resolution was to lose 20 pounds by Christmas.  
Only 30 pounds to go!



Anonymous

Proud to be the expert media financial valuation resource for the FORBES 400 List of America's Richest People 2015 - 2024

### KAMEN & CO. GROUP SERVICES, LLC

*Media Appraisers, Accountants, Advisors & Brokers*



626 RXR Plaza  
Uniondale, New York 11556  
Phone: (516) 379-2797  
Cell: (516) 242-2857

**Kevin B. Kamen**  
President/CEO

E-mail: [info@kamengroup.com](mailto:info@kamengroup.com)  
[www.kamengroup.com](http://www.kamengroup.com)

**BUILD YOUR BUSINESS - WARM YOUR WINTER**

# acp REVENUE \$UMMIT

**JANUARY 9-10, 2025 ✦ ORLANDO  
WESTGATE LAKES RESORT & SPA**

**REGISTER NOW - LIMITED SEATING EVENT**

The ACP Revenue Summit is tailored for industry leaders focused on driving revenue and optimizing costs. This summit offers actionable strategies and insights to take back and implement within your organization for measurable impact.

***Thursday, January 9, 2025***

6:00 - 7:30 - Welcome Networking Reception

***Friday, January 10, 2025***

8:00 - 9:00 - Breakfast

9:00 - 10:00 - Opening Activity

10:00 - 12:00 - ACP Idea Lab: Boosting Revenue & Cutting Costs\*

12:00 - 1:00 - Lunch

1:00 - 2:00 - ACP Idea Lab\* (Cont.):

2:00 - 3:30 - Proven Strategies to Boost Your Bottom Line

3:30 - 3:45 - Coffee Break

3:45 - 4:15 - 2025 Industry Trends with Tim Bingaman

4:15 - 5:30 - Open Forum/Hot Topic Roundtable (publishing members only)

*\* To participate, each attendee must bring one revenue-generating or cost-saving idea to share. Presentations will be capped at 3-5 minutes per person, with a prize awarded to the presenter whose idea receives the most votes.*

Preliminary Schedule - Subject to Changes





BY DOUGLAS FRY

I grew up in what many might consider “frugal” circumstances. My father was a high school math teacher. My mother was an elementary school music teacher who gave up her lucrative career to raise six children, one of which was me. This might come as a shock to you but school teachers don’t make a ton of money and a family of eight isn’t cheap.

And so it was that whenever we received anything special, like an extra helping of chicken on Sunday, a new stick to play with, or soda pop for no special reason we felt like we were living the “good life.”

I remember one time when I felt that we were living like Rockefellers. My father decided that we would go out to dinner instead of eating our usual supper of gruel and bread crusts. He even invited my widowed grandmother to join us. Talk about extravagant! Mother reminded us as we left to walk to school that we should come home on time because we were doing something special.

We picked up Grandma Fry and began our 45 minute drive to a favorite restaurant on Hood Canal, Washington. It was a favorite restaurant because my mother and father had eaten there once before 15 years earlier when they

didn’t have children.

We had only driven 10 minutes when Grandma exclaimed, “Oh no! We have to go back home. I forgot my plates.” Please understand that I didn’t know that “plates” was a polite name for dentures. As Dad turned the car around, I helped her out by exclaiming, “Don’t worry Grandma. From what I understand, restaurants supply the plates, napkins, and everything!” Needless to say I was the butt of the jokes for the evening. But the food was good and the restaurant even supplied plates, napkins and everything.

With all that in mind let’s fast forward a couple of years. We were heading off to school again when Mother told us to come home on time because there will be a “surprise” for us. She wouldn’t tell us what the surprise was so all during the day it was hard to concentrate on school work imagining what delights we would have waiting for us when we arrived home.

I skipped home after school and joined my brothers and sisters in anxious speculation as to the surprise which would soon come. Would we go out to dinner again? Would we have an increase in our allowances to a quarter instead of a dime? Our minds spun at the sheer expectation.

We piled into the car at Mom’s request and drove

across the bridge to the other side of town. What would it be? What was the great surprise? I could hardly sit still but with four of us crammed into a car bench seat I didn’t have any other option.

We parked downtown and walked up some marble stairs in a professional building. My mind started screaming at me, “This is the same building the doctor’s office is in! Run, Douglas, Run!” You might have figured it out by now but I refused to believe my mother would knowingly deceive us. We were going to the doctor to receive our annual flu shots. Talk about a let down! You may have never seen six children rubbing their scrawny upper arms with the saddest faces known to man but let me tell, you it isn’t a pretty sight.

What does this have to do with our industry? From time to time we have bad news to give our employees or even readers. It might be a new compensation package, or health care modifications, a reduction in staff, or the need to have readers support the publication. How do we handle it? Do we sugar-coat the bad tasting change in order to make it easier to swallow or do we simply tell the truth and allow our grown up employees and readers to handle it?

My recommendation is that we always be up front with our customers and the people we work with. Don’t try to make the situation

something it isn’t. That is insulting to everyone and only makes the situation worse. If you have bad news to deliver get the involved parties together and simply lay it out. If you are looking for answers or their suggestions on how to handle the challenge you will get better ideas when you are up front than when you aren’t.

Sometimes we get to deliver good news, like when your team completes a challenging project on time, under budget, and over sold. When that happens let everyone celebrate together.

Your business might be in the same “frugal” situation my family was in growing up. If so, look for ways to celebrate together that doesn’t cost much. Have an employee pot luck luncheon where everyone brings something. Give your people a couple of hours off after a job well done. They probably wouldn’t have accomplished much anyway. Invite them to attend an ACP conference or a Winter Retreat. It will earn you more than it costs.

If you are flush with profits you can always ask your employees what they would like to improve their work areas or sales efforts. Or you might take everyone out to dinner. But if you do, please remember that the restaurant will supply plates, napkins, and everything. ■



**Join an association with  
successful people who  
do what you do!**



**Call us today!  
877-203-2327**

[www.communitypublishers.com/membership](http://www.communitypublishers.com/membership)

**PUBLICATIONS LISTED FOR SALE**

**KAMEN & CO. GROUP SERVICES, LLC  
516-379-2797**

[info@kamengroup.com](mailto:info@kamengroup.com)

[www.kamengroup.com](http://www.kamengroup.com)

Need to have your publications financially valued correctly?  
Want to sell your title? Contact our firm confidentially.

Southeastern, Michigan well branded weekly broadsheet community paid newspaper with a most attractive Seasonal magazine published in what CNN Money Magazine once called one of the "Best Small Towns to reside in the USA." Printing press and realty associated with title optional.

Trucking free distribution Magazine delivered at rest stops, gas stations, via US Mail and online. Title serves the trucking & heavy equipment and service trades in business since 1966. Great opportunity for growth; Midwest and East Coast saturation.

Kansas weekly paid community newspaper in business 50-plus years and the official newspaper of the county, several towns, school, fire and library districts with little competition. Significant ad lineage; talented staff to remain on if requested.

Georgia Lake Country weekly community paid newspapers and several free distribution glossy magazines within a bustling attractive market. Outstanding growth potential; near major auto, corporate and educational landmarks!

Florida statewide lifestyle Magazine; popular and growing across assorted print, digital & event platforms. High-grade editorial content; significant advertising lineage from popular ad buyers marketing their respective visitor convention bureaus, major resorts, etc.

Thinking about selling? Be proactive, sensible and efficient. We are here to assist with confidential, professional advice and direction. After all, helping media executives is what we do best!

**KAMEN & CO IS PROUD TO BE THE EXPERT MEDIA  
FINANCIAL RESOURCE FOR FORBES 400 LIST OF  
AMERICAS RICHEST PEOPLE. 2015-2024**

**COULD YOU USE \$295<sup>00</sup> A WEEK?**

**HOW ABOUT \$15,340<sup>00</sup> A YEAR?**

**SELL INTO THE ADS NETWORK. IT CAN REALLY AD UP!**

FOR MORE INFORMATION ON THE ADS NETWORK  
CONTACT:



**CASSEY RECORE  
877-203-2327**

**CASSEY@COMMUNITYPUBLISHERS.COM**

[WWW.COMMUNITYPUBLISHERS.COM/ADS-NETWORK](http://WWW.COMMUNITYPUBLISHERS.COM/ADS-NETWORK)





BY LOREN COLBURN

# NEW YEAR RESOLUTIONS OR GOALS?

**W**hy do so many of us have this deep-seeded aversion to New Year resolutions? It is a topic that I will avoid as often as I can. If I really think about it, my best guess is that it always seemed to get associated with quitting something you didn't really want to quit. The attempts to quit smoking, quit snacking to lose weight or quit drinking that favorite beer brand have made me associate New Year resolutions with things we should do, but will never stick with. That just sets us up for a large dose of the feeling of failure. Who needs to do that to begin any year?

Based on that analysis, let's shift the perspective by replacing the term "resolution" with something that sounds more attainable. I'm much more comfortable with the word "goal" when I think of setting an objective for the new year. Picking a goal requires a more analytical perspective, since setting a goal comes with the need for a clear, practical plan with defined steps and measurable results. I get a much greater level of confidence about outcomes when there is a plan in place of specific actions I can institute to accomplish the goal.

I also feel like the shift to goals also broadens the opportunities for success. A result of a resolution is often a totality. I quit doing something or I didn't. I lost 20 lbs. or I didn't. A goal on the other hand, can be obtained in increments as you proceed through the planned steps or actions. "I lost 5 lbs." delivers the feeling of success by itself but repeats the success feeling again at

the "I lost 10 lbs." The step toward 50% of the goal is a winning step and keeps me focused on moving forward. Even if I fall short of the 20, I feel some level of accomplishment with 10 or 15.

Now let's talk about some setting a few New Year goals that might be both worthwhile and obtainable. In an effort to include all aspects of your life, I would ask you to write down 3 things you want to accomplish in the coming year, but you must include one from each of the following areas:

- One goal for you to accomplish professionally. This may be to take several classes, or to sell one new customer each month for a year, or even to identify and train your replacement so you can move beyond your current position. Pick something that will

improve your professional life, after all you spend over 1/3 of your waking hours in your "professional life." Something that you can plan specific steps and actionable items that when complete, will accomplish this specific professional goal.

- One goal for you to accomplish in your family/civic life. This one has a broad range of options based on your position in life. Young people and older people may want to focus on their community involvement for a goal. Parents may want to focus on the family interaction for a goal, like having a date night once a month or including a specific activity with the kids. Maybe it's to call Mom and Dad more often while you can. The key is to pick something that will increase your



# PERSPECTIVE

contribution to the people around you – family, friends, neighbors, church, etc.

- One goal for you to accomplish personally. Think outside the box on this one. Something that is important to you and your mental health. Maybe it's to play more golf, read a specific number of books, take up a new hobby, or anything else that will get you to relax and enjoy life more. This one should be selected carefully and given high priority.

Once you have established all three goals and have put an action plan together to propel you toward making them all happen, then you are ready to take on 2025. One way to ensure these goals stay committed to is to tell someone about them. Once you express them publicly – there is a deeper level of commitment to make them happen. With

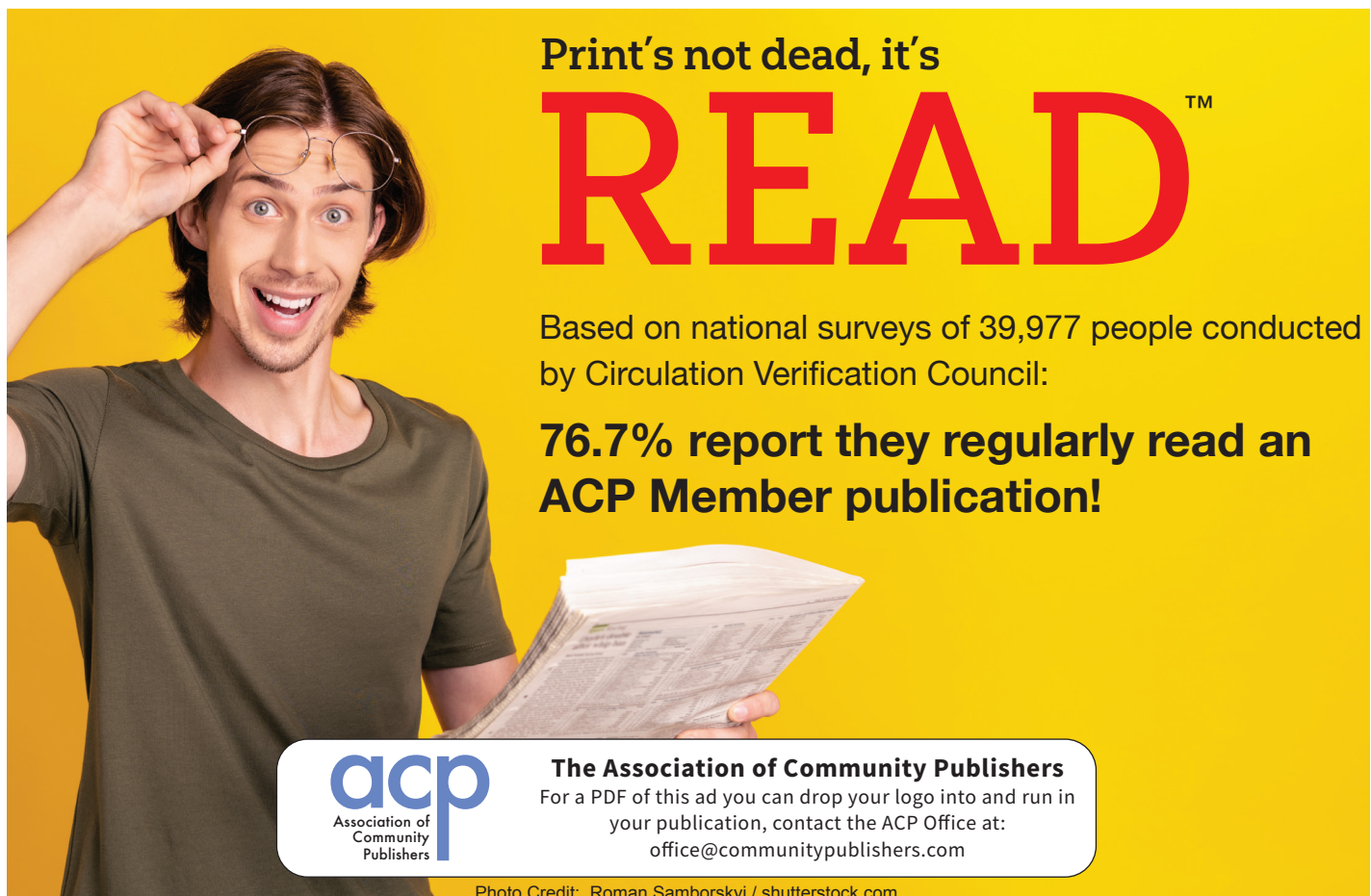
that, here are my three New Year goals for 2025.

1. To find out more about what you, the readers of Publish Magazine would like to see included within these pages and incorporate the new content/information. (Be prepared for the first action item on this one as I will need you all to complete the survey questions get this goal off and running.)
2. To plan one activity per month to do just with my wife and to leave our cell phones off while we do whatever that activity is. It may be a dinner out (restaurant of her choice), a movie (of her choice), a Finger Lakes wine tasting trip – something where we share an uninterrupted afternoon or evening.
3. To include two events per month of personal time activity. This may be a round of golf, a trip out

on the lake fishing, a morning spent fly fishing for salmon on the Salmon River or an afternoon spent doing something with one (or all) of my three sons. That's 24 "me" activities in the same year – been a long time since that has happened.

Now that I have made these public – you have all been enlisted to hold me accountable to see that these happen. I seriously hope you will select three goals for yourself in 2025 that are outside your normal work objectives and make them happen. Write them down, share them and feel good about your progress. Once we all do that, the term "New Year Resolution" may move to a whole new comfort level.

*Until next month, make sure you get out there and spread the good news, "Print's not dead, it's READ!" ■*



**Print's not dead, it's**  
**READ™**

Based on national surveys of 39,977 people conducted by Circulation Verification Council:

**76.7% report they regularly read an ACP Member publication!**

**acp**  
Association of  
Community  
Publishers

**The Association of Community Publishers**  
For a PDF of this ad you can drop your logo into and run in your publication, contact the ACP Office at:  
[office@communitypublishers.com](mailto:office@communitypublishers.com)

Photo Credit: Roman Samborskyi / shutterstock.com

# BBB BUSINESS TIP: 10 NEW YEAR'S RESOLUTIONS FOR YOUR SMALL BUSINESS

BY BETTER BUSINESS BUREAU. NOVEMBER 6, 2024.

**S**caling and sustainability will continue to be the main focus for any small business owner. There are many ways to achieve revenue growth, attracting top talent, instilling a healthy culture, delighting customers, and so much more.

## HERE ARE 10 BUSINESS NEW YEAR'S RESOLUTIONS THAT YOU MAY WANT TO CONSIDER FOR A SUCCESSFUL 2025.

- 1. Continue building a strong digital footprint** – Aside from having a website, ensure you build a solid content marketing strategy <sup>[1]</sup> that will help you create valuable content pieces that will drive engagement and sales. Read BBB's tips on improving your website <sup>[2]</sup> and how to use social media to find opportunities for growth <sup>[3]</sup>.
- 2. Promote your business consistently** – Rather than waiting for major holidays to push larger promotions, find ways that you can creatively promote your business throughout the entire year. This ensures that you stay top of mind for your target customers. Check out BBB's tips on how you can expand your current offerings for growth <sup>[4]</sup>.

[1] <https://www.searchenginejournal.com/content-marketing-statistics-you-should-know/507173/>

[2] <https://www.bbb.org/article/business/24572-bbb-business-tip-how-to-increase-website-conversions-by-improving-user-experiences>

[3] <https://www.bbb.org/article/business/23953-bbb-business-tip-creative-ways-small-businesses-can-expand-their-offerings>

[4] <https://www.bbb.org/article/business/23953-bbb-business-tip-creative-ways-small-businesses-can-expand-their-offerings>

**3. Personalize the entire buyer journey** – The days of communicating “at” your target audience, hoping they will buy from you, are now a thing of the past. 81% of customers prefer companies that offer a personalized experience. Therefore, personalize the buyer journey by offering products/services based on your customers' purchase behavior and complementary items they can also consider.

**4. Embrace an effective technology stack** – From social media to email marketing, know that every piece of technology you leverage to communicate with your customers must effectively impact your business goals. More specifically, here are six tips your business can start using today <sup>[5]</sup>.

- Be authentic with your audience** – Most people can tell when they're being pitched. The challenge is to create a brand voice that's relatable to your customer. Don't overpromise in your ads or posts, and make sure your influencers are disclosing things like “I received a free product sample from the brand.” Most importantly, speak to your users as people – use photos, videos and words to tell them how your service solves a problem, or how your products fit into their lives.
- Be responsive to comments, questions, and direct messages** – Not only is responsiveness a core value for BBB Accredited Businesses, it's also one of the

[5] <https://www.bbb.org/article/business/28072-bbb-business-tip-6-easy-ways-to-create-trust-on-social-media>

key responsibilities for operating a social media account. When you get a comment or message on a social platform, use this opportunity to connect. Alerts for these communications are easy to set up, so designate someone on your team to respond promptly to these interactions when they occur.

- Look for opportunities to be transparent** – In many ways, your social media posts are the quickest way to announce important news. This comes in handy not only for instances like launching new products or locations, but also for unfortunate developments like temporary closures or shipping delays. Many users might even look to your social media page first for this kind of news. Keep them in the loop by being transparent.
- Provide value in your posts** – It's easy to get into the habit of posting only promotions or marketing content, but you can expand on that. Strive to educate your customers by addressing FAQs, creating how-to content, or featuring customer testimonials. This enables you to get the most out of the social platform while also generating trust by delivering a richer customer experience.
- Make privacy a priority** – This goes for your customers and your team members. When posting content that might feature others, respect their privacy by asking permission first. On a similar note, resharing someone else's post is a quick and easy thing to do, but make sure to check with the original content creator first (and don't forget to credit them).

# Looking for professional certification options?



## We can help you out!



**The Leadership Institute  
Professional Certification Programs**

For More Information

[www.communitypublishers.com/education](http://www.communitypublishers.com/education)

# RESOLUTIONS FEATURE

- **Be active in protecting your customer's data** – Hootsuite <sup>[6]</sup> recently outlined some of these concerns as more brands turn to social commerce, so stay vigilant if your brand is exploring these opportunities. Institute safeguards that protect customers' financial information. Include a privacy policy <sup>[7]</sup> on your bio page and outline your terms of service and return policies. Offer opt-out options when appropriate so users don't feel forced into subscriptions or unwanted solicitations.
- 5. Reduce costs** – Save money wherever you can without compromising quality. Many businesses fail due to inadequate financing and low revenue. Reducing cost doesn't mean that you focus merely on just overhead. There are various ways you can cut back spending while pushing for growth. Check out this list of how small businesses can cut costs without sacrificing growth <sup>[8]</sup>.
- 6. Have a positive workplace culture** – Your employees are the lifeblood of your company. Every day, they contribute to the success of your business by supporting its mission. However, the most crucial role that your employees play is in shaping your firm's culture. From the quality of the people you hire to the loyalty of your consumers, corporate culture is critical to practically every facet of your business's long-term success. In fact, according to a study by Duke University, more than 94% of executives stated that a distinct business culture is important to business success <sup>[9]</sup>.

[6] <https://www.hootsuite.com/research/social-trends#2oNj54Hi8AgnS49LCEkpZm>

[7] <https://www.bbb.org/article/business/21390-bbb-business-tip-writing-an-effective-privacy-policy-for-your-small-business-website>

[8] <https://www.bbb.org/article/business/24454-bbb-business-tip-how-small-businesses-can-cut-costs-without-sacrificing-growth>

[9] <https://www.fuqua.duke.edu/duke-fuqua-insights/corporate-culture>

**7. Push customer reviews** – Reputation can mean everything, especially for a small business owner trying to attract and retain customers. According to the 2024 Edelman Trust Barometer <sup>[10]</sup>, 63% are more likely to purchase new products on behalf of a brand they fully trust. You want to tell customers that your business is trustworthy, ethical, and transparent – and what better way to illustrate that story than through online customer reviews? Check out Power of Customer Reviews on Small Businesses <sup>[11]</sup> to see how BBB ensures accuracy and transparency with its review program.

**8. Exercise transparency** – Operating with transparency builds relationships that turn curious browsers into buyers and buyers into raving fans. Always be transparent, from admitting missteps and correcting them to inviting your customers to engage with you online and through social media. Authentic interaction with your clients goes a long way to building customer trust.

**9. Be purpose-driven** – By understanding what is most important to your customers, you can leverage their values within your company collateral, which can further illustrate that you're not just a "for-profit" company, but you care about your community. In other words, you are a purpose-driven company pushing for a larger impact than just making sales. Purpose-driven brands see success both among their customers and their employees. Share moments on social media that demonstrate your purpose and mission, and don't be shy to show how your brand is committed to helping make a difference.

[10] <https://www.edelman.com/trust/2024/trust-barometer/special-report-brand>

[11] <https://www.bbb.org/article/business/23063-better-business-briefing-the-power-of-customer-reviews-on-small-businesses>

**10. Establish trust** – Building trust is crucial to earning your customers' trust. When making a purchase, buyers have many options at their disposal. Customers have been able to be more attentive when picking which brands to support as a result of this accessibility. The best method to increase client loyalty and assure your company's success is to build a company based on trust and integrity. Giving your business a step up over the competition is always something to desire; aiming for BBB Accreditation is a valuable way to do this. Accreditation requires the utmost trustworthiness, customer respect, and integrity, which can help your business stand out – especially during a pandemic.

As small business owners venture into 2025, know that keeping your customers top of mind by aligning your growth initiatives to personalize the purchase journey will foster revenue while building more awareness for your business.

Trust and transparency matter more now than ever before. In a market saturated with companies competing for customers, BBB Accreditation gives consumers confidence that they are dealing with an ethical and vetted business.

The BBB Standards for Trust remain at the core of BBB and its partners, and today presents an even greater opportunity for online retailers to elevate their brand, build trust, and commit to excellence. Since 1912, BBB has been supporting businesses and consumers in its mission of advancing marketplace trust. Today, nearly 400,000 Accredited Businesses across North America support that mission. The need for trust has never been greater. Consider adding the BBB Seal next to your company's name and joining a community of trustworthy businesses.

**To take the next step to becoming BBB Accredited, visit [www.BBB.org](http://www.BBB.org). Visit our Biz HQ page for more business tips, and scroll through our BBB Business News Feed! BBB of Southern Piedmont and Western N.C. contributed to this article. ■**



*Merry Christmas*

From the Board of Directors and Staff of the  
Association of Community Publishers



# WHAT AMERICA'S SMALL BUSINESSES HAVE TO SAY ABOUT 2024 (and what they expect in 2025)

BY GENE MARKS

**A NUMBER OF SURVEYS HAVE BEEN RELEASED IN THE PAST FEW WEEKS THAT COVER TENS OF THOUSANDS OF BUSINESS OWNERS... HERE IS WHAT THEY HAVE TO SAY**

Small businesses employ about half of the workers in this country <sup>[1]</sup> and generate nearly half of the nation's gross domestic product. These owners — and their employees — are a massive voting bloc. So with the election only a couple of weeks away, what's their state of mind?

A number of surveys have been released in the past few weeks that cover tens of thousands of business owners, of every color and gender from across the country, representing the smallest to mid-sized organizations (that is, a few hundred persons). Here is a sample of what they had to say.

First, real monthly income decreased in September in eight of the 12 industry sectors tracked by the Intuit QuickBooks Small Business Index <sup>[2]</sup>. Likewise, small-business revenue last month dipped in five of the eight regions monitored as part of the index, with zero or near zero growth in the remaining three.

However, a Small Business Index <sup>[3]</sup> from payments and financial technol-

ogy firm Fiserv, which tracked retail and restaurant point-of-sale transactions, revealed three straight months of “steady consumer spending” and — although retail trade declined in September — small-business sales increasing about 1.8 percent over the last year. So not a lot. But positive.

A Bank of America survey <sup>[4]</sup> found that 78 percent of the American small-businesses responding to their recent survey “grew” (though the growth was unspecified) in the past year, with even higher percentages for businesses with Black and Hispanic owners. U.S. Bank's Small Business Perspective survey <sup>[5]</sup> found that 73 percent of small businesses have also “grown” in the last year — again, with no amount specified.

But the National Federation of Independent Businesses <sup>[6]</sup>, which has surveyed its membership monthly for the last 50 years, said that a “net negative” (seasonally adjusted) number of business owners reported higher nominal sales in the past three months, down 1 point from August and the “lowest reading of this year.” The survey also said that the net frequency of reports of positive profit trends was minus-34 percent (seasonally adjusted), with

[4] <https://newsroom.bankofamerica.com/content/dam/newsroom/docs/2024/2024%20Women%20and%20Minority%20Business%20Owner%20Spotlight.pdf>

[5] <https://ir.usbank.com/news-events/news/news-details/2024/73-of-small-businesses-have-grown-in-past-year-despite-more-than-half-reporting-labor-challenges-U.S.-Bank-report-reveals/default.aspx>

[6] <https://www.nfib.com/content/press-release/economy/new-nfib-survey-main-street-uncertainty-reaches-all-time-high/>

owners blaming weaker sales, inflation and labor costs as the culprits.

According to the Intuit index employment for U.S. small businesses with one to nine employees decreased by 4,800 jobs in September compared to August (a decline of 0.04 percent month-over-month), with decreases noted in ten of the 12 sectors it tracked.

Human resources and payroll services provider Paychex's Small Business Employment Watch <sup>[7]</sup> for September, which reflects U.S. small businesses with fewer than 50 employees, said that their national jobs index “moderated slightly” in September but has shown “modest employment growth,” with annualized hourly earnings growth remaining below 3 percent for the past five months. This is barely keeping up with inflation.

“We've seen employment growth fluctuate less than a half a percentage point in the last three months amidst uncertain external forces such as the upcoming election and the potential for additional rate cuts,” said John Gibson, Paychex's president and CEO.

The U.S. Bank survey also found that many U.S. small-business owners continue to face labor challenges, which include being understaffed (52 percent), navigating a more competitive labor market (77 percent), and struggling to increase their employees' salaries to keep pace with inflation (65 percent).

According to the National Federation of Independent Businesses sur-

[7] <https://www.paychex.com/employment-watch/#!/news-release/>

[1] <https://www.forbes.com/sites/jackkel-ly/2024/04/26/small-businesses-are-losing-confidence/>

[2] <https://quickbooks.intuit.com/r/small-business-data/index/october-2024/>

[3] <https://www.fiserv.com/en/fiserv-small-business-index.html>

# 2025 EXPECTATIONS

vey, 51 percent of owners reported capital outlays in the last six months, down 5 points from August. Only one in five business owners (seasonally adjusted) are planning capital outlays in the next six months, and that's down 5 points from August.

However, CNBC and SurveyMonkey's Small Business Survey [8] for the third quarter found that lower interest rates will likely lead business owners surveyed to increase investments, expand their business or increase inventory.

Despite security concerns, a survey of small-business owners from Verizon Business [9] found that they are investing in tech more than they have in the past three years with the number of respondents using AI doubling to 39 percent. Upgrades to internet connections have formed a big portion of those investments, with 66 percent doing so in the past year.

75 percent of the business owners surveyed by U.S. Bank are also planning to focus on digital tools in the next 12 months to help reach their business goals, with nearly seven in 10 seeing the benefit of AI and 60 percent having already implemented a solution with AI or automation.

[8] <https://www.cnbc.com/2024/09/27/small-business-owners-invest-economy-fed-cuts-interest-rates.html>

[9] <https://www.cnbc.com/2024/09/27/small-business-owners-invest-economy-fed-cuts-interest-rates.html>

Across the board, the surveys I analyzed found that small businesses are facing similar challenges this year: inflation, the uncertainty around the economy and elections, higher interest rates and finding qualified people. U.S. Bank said that 42 percent of their respondents said they were concerned about obtaining funding, and Verizon says that concerns about their business' financial and job security have grown over 10 percent in the last year.

The Bank of America survey found that nearly four out of five owners of small- and mid-sized businesses anticipate revenue growth in the next 12 months and as many as 60 percent believe the national economy "will improve."

Verizon says that "despite economic anxiety, small businesses remain optimistic," and about half of respondents expect their personal and their business financial security to improve in the coming months, with almost 60 percent of the respondents believing their business "will be in a better economic position next year."

Overall confidence also increased in the quarterly CNBC-SurveyMonkey poll to 51 out of 100, which is up 4 points from last quarter and 9 points from the same quarter last year — and the first time during the Biden presidency that it has risen above 50, a "net confident" reading.

"Small business owners continue to show resilience and optimism

despite feeling impact from ongoing stressors such as the economy, changing labor market dynamics, higher prices and wages, and other macroeconomic factors," said Shruti Patel, chief product officer for business banking at U.S. Bank.

But the National Federation of Independent Businesses survey says that optimism has been running below the 50-year average for 33 months and uncertainty has risen to the highest reading ever recorded. Bank of America also admits that smaller employers are less optimistic, with 50 percent planning to expand and 39 percent planning to hire versus 78 percent and 61 percent of the owners of mid-sized businesses.


So what's the takeaway? It seems that for most small businesses, 2024 wasn't bad, but it wasn't great either. Hiring and investments have slowed. AI is hot. Money isn't raining from the sky. But there's no significant recessionary red flags either.

Entrepreneurs and owners are generally optimistic for 2025. Count me as one.

*Reprinted with permission for Gene Marks - Columnist on smallbiz, economy, public policy, tech for The Guardian, The Hill, Philly Inquirer, Wash Times, Forbes, Entrepreneur. Small Business owner and CPA*


*(This column originally appeared in The Hill <https://thehill.com/opinion/finance/4945705-small-businesses-state-of-mind/>) ■*

## Membership has its benefits - benefits you need!




**EDUCATIONAL PROGRAMS**

TLI CLASSES  
PROFESSIONAL CERTIFICATIONS




**REVENUE IDEA SHARING**

IDEA EXCHANGES  
OPEN PUBLISHER DISCUSSIONS




**CIRCULATION AUDITS FROM CVC**

BI-ANNUAL CIRCULATION AUDITS



**INDUSTRYWIDE NETWORKING**

VIRTUAL AND IN-PERSON EVENTS



**AND MUCH MORE JOIN TODAY!**

Association of Community Publishers - 877-203-2327

# BIGGEST OPPORTUNITIES FOR LOCAL PUBLICATIONS IN 2025

**A**s local information flow continues to evolve, community publications stand at a pivotal crossroads in 2025. The rise of digital media, shifting reader preferences, and economic challenges mean local outlets must seize emerging opportunities to enhance their reach, engagement, and relevance within their communities. In this article, we explore key strategies that can empower local publications to grow their readership and foster deeper community connections.

## **EMBRACING DIGITAL TRANSFORMATION**

One of the most significant opportunities for community publications in 2025 lies in embracing digital transformation. A strong online presence is no longer optional; it's essential. This means developing engaging websites with rich multimedia content and leveraging social media platforms to broaden their audience base.

To capture attention in a crowded digital space, publications should focus on creating high-quality, shareable content that resonates with local readers. Interactive features—such as polls, quizzes, and comment sections—encourage active participation, helping to foster a sense of community. Targeted social media ads can further amplify content, driving traffic back to websites or print editions and engaging local audiences more effectively.

Implementing data analytics is also crucial for understanding readership patterns. By analyzing which content performs best, publications can refine their editorial decisions to en-

sure they meet the interests of their community. In 2025, adapting to the digital world isn't just a competitive advantage—it's essential for survival.

## **FOSTERING COMMUNITY ENGAGEMENT**

For generations, local publications have been integral to their communities, serving as trusted sources of news and information. In 2025, community engagement will be more important than ever. Publishers should focus on building stronger, more interactive relationships with their readers.

Hosting local events—such as town hall meetings, workshops, or "Meet the Editor" nights—provides valuable opportunities for residents to engage directly with editorial teams. Partnerships with local businesses and organizations can also help build deeper community connections. By collaborating on events, projects, or initiatives, publications can demonstrate their commitment to local issues while raising their profile in the community.

Feature stories that celebrate local heroes—individuals making a difference in the community—can also enhance readership loyalty. These human-interest stories resonate deeply with readers and strengthen the emotional connection between the publication and its audience.

Additionally, involving the community in editorial decisions can deepen these bonds. Creating a reader advisory board or soliciting input on upcoming stories helps ensure content is relevant and reflects the interests and concerns of the local population.

## **DIVERSIFYING REVENUE STREAMS**

As traditional advertising revenue continues to decline, local publications in 2025 must explore diverse revenue streams to ensure financial stability. Subscription models, crowdfunding campaigns, and even merchandise sales can offer valuable funding opportunities.

Paid subscriptions for premium content—such as investigative reporting, special features, or exclusive interviews—can encourage readers to support their local publication directly. Additionally, niche publications or community-specific newsletters targeting smaller, specialized audiences can attract advertisers seeking more targeted exposure. By offering local businesses sponsorship opportunities for specific sections or features, publications can create mutually beneficial partnerships.

Expanding revenue streams not only secures a publication's financial future but also helps amplify local voices, creating a platform for underrepresented stories and perspectives within the community.

## **PRIORITIZING SUSTAINABILITY AND ETHICAL JOURNALISM**

As the world becomes more attuned to environmental and ethical issues, local publications have an opportunity to lead by example in 2025. Adopting sustainable practices—such as reducing paper waste, using eco-friendly printing materials, or transitioning to digital formats—can resonate with readers who are increasingly concerned about the environment.

# INDUSTRY OPPORTUNITIES

Ethical journalism is equally important. In an era of misinformation and media distrust, local publications can distinguish themselves by committing to transparency, accuracy, and integrity in their reporting. Addressing controversial issues openly and fostering community dialogue can further solidify a publication's reputation as a trustworthy, unbiased source of information.

By prioritizing sustainability and ethical journalism, publications not only enhance their credibility but also attract a readership that values responsible, community-focused re-

porting. This approach can help ensure that local media remains a vital force for good in a rapidly changing media landscape.

## CONCLUSION

The future of local publications in 2025 holds significant promise, provided they are willing to embrace change and innovation. By capitalizing on digital opportunities, deepening community engagement, diversifying revenue sources, and committing to sustainability and ethical journalism, local outlets can

solidify their place as a central voice within their communities.

As they navigate the evolving media landscape, publications that take proactive steps to adapt and engage with their audiences will be the ones to thrive. The publications that embrace these opportunities will not only survive—they will lead the charge in shaping the future of local journalism.

---

*This article was written with the help of ChatGPT 4o mini.*

## Additional Resources



### North.com – Blog Article

#### 6 New Year's resolutions to make for your small business.

By Ryan Gibbons

Written for retailers, this article provides a great perspective for publication professionals to keep up with, plus there are some excellent take-aways that will work in our businesses as well.

🏠 <https://www.north.com/blog/6-new-year-s-resolutions-to-make-for-your-small-business>



### LinkedIn – Article

#### 10 New Year's Resolutions For Small Business Owners

By Susan Marambio

A great list here of 10 things we should all be doing every year! Many are just good business and personal life practices we all need to be doing. Easy read with loads of content.

🏠 <https://www.linkedin.com/pulse/10-new-years-resolutions-small-business-susana-marambio/>



### Invoice Home – Blog Article

#### New Year's Resolutions for Small Business Owners

This article boils what many talk about into just 5 very straight-forward things small business owners can do to build their business and their personal effectiveness.

🏠 <https://invoicehome.com/blog/resolutions-for-small-business-owners>



### AndyPreston.com – Article

#### Top 10 'New Year Resolutions' For Your Sales Team

By Andy Preston

In this article, leading Sales Expert Andy Preston explains what the successful sales leaders and salespeople are implementing right now to make sure they have a great year this year! You get the first 5 free – you have to register to get the next 5.

🏠 <https://www.andypreston.com/top-10-new-year-resolutions-for-your-sales-team/>

## ADDITIONAL RESOURCES

### Score.org – Resource

#### Top Trends to Pay Attention to for Business Owners in 2025

By Çağla Çelik

This article covers a lot of ground but offers some solid areas to consider for innovation and adaption in the coming year. From AI and sustainability to diversity and inclusion, some interesting areas to consider.

🏠 <https://www.score.org/utah/resource/eguide/top-trends-pay-attention-business-owners-2025>



### Mindtools – Video

#### Eight Rules for Successful New Year Resolutions

If you a visually driven person, you will love this approach. This video delivers step-by-step approach with interesting visual presentations to entertain you. Plenty of good material packed into under 3.4 minutes!

🏠 <https://www.mindtools.com/a8mlh20/new-year-resolutions>



### BenchmarkOne.com – Blog Article

#### 8 Steps To Achieving Your Business's New Year's Resolutions More Quickly

A different look at many of the same concepts. This article focusses on the business resolutions you make and what you need to do to make them become reality.

🏠 <https://www.benchmarkone.com/blog/8-steps-achieving-businesss-new-years-resolutions-quickly/>



### Forbes – Article

#### Future Work Trends: 14 Workplace Predictions For 2025

By Brian Robinson, Ph.D.

This one might be a little unsettling, pointing to some of the more radical changes that are on the horizon. From the growth of the inclusion of AI, all the way to post election regulatory changes, this is worth a scan.

🏠 <https://www.forbes.com/sites/bryanrobinson/2024/11/13/future-work-trends-14-workplace-predictions-for-2025/>



### SOCi.com – Blog Article

#### The Growing Importance of Local: Marketing Predictions for 2025 (Part 1 of 3)

Lots of ground covered in this article. From Ace Hardware's localized approach to marketing, all the way to a prediction for the decline in brand loyalty, there is some thought provoking material here.QR

🏠 <https://www.soci.ai/blog/the-growing-importance-of-local-marketing-predictions-of-2025-part-1/>



### Newest addition for your “Advertiser Help Page” Listings

### Playforthoughts.com – Blog Article

#### The Best Print Ads: Examples and Lessons From The Golden Age of Advertising

If you are looking for creative inspiration from some of the very best print ads over the years, you're home! This entertaining walk through history demonstrates the true beauty of simplicity, not to mention what a large impression it can make.

🏠 <https://www.playforthoughts.com/blog/the-best-print-ads>



# A WALK DOWN MEMORY LANE

*Editor's Note: For this month's Walk Down Memory Lane, I chose something I wrote 10 years ago when Bill Welsh passed away. I thought it was important to reflect on the things Bill stood for and keep you all aware of why there is a Bill Welsh Foundation to support the educational initiatives in the community publishing industry.*

## LESSONS FROM A LEGEND

BY LOREN COLBURN (FROM INK MAGAZINE, DECEMBER 2014)



That Bill Welsh smile that warmed so many hearts!

It's Hard to imagine a free community paper industry without the presence of Bill Welsh! It was Bill who always made newcomers feel welcome, included and important. It was Bill who made friends with everyone he met and made those friends always feel they were the most special people he knew. It was Bill who kept an entire industry always laughing and entertained with a smile and a wink

or occasionally one of his favorite jokes. It was Bill who could light up a room any time he was in it.

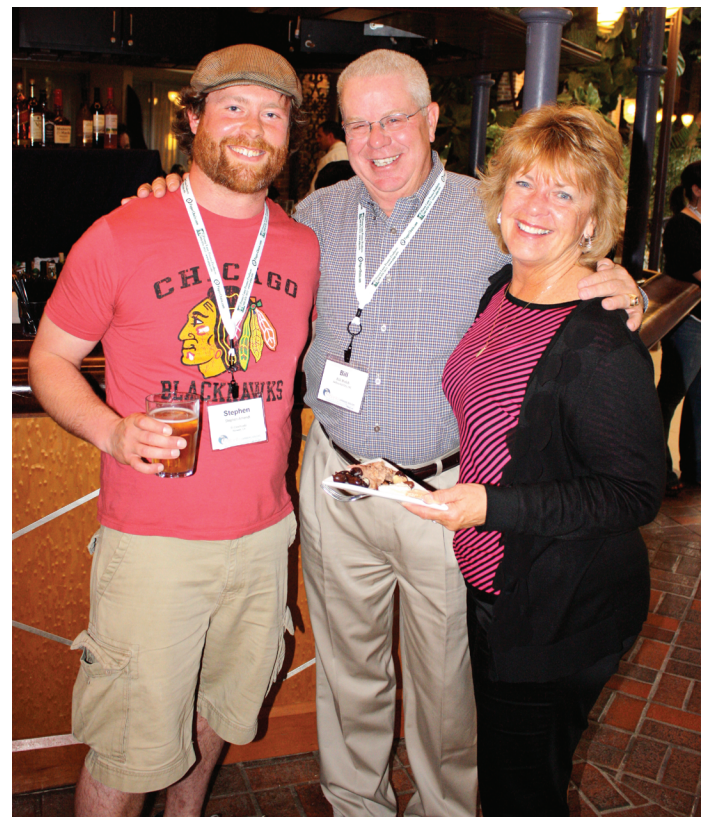
Yes, it's hard to imagine this world without Bill Welsh. But as I sit here and think, it's even harder to imagine what things would be like if we had never had the opportunity to have our lives and industry influenced by such an amazing individual. His impact and influence has guided us through so much over the years, and his involvement in AFCP and MFCP helped shape those organizations and provided the foundation for many of their accomplishments and much of their growth.

As I reflect on Bill's impact on me personally over the last 20 years, I am overwhelmed by the number of life lessons he provided to me and the impact they have had on my life. These lessons were available to all of us simply by being around him...

- There is no greater gift this life has to offer and no higher testimonial to a person's presence on this earth than that of family. Give it the highest priority available.
- Place an extremely high importance on the value of friendship. It can be the provider of many of

the treasures that life has to offer. It is a source of great strength and support when the going gets tough and a great way to make the good times even better.

- Use your sense of humor and sincere smile as a bridge to connect with people of all kinds. A keen sense of humor helps make the bonding process immediate and universal.
- Trust in the people around you – people will perform extraordinary things to support that trust you place in them.



Bill and Ruby Welsh welcoming a new member in Denver, 2014.

# A WALK DOWN MEMORY LANE



Loren Colburn and Bill Welsh in Miami, 2007.



Skip Welsh, Ruby Welsh and Stephanie Welsh Fritz at the first Bill Welsh Memorial golf tournament in Nebraska City, NE

- Don't be afraid to show emotion! That vulnerability we show by displaying all of our emotions draws family and friends even closer together and strengthens the bonds that keep us close.
- LOVE... love your family, love your friends, love what you do... and love life! Every minute of every day.

We will all miss Bill Welsh and watching the trail of smiles he would leave in his wake as he worked his way around any gathering of people. We will also all benefit from his involvement in our industry for many years to come, as his influence was dramatic and long lasting. I personally will miss him tremendously but will always remember him with a smile, a laugh and a tear – just like Bill taught me! ■

## Help us celebrate!

acp  
75  
ANNIVERSARY  
YEARS

1950 - 2025

### Association of Community Publications

Send us your *Walk Down Memory Lane* story to run in Publish Magazine as we celebrate the history of community publications throughout 2025. Just email the story to [loren@communitypublishers.com](mailto:loren@communitypublishers.com) along with any vintage photos you might have to be considered for publication.

# SUCCESSFUL PROJECT MANAGEMENT WITH THE PROJECT PYRAMID

BY JAMES A. BAKER  
FOUNDER - BAKER COMMUNICATIONS



**P**roject management sometimes seems like juggling, with a number of balls that must be kept in the air during any project. The project manager has many concerns: controlling scope creep, maintaining quality, staying under budget and on schedule, measuring progress. Your resources, time, and money must all be managed effectively.

Keeping all these “balls” in the air without dropping them can become overwhelming, as you worry about several seemingly separate things simultaneously. It can be helpful to understand how different aspects of a project affect each other. These considerations are not separate objects to juggle, but parts of a solid structure that can support your project management success.

### **PROJECT MANAGEMENT 101**

The point of project management, in essence, is to achieve the project’s goals and objectives within set constraints. The traditional “project

management triangle” assumes these constraints are time - your schedule; cost or resources - which includes your budget; and scope - the size of the project’s goal. None of these factors may be changed without affecting the others: an increase in scope, for example, entails an increase in time and cost, while a decrease in the available budget or a tighter deadline may limit the scope of the project.

### **THE PROJECT PYRAMID**

The “project management triangle” can be extended into a pyramid or tripod, with performance or “quality” at the top. The supporting sides or legs - resources, time, and scope - are the factors which determine how high the summit of the pyramid reaches, and whether it is stable. The more ambitious your goal, and the more resources and time you have to reach it, the greater your performance may be. However, if one of the three supports is modified without adjust-

ing the others appropriately, the pyramid slumps, and may even collapse. Cutting the budget without altering the scope, for example, or increasing the scope without allowing more time for completion, will cause issues with quality performance.

Your job, as a project manager, is to ensure that your Project Pyramid is a solid, stable construction that you can cap with a high-quality end result.

### **MANAGING RESOURCES**

Managing the budget is a critical element of most projects. Often a project manager is evaluated based on his or her ability to complete a project within budget.

Every project task will have a cost; in preparing the project budget, each of these costs is estimated and then totaled. Some estimates will be more accurate than others. The project budget may include an allowance for variations in cost, or contingency allowances for unforeseen delays or problems. The project manager’s job is to keep the actual cost at or below the estimated cost, using as little of the contingency funds as possible.

Besides a monetary budget, your resources may also include people, equipment, and materials, depending on the nature of your industry and the type of project.

Managing people means making sure you have the right number of the right people with the right skills and tools doing the right jobs in the right way at the right time. People management is one of the most challenging aspects of any project. Not only must you ensure that the people involved know what needs to be done, when to do it, and how to do it, but



you must also make sure they stay invested, motivated, and cooperative.

The project manager may also need to manage equipment, project materials, or supplies. If your project involves use of equipment or supplies, you must ensure that you have the right equipment in the right place at the right time, that it is functioning properly, and that any necessary supplies are available for use when needed.

### MANAGING TIME

Time management is another side of the Project Pyramid, a critical factor in successful project management.

A project can be broken down into a number of tasks that have to be performed. To prepare the project schedule, you must determine what the tasks are, estimate how long they will take, assess what resources they will require, and plan the order in which they should be done. Tasks must often be executed simultaneously by different people or groups within the project.

Any flexibility in the schedule is called float. Some tasks have zero float; a line through all the tasks with

zero float determines a critical path. All tasks on this path must be completed on time if the project is to be completed on time. The Project Manager's key time management task is to manage the critical path (or paths, if there are more than one).

### MANAGING SCOPE CHANGES

Scope changes often occur in the form of "scope creep," the aggregation of small changes. These changes may be insignificant by themselves, but taken together they can become problematic. Ensure that any change in scope, no matter how small, is accompanied by approval for a corresponding change in budget and/or schedule as necessary.

### BUILDING THE PYRAMID

The schedule, resources, and scope of a project all affect each other. The most common cause of blown budgets, for example, is blown schedules. You cannot effectively manage the resources, time and money in a project unless you manage the project's scope. Project managers who succeed in meeting their project

schedule and control scope changes have a much better chance of staying within their project budget. Those who adjust their budget and schedule to accommodate any scope creep will still turn out quality work. Each factor has an effect on the total structure.

When planning and executing any project, don't think of your budget, time and goals as separate issues. Each side of the Project Pyramid is dependent on the other two for support; if there is poor management of time, resources, or scope, the pyramid will not stand. Build your pyramid with an awareness of how any changes affect the entire structure, and you will create a lasting monument to your project management success. ■

Baker Communications offers leading edge training solutions for sales makers and sales managers that will help you address the goals and achieve the outcomes addressed in this article. For more information about how your organization can achieve immediate and lasting behavior change that will uncover new opportunities, drive revenue, and boost your bottom line go to:

🏠 <https://www.bakercommunications.com/selling.html>

# SALES TRAINING

## Available Whenever Your Salespeople Are!

### 140 Individual Training Modules

Over 28 hours of sales training on all aspects of the sales process, available FREE to ACP members.



## MEMBER BENEFITS TO BUILD YOUR BUSINESS

For more information go to:  
<https://www.communitypublishers.com/education>



## RESOLUTIONS

BY CAITLIN NEELAND (CJ)

**T**hink of that word up top. How does it make you feel? Do you think it is daunting and brings a mountain of weight, hesitation, procrastination, and failure? These words do not have to be attached to your resolutions. Let's cut those cords and start light and fresh!

How many of you write New Year's Resolutions? I have never written any. No matter your answer, if you failed, succeeded, or have never written any before, I am here to travel on this journey with you and have a monumental 2025. At the end of our chat, I will write 2 New Year's resolutions with you and continuously work towards them throughout the year.

I have researched how you can achieve your New Year's resolutions. These next five tips/steps will make them simple and easily attainable.

1. Look at last year's resolutions to see if there is one you want to put back on your list or pick completely new ones.
2. Only keep 1 or 2 on your list. It will make achieving your goal manageable throughout the year.
3. Make your goal specific! If one of your goals is to read more, edit your resolution to read, "I am going to read six new books this year."
4. Devise a plan that will help you reach the mountaintop. Break your goal into mini milestones. Always make them specific so you know what you are reaching for. If you want to read six books, write, "I will start a new book at the beginning of every other month." That will give you a benchmark to work towards. You can even research some books and write them down.

As the beginning of the month rolls around and you finish your current book, you will be prepared and not stressed out to find a new book. You are setting yourself up for success!

5. Start your goals now rather than at the beginning of the year! There is no day like today because you only have one life. Let's make it the best version and keep on improving.

There are all kinds of resolutions, but what fits where you are right now? What changes do you want to make in 2025? What can you do better? What are you working toward? I've gathered ten categories to help inspire you!

1. Balance – Are you having trouble making time for other interests or hobbies beyond your everyday routine and work? Schedule time for studying, reading, exercise, social activities, or volunteering.
2. Learn a new skill or take up a new hobby. Now is the time! It may lead you to something great and unexpected.
3. Financial goals – Consider and institute a plan to save for that new iPad or maybe buy some dirt. Maybe your finances are tight these days, and you need a way to reduce stress. Research or contact a finance professional to have a stress-free 2025!
4. Improve your productivity by cutting your screen time. Limit your use of social media and TV/streaming services.
5. Make time for more connections. If you're always working or have your calendar booked with other events, you can lighten your load to make room for quality time with family and friends.

6. Self-care is a broad topic but think about what this means to YOU. What does your body or mind need heading into the new year?
7. Read more books - Tons of inspiring stories and knowledge fill the pages of books. You may be looking to learn a new skill or hobby. You could read a couple of books this year on that topic!
8. Connect with nature – You can couple it with exercising more if that is another goal of yours. You can enjoy the outdoors by taking scenic leisure walks in different towns or parks. Find new spots you have never been to before. A picnic could be an excellent way to sit, relax, draw, or read!
9. Establish healthy eating habits – If there is a change you're scared about, it might seem scary now, but take baby steps and write down those mini milestones. I know you can do it; you have the courage to believe in yourself.
10. Break a habit – We all have good and bad habits. If a habit is not serving you anymore, it is time to shed that habit and leave it behind in 2025.

My resolutions for 2025:

1. Read six new books! - It is sometimes challenging to complete even one book in a year. This year, I will end up reading five books. I am proud of myself and will keep the momentum going with six.
2. Continue swimming at least once a week!

I hope these tips and ideas have provided some food for thought and help you easily navigate your resolutions. Have a Magical Holiday Season and a Happy New Year! ■



BY JOHN FOUST  
GREENSBORO, NC

# IN SEARCH OF THE PERFECT HEADLINE

**Y**ears ago, a keynote speaker at a local Ad Club meeting asked us to put ourselves in a consumer's shoes. "Let's say your name is John Doe," he said. "One day you're turning the pages of the newspaper and see an ad with a headline that reads, 'The truth about John Doe.' Wouldn't you read every word of that ad?" Everyone in the room responded with a resounding "yes."

That was one of the simplest and most dramatic examples of perspective I've ever seen. John Doe doesn't care much about the advertisers in his town (unless he works for one of them). He's not concerned about the profit margins of his local newspaper. And he doesn't worry about the sales commissions of the salespeople who work there.

In other words, it's human nature for John Doe to care primarily about himself. The products which attract his interest are those that can solve a problem or make life easier and more enjoyable for him and his family.

While "The truth about John Doe" is the perfect headline – for John Doe – it's impossible to reach that level of perfection in the real world of advertising. Ad copy can't be personalized to that degree. The best we can do is to address our messages to smaller demographic audiences within a larger readership group.

Once a target audience has been identified, it's important to look for connections between what the audience needs and how the advertiser can meet those needs. To get in step with consumers, focus your attention on their self-interest.

Then think about headlines. A headline can make or break an ad. Research shows that, for every five people who read a head-

line, only one will read the rest of the copy. This means that the John and Jane Does in your audience rely on headlines to tell them whether to keep reading.

There are some ways to spark headline ideas. One of my favorites is the "how to" formula, because these two words set the stage for a benefit headline. To illustrate, consider book titles. Let's say you want to build a piece of furniture, a rocking chair. You need step-by-step instructions, so you go online and browse through book choices. Woodworking and Woodworking Basics are too general. How to Build Furniture is better, but your interest is in rocking chairs, not other types of furniture. Then you see How to Build a Rocking Chair. That's the most enticing title of all, isn't it? And it promises a specific benefit, without resorting to puffed up claims or exaggerations.

It's the same with ad headlines. Use the words "how to" to put you on the right path. Then with your knowledge of the audience and the product or service your client is promoting, fill-in-the-blank to create a selection of benefit headlines. Pick the one you like best and build the ad concept from there.

It's all about giving people a reason to read beyond the headline. ■

© Copyright 2024 by John Foust. All rights reserved.

*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 © 12/2024

Type on a path can be a big help when you have a limited space to work with—and in today's market, limited space seems to be the norm. I found a simple heading that I believe will work for my purposes. It's not exactly what I want, but the idea is there. I will deconstruct the original heading and just use elements of the original that will suit my goal of a badge or "tag" that I can use in a number of different ways.

## Cookie Recipes

This is the time of year when cookie recipes are really big! For gifts, for parties, desserts—for sharing! I liked the "Santa's Cookie Picks" header, but I want to make it a little more generic, I don't know, maybe just "Holiday Cookies" will be enough. By the way, I am using the header at 32% of its original size.



I liked the casual type that was chosen for this heading, however, if I am going to use type on a circular path, I need to be a little more discriminating. Type on a circle path looks best in all caps. Descenders that hang below the baseline become a distraction as you'll soon see. I have used the typeface *Postino Italic* because it comes closest to the type used in the original heading. I have used the type on a path option "Rainbow," but I'm really not liking it already and I haven't even added the cookie art. Anyway, the first version is upper and lowercase and it looks a little "messy." The second version is all caps and while it suggests the outline of a circle better, I think I will choose another typeface altogether. The unique characteristics of the type interferes with readability. (Typeface size is 18 point in both cases.)



At this point, I'm also making the words run in just the top portion of the circle. I decided to let the artwork stand on its own, so my type for "Holiday Cookies" is *Myriad Pro Black Condensed*, plus the words are now 32 point. And rather than base align the text to the path, I chose center align because I tinted the inside circle and wanted the "parts" to seem more connected.

I also chose to add a stroke and small dark shadow to just the text area. The amount of space you have to work with will dictate the size of the heading.



Heading with lots of cookies!

In the next column, I offer some variations on this item. Some will work well smaller, as a "badge" or "tag" to unite similar items. This type of heading can be done with Happy Hours, Gift Baskets, Brunches... whatever!

Just use appropriate artwork and scale to balance the heading. Working with type on a path can feel a bit clumsy in the beginning, but anytime you try something new, it feels awkward. I have been writing about design since 1995, so I know awkward and clumsy!

Type size is now 24 point, but the circle is reduced to accommodate a smaller area. We don't need as many cookies either!



Same as above with just a few of the items shifted. 2 CIRCLES were required, so I repositioned "Cookies" to the bottom of the circle, and choose "flip" on my Type on a Path options. Since I did not base align the text, I also deleted the color from the circle on "Cookies" so both "Holiday" and "Cookies" would appear to overlap the tinted bottom circle. Once again, I shifted the cookies to create a more cohesive look.



## Final Thoughts

As we know from our industry, change is inevitable. So too is this point in my life. As I stated below, my last column will be next month and I am grateful for the years I have hopefully helped in the design process.

I've come a long way since Robert W. Munn contacted me about doing an article for the Independent Free Papers of America (IFPA), in 1995 and I would like to take a bit of time next year to discuss past, present and the future of being a Graphic Designer.

Back in the old days, I did a "Sale" border very much like this one with the font *Bermuda Squiggle*. I was using *QuarkXPress* at the time, so I made some adjustments—like not doing a real type on path! So I have updated the type on path for use in *InDesign* and this is truly one long rectangular path. Did I have to do a little tweaking? Heck yea! However the software programs have made it so much easier to do a lot of the time-consuming tasks we had to do in the past. But it wasn't too bad nor did it take much time—maybe 5–8 minutes to get the text to come out even. Probably about the same amount of time it took in 2004 to create separate boxes and place them around the border. So it's a wash.

Now experiment with other shapes. I used Adobe CS 5.5 then, but I've been using this technique since Adobe CS3.

Well this wraps it up for another year and I also find myself craving some Christmas cookies! I will be back in January, unfortunately for the last time. In the meantime...

*A Blessed Holiday to all!*

# Community Publications Business and Service Directory

## ADVERTISING SERVICES & SOLUTIONS

CREATE. SELL. PROFIT.



**METRO**  
metrocreativeconnection.com

## DESIGN SERVICES

**SUPER DESIGN & SUPER SAVINGS**



Outstanding Creative Page and Ad Design.  
**Savings of 50-70%! Vs. In-House.**

**Design2Pro** 20th Anniversary

Howard Barbanel / 516-860-7440 / Howard@Design2pro.com

## DIRECT RESPONSE PRINT AD PLACEMENT

Instead of running a tired house ad, **increase revenue** with a great looking ad from one of our national or regional brands.

Call to sign up - no charge  
**860-379-9602** | **MediaBids**  
Performance Print Advertising

## APPRAISALS & BROKERING

Newspapers  
Magazines - Shoppers  
Book Publishing

Confidential  
Customized - Comprehensive

**KAMEN & CO. GROUP SERVICES**  
516-379-2797 WWW.KAMENGROUP.COM  
For more information - see our ad in this issue.

## DIGITAL MARKETING

**SMALL PUBLISHER BREAKS \$800,000 MARK IN NEW DIGITAL SALES**



The story and text message are now LEGENDARY.

A small publisher in the South with three reps partnered with us to grow her digital revenues - the goal was to double their money.

By partnering with our team of digital experts, benchmarks were set, and sales calls were made. What unfolded in about eight months is a testament to B2B collaboration - and the "legendary text" to our Vice President is real.



adcellerant

If they can do it, why not you? Scan the QR code to book a demo.

## INDUSTRY COMMUNICATION

**Publish**  
MAGAZINE

**Loren Colburn**  
877-203-2327

Loren@communitypublishers.com

## AUDIT & READERSHIP STUDIES



**CVC Audits and Readership Studies**

Third Party Print & Digital Verification  
Increased Exposure to Media Buyers  
Learn What Your Readers Want  
Call 800-262-6392 or visit www.cvcaudit.com

## DIGITAL REVENUE CONCEPTS

**START A BUSINESS DIRECTORY WEBSITE**

**ideal directories**

Launch your BIG idea today!

Perfect add-on to your Wedding & Home Improvement Special Sections

**www.idealdirectories.com**

From the owners of Page Flip Pro & SiteSwan

## INTEGRATED SOFTWARE SOLUTIONS

**INNOVATION. LONGEVITY. SERVICE.**

Find out why our customers call us "the best tech support team" and say "we wish we could contract with SCS to support all our products."



phil@newspapersystem.com  
800-568-8006

## COMMUNITY PUBLISHING

**YOUR MESSAGE HERE!**

**Douglas Fry**

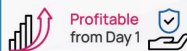
877-203-2327

Douglas@communitypublishers.com

## DIGITAL SMART ADS

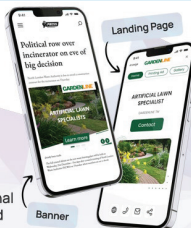


Best digital ads + landing pages for regional advertisers



Profitable from Day 1

No internal overhead



## LEGAL ADS

**Column**

Reduce costs on legals. Outsource affidavits. Delight customers.

www.column.us



## CUSTOMER RELATIONSHIP MANAGEMENT

ARE YOUR MEDIA SALES...

HELP YOUR TEAM...



Just floating?



Soar instead.

**ASK-CRM** ASK-CRM is a newspaper-centric CRM tools to streamline media selling designed to maximize your sales efforts.  
robin@ask-crm.com, 301.800.2275, www.ask-crm.com

## DIGITAL MARKETING

FRESH AIR FOR DIGITAL MARKETING

WE DO THE SALES & OPERATIONS HEAVY LIFTING

New digital revenue in 90-days

Proven go-to-market approach

3 to 5 x margin

january spring

## MEDIA CONSULTING

**Design. Content. Ideas. Software. Training.**



Creative Circle MEDIA SOLUTIONS

Providing the knowledge, experience and technology to help publishers grow and thrive!

**401-455-1555**

www.creativecirclemedia.com

## DESIGN SERVICES

**ADROITSQUARE**

Ad Design - Print/Digital/Video  
Pagination/Design/Layout  
Turnkey Specialty Publications/Magazines  
Prepress Services

**ADROITSQUARE.COM**  
919-653-8160 | hello@adroitsquare.com

## DIRECT MAIL AND PRINTING

**Direct Mail?**

**Turn-Key Saturation Direct Mail Programs**  
• Easy • Fast • Profitable

jeff@ultimateprintsource.com 909-947-5292 x-320

www.UltimatePrintSource.com

## MEDIA SELLING SOLUTIONS

**SRDS**

Part of Adwanded Group

**Enhance Your SRDS Profile**

**Michael Forgash**  
917-885-9793

michael.forgash@srds.com

Your Go-To Guide for Community Publication Business and Service Support

# Community Publications Business and Service Directory

## MERCHANT CARD PROCESSING



**We Make It Easy for You to Make Money.**

[msgpay.com](http://msgpay.com)

## PUBLICATION PLANNING



The first name in publication planning.

- Open issue template.
- Import ad list. Place ads.
- Open in InDesign®.
- Place editorial.
- Have coffee.

[info@cognitiveinc.io](mailto:info@cognitiveinc.io)



## PUBLISHING SOFTWARE



### How Publishers Profit

CRM · SALES · PRODUCTION · BILLING  
INTEGRATED MARKETING

Ph: 954-332-3204 | [KCASKEY@mirbeltechnologies.com](mailto:KCASKEY@mirbeltechnologies.com)

[www.newspapermanager.com](http://www.newspapermanager.com)

## PRINTING - FULL SERVICE

*We specialize in the art of printing!*

Newspapers \* Publications \* Shoppers  
Catalogues \* Magazines \* Directories \* Coupn Books



205 Spring Hill Road, Trumbull, CT 06611

**203.261.2548**

[www.trumbullprinting.com](http://www.trumbullprinting.com)

## PUBLICATION PRINTING



Publication Printers<sup>corp.</sup>

Quality Web Printing

[pubprinters.com](http://pubprinters.com)

## SOFTWARE SYSTEMS FOR PUBLISHERS



### The choice of the professionals

The versatile software developed by Anygraaf's personnel has altogether over 500 customers: newspapers varying from small local papers to newspapers with more than one hundred editors, printing offices, news agencies, image agencies and book publishers.

[www.anygraaf.com](http://www.anygraaf.com)

**1-240-238-4140**

## PUBLIC SERVICE PROVIDER



**Champion Respect / End Abuse**

*Get your publications involved today!*

[media@safesport.org](mailto:media@safesport.org)

**720-531-0344**

## PUBLICATIONS PRINTING



Publication Printers Since 1914

- |             |                          |
|-------------|--------------------------|
| ✓ MAGAZINES | ✓ GUIDEBOOKS             |
| ✓ JOURNALS  | ✓ HIGH QUALITY           |
| ✓ CATALOGS  | ✓ SHORT-RUN PUBLICATIONS |

800-647-0035

[CUMMINGSPRINTING.COM](http://CUMMINGSPRINTING.COM)

## SOFTWARE SYSTEMS FOR PUBLISHERS



*Track everything with sales:*  
Advertiser emails, Bills,  
Marketing, Forecasts and Proofs

**303-791-3301**  
[FakeBrains.com](http://FakeBrains.com)

## PUBLICATION DELIVERY



DELIVER YOUR PUBLICATION FOR A FRACTION OF THE COST OF SOLO MAIL AND EXPAND YOUR REVENUE POTENTIAL!

VERICAST SAVE DIRECT MAIL IS THE SOLUTION.

CONTACT US NOW TO SAVE ON POSTAGE & DRIVE REVENUE!

**860-930-7286**

[david.cesaro@vericast.com](mailto:david.cesaro@vericast.com)



## PUBLISHING SOFTWARE

- |                    |                      |
|--------------------|----------------------|
| ✗ FULLY INTEGRATED | ✗ DIRECT MAIL        |
| ✗ EASY TO USE      | ✗ COMMERCIAL BILLING |
| ✗ AFFORDABLE       | ✗ GENERAL ACCOUNTING |
| ✗ FREE DEMO        | ✗ PAYROLL            |



603-323-5077 [WWW.MERRSOFT.COM](http://WWW.MERRSOFT.COM)

## STRATEGIC MEDIA PARTNER

**We Support Local News.**



[www.popmount.com](http://www.popmount.com)  
Danielle 480.298.7937



Still the brightest idea to build any business!



**Advertising In Print Publications**



If you believe this message - you should join this association!

[www.communitypublishers.com/why-join-acp](http://www.communitypublishers.com/why-join-acp)

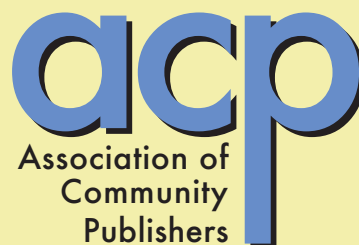


# The center of community publication peer to peer networking!



*Annual Leadership Retreats*  
*Annual Conference & Trade Show*  
*Group Discussion Calls*

## Join People Doing What You Do!



For More Information: [www.communitypublishers.com](http://www.communitypublishers.com) / 877-203-2327



# Publish

8119 Circuit Rider Path  
Cicero, NY 13039

Publish is a monthly magazine produced by the Association of Community Publishers.

The mission of *Publish* is to cover the people, companies and events that shape the community media industry - one issue at a time.

**SAVE THE DATE - WARM YOUR WINTER**

The background of the main section is a vibrant tropical scene. It features several palm trees in silhouette against a warm, glowing sky with shades of orange, yellow, and light blue, suggesting a sunset or sunrise. The overall mood is bright and inviting.

# acp REVENUE \$UMMIT

**JANUARY 9-10, 2025 ✦ ORLANDO**

# F L O R I D A

**WESTGATE LAKES RESORT & SPA**

**SEE PAGE 8 FOR MORE DETAILS**