

tip

The Independent Publisher

The Kids Are Alright

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CENTRAL
VERMONT'S
HOMETOWN
NEWSPAPER





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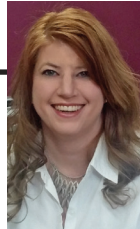
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"...it can be independence forever for those who value it sufficiently... if they give their allegiance to an association such as this one, they will be dedicated to keeping the spirit alive, and they will be doing it by helping each other."

- Victor R. Jose

IFPA Founding Conference
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Deborah Phillips and her staff pose outside their office in Barre, Vermont. They have been known as "The Kids" for quite some time now.



Doug's Dribble

by
Doug
Fabian



SEPTEMBER CONFERENCE- JUST AROUND THE CORNER

As I write this column, I just purchased my plane tickets for the IFPA Conference in Orlando this September. I realized that if I was going to encourage you to show up for this awesome conference, it would be good if I followed my own advice. All done, and it took me about five minutes. I can't wait for this conference for many reasons. There are great speakers. We are in an awesome city. We are sharing this conference with SAPA and CPF and there are a lot of smart people in those organizations. There is the opportunity to visit with old friends and make new friends. All of these reasons are pretty awesome

opportunities, and should be taken advantage, by you, right now. Go ahead and register today. You can go to www.ifpa.com and register online like I just did. Just do it. We all need what the benefit of a conference can bring to us. I hope to see you there.

While I have learned a great deal from speakers at conferences over the years, I value the fellowship that I have enjoyed with the awesome people that make up IFPA. When I was a young man in the industry, I remember sitting in the hallway in St. Louis with the old geezers, literally firing questions at them for hours. I got so much wisdom out of those conversations. I remember roundtables that would shape the way that we did business back home. I remember that if I had a question, problem, or challenge; I would get a

solution that I could go back home and use on Monday morning.

The spirit of IFPA is the reason that you should attend this conference. If you are struggling, you can get the answer you are looking for. If you are thriving, you can share your success with others that are craving the idea that will help them out. The new "old geezers" are still in the hallways waiting to help you out. I know it may be difficult to make a decision to leave your office and attend a conference, but treat it as leaving your office and going to a class on how to find success in today's business climate and I am sure it will make sense. Plus, you are guaranteed to have a lot of fun, too.

Not sure if you heard, but I am a new, proud Grandpa. Caleb and Kai

32 Quarterfold

32 Magazine

37 Broadsheet or Tabloid

32 Digest

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Steel Distribution Boxes

were born eleven days apart in May. Connie and I were blessed to be able to be there for both of the births, one in Massachusetts and one in Virginia. Good stuff! Major things like this can change your perception of life and the challenges that it brings. I would, however, like to share with you a by-product of one of these special events that gave me the old “kick in the side of the head” about life and business.

Aaron and Leah live in Altavista, Virginia which is about half an hour south of civilization. About two weeks before they gave birth, Connie and I made a visit because they moved into a new house. Yep, two weeks before a new son was to be here, Aaron moved them 40 minutes away from the doctor and hospital. Daring, probably; nuts for sure! Anyway, Connie was helping Leah get the house in order and I was trying to get some “outdoor” stuff taken care of. I went down to the local Ace Hardware and got a variety of things from them to make my jobs easier. I was absolutely knocked off my feet by how nice the gentleman was to me. Mind you, I was only spending \$18.50 on some various hardware, but he actually made me a customer for life. Aaron was with me and he made AJ a customer for the duration of his time in town. Aaron commented how “nice” and “easy to talk to” that he was. Everyone hears how nice everyone down “south” is, and for the most part I believe they are right, as us northerners can be a little prickly at times. But, here is where the lesson comes in. A couple weeks later, on Memorial Day, I walked into Rountrey’s with the intention of buying a storm door for Aaron’s house. Mr. Rountrey asked my how “my boy was” and if “they had the little one yet” and commented “that my Red Sox were doing pretty darn good” before I could even inquire about the door. I soon found out that he didn’t have the right door for me. He sent me to his competitors down the street and told me to talk to his buddy Quentin. When I got there, Quentin had two

doors out from the warehouse and was waiting to talk to me about them. Mr. Rountrey had called and talked to him for me. In 30 seconds, we bought the door and he was ready to deliver it to Aaron’s house because Rountrey noticed I was driving a car and had a little trouble getting around. Unbelievable! It did cost me ten whole dollars for the delivery but Quentin did have a rebate slip all ready for me that saved me twenty bucks. It gets better. After I had the door put in, I had to drill a hole in the door that was 5/16” for the handle to go in. Well, Aaron didn’t have a bit that big, so I headed down to Rountrey’s. Evidently, they decided to close at 3:00 on Memorial Day, as I found out when I pulled on the door and it was locked. I headed back to my car in dismay, but he opened the door and asked what I needed. I told him and he said to come on in that I must need to drill a hole to put the handle in that door. When I got into the store, he was rifling through his tool box and told me to take a bit and bring it back tomorrow. I thanked him but told him I would be happy to buy one so Aaron would have one for the future. Where I come from, the people would have never even opened the door, never mind offer to let me borrow something. So, here’s the question... why can’t we be as nice as Mr. Rountrey to our co-

workers and customers, never mind family and friends. I have to think it will work famously and be a big win. I know we can use it and I think often of Mr. Rountrey and how much he “gets it.”

Speaking of winning, I was reminded of another great lesson during a fishing trip with my boys. My middle son, Aaron, is very vocal and lively. (What an understatement) While fishing is not his passion as it is with Peter and Ty, this trip is very important to all of us. So, we’re fishing and each time Aaron would make a good cast that would yield a fish, he would exclaim “Win!” I thought of the small win that was making us have such a great time. Soon, we were all laughing and Dave, our guide, would be shouting out “win” each time this would happen. We had a contest for an hour, which I of course won. It seems that fishing is one of the only sports that I can still get the best of Aaron. The lesson here is how we build on a tiny, little success, to make it a great day. We should do that every day of our lives. We should not have to look very hard to find out how fortunate and lucky we are. Good luck with this.

Happy Sellin’,
Doug



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The Kids Are Alright

by Bob Munn

The market saw them as “The Kids,” Deborah Phillips recalls.

In 1974, Deborah, Gary Hass and Russel Smith brought their Eastern Michigan University college newspaper experience and \$1000 to Vermont and purchased a floundering 3400 circulation local newspaper, the Washington County World.

In past month’s, we’ve covered free paper startups that began in family kitchens, basements and garages. The modern version of The World got its start in a 3 room Montpelier, VT apartment (the bathroom doubled as a darkroom) with a cast of characters in the mirror image of the Three’s Company TV series that became popular later in that era.

A 1984 article in Central Vermont Magazine recounts that approximately two weeks into their venture, the fledgling publishers discovered that they would need to sell advertising to survive. But even as they

built upon that revelation, difficulties mounted. “We had \$20 a week to eat on, and that was it,” reports Deborah, who was in charge of the budget.

One of the trio departed. Meanwhile, Gary worked the 5 a.m. shift at the local bakery and Deborah served as a dispatcher for the local sheriff’s department to generate operating revenue. Two years later, a competitor yielded and their World began to gain traction.

They learned as they went. In the beginning, they even flirted with a paid circulation business model. However, by the end of that first year the World was firmly established as a carrier delivered free weekly. In 1979, they abandoned that apartment for the three-story office building they occupy today which allowed them to grow their staff and their circulation.

And then there was that “Kids” label. Deborah recalls an office visitor refusing to speak with her, because he only wished to speak with “one of the owners.” One can only imagine the manner in which she disabused him of that notion.

Still, that challenge remained. It inspired them to create a culture of professionalism in both dress and action to match the role they were determined to play in the business community.

Events moved quickly, and



A reproduction of the first issue of Washington World, which later became simply “the World” reflects the production capabilities of 1972.

Deborah once lamented that “We grew faster than our skills.” But that quick pace matched their youthful courage and ambition.

Over forty years later, “the kids” play their same roles. “Gary is the motivator, the dreamer and the optimist,” Deborah is quoted as saying. “I’m the realist, the one who plays devil’s advocate and determines how feasible something is.”

The largest free distribution newspaper in Central Vermont covers its “world” in detail. Generations of people from over 40 towns have grown up on its diet of local community news, features, columns and sports. Their community calendar is “must reading” to the point that Deborah confesses



"The World" now has many faces. Specialty guides, coupon booklets, and their flagship publication serve their readers.

to being, "...a little nervous when I realize how important we really are to our readers."

She reports that today they supplement the main paper with monthly coupon books and semi-annual summer and fall guides. They also publish niche sections focused on: Health, Bridal, Financial, Home Improvement, Gardening, Pets, Senior Living, Hunting and Shop Local.

With an eye on generations to come as they support a website and have a mobile app in development, as well.

"The kids" have always been about the future, embracing

change and understanding its challenges. Deborah likes where they are. "We don't have the same problems that I hear about from friends in other markets. Our downtowns are very active and vibrant. We haven't faced the same challenges with big box stores that have decimated many other community publishers' customer bases.

"Still," she continues, "People keep hearing that no one reads newspapers anymore to the point that they've begun to believe it. We constantly have to show them that the World has a strong, vibrant audience that wants to buy what they are selling.

"Our competition used to be primarily radio, and that was fine. Today, there is so much more competition, and our customers are being pulled so many different ways from TV to digital. We're even competing with people who sell ads on placemats in restaurants. Thank goodness for our CVC audience data that puts the facts in perspective and gives us a fighting chance."

Deborah thinks of her team as a family of two publishers plus ten full time and three part timers. The average longevity in that family, aside from the publishers, is 19 years. The most senior employee has logged 36 years. When some members were absent from the accompanying photo, she apologized, "I do have a couple of people missing, but like any family, it's hard to get them all in one place at the same time."

Compared to her earlier days that were split between the dispatcher's desk and building, the World, Deborah sustains a comparatively normal 45 hour work week. 24 of those are in sales with an hour each in circulation and editorial. The rest is administration. She no longer enforces a \$20 weekly food budget, but continues to maintain her reputation as a "fiscal conservative."

Fiscal conservative, maybe, but when it came time for a bold change in the World's distribu-

continued on page 8



Barre, Vermont Granite Center of the World and home of "World Publications, Inc."

tion strategy, which had served them for decades, the conservative went full-on revolutionary. And that's where IFPA comes in.

Deborah tells the story: "We have always been proud of our carrier distribution system and the people who made it happen. In spite of our Vermont weather, our readers could depend on finding their World waiting for them each week.

"But times changed. Dependable carriers became more difficult to find, and our relief carriers were buried in down routes. On top of that, the state of Vermont requires us to pay unemployment premiums on independent contractors, even if they are twelve years old and would never file an unemployment claim. The negatives were piling up. Distribution costs were bleeding our bottom line. There had to be a better way.

"In the thirty years, that we have been IFPA members, I've

always known that the ideas we gathered from friends across the country were a key to our success. I can't begin to count the benefits we've received from our membership, but never more so, than when we began facing those distribution challenges.

"Gary Rudy had always been successful with 'demand distribution.' Some people call it bulk drops Others call it 'rack.' And over time, I could see that well designed and maintained systems were very successful for friends in unique markets. At first, we fell back on every excuse we could muster for why our market was unique and it wouldn't work here.

"Tim Bingaman at CVC showed me examples of publications like mine that continued to deliver vibrant audiences and readership numbers after similar transitions. I began to understand that all those years of creating quality products that people enjoyed had made the

World such an important part of their lives that they would make the effort to pick it up rather than wait for it to be delivered.

"It took a year to pull the trigger, while we tried to anticipate every detail. Jane Means told me that people in our market shouldn't be able to turn around without finding a spot to pick up a copy of the World, and that was the standard we set. The World family experienced a lot of fear, uncertainty and doubt. But we committed to the transition, and today the only change we would make is that we wish we had done it sooner. But it wouldn't have been possible without my IFPA family."

Deborah expresses her gratitude for that network of friends and colleagues through service including two terms as President and multiple terms on the Board of Directors. She has run the table on IFPA's honorary recognitions winning both the Ben Hammock and Distinguished Service awards, as well as being designated a Lifetime Member.

From that three room apartment in the 1970's to leadership in an international association of community publishers, Deborah Phillips' World just keeps on spinning. And there's no sign of that stopping, as she says, "After 42 years I still love what I do and am very proud of what we produce each week."

Two Stories About Not Losing Your Shirt

by Mark Helmer

Hello friends and colleagues

STORY #1

The office next to me is alive with the sticky screech of a hand held tape dispenser sealing up envelopes with THE SHOPPER t-shirts tucked securely inside. We are in the process of losing a bunch of shirts or giving them away anyway. Every so often we go through this process. We put a shirt in a 9 x 12 envelope with a note that reads Thank You for being a loyal Shopper Reader. That is it. No games No gimmicks Just thank you. Our readers are very important to us. We score pretty high on the readership and the other CVC criteria so it seems to work ok and we want our readers to know we care. One shirt per route every so often. We sneak in some can coolers or Koozies or what ever they call them now. I just know they keep my beer cold and have our name on them. We also sent out a few frisbees too. We do not want to get to predictable.

We talk a lot about our advertisers and our employees but none of these matter if we do not get read. We cannot forget about our readers.

So we give away a few shirts ,so we do not lose ours.

It is a pretty simple gig.

We put together 1 envelope with a t shirt or other fun item per route with a note on a sticker attached as noted above. We are carrier delivered in the areas we do this gig.

A note to the carrier that says simply give this to one of the homes that always picks up.

Then we see our shirts all over the place. Fun.

We had some discussion about

what if the size does not fit the reader? Who cares they can give it to someone else. No one has ever called us and said this does not fit please send me a different size and if they did we would. Another question is what if the carrier keeps them instead of giving them away? I say so what , the carrier is a reader too. Do not over think or get paralysis by analysis.

Keep it simple. Have Fun. Thank your readers.

STORY #2

I was in my kind of grouchy, good collecting accounts type of mood when I got in my car with a list of accounts that just seemed to need to see me personally to get the message. We have a few very nice people who said they would pay and just never have time to get the check in the mail. Today is the day I will help them find the check book and a the pen and give it directly to me since they have had a hard time finding the United States Post Office. I will not even charge them the 49 cents or whatever first class postage was reduced to now. I am just that generous. I was having a pretty successful day. I picked up a few moldy oldies and made my way to the last and toughest call of the day. I had been chasing this owner for months. A creative soul with a lot of excellent stories,all fiction, the plot line of this novel was always how he was going to get it cleared up but.... and then usually really interesting story on why it did not happen that was the sequel.

So my mood was kind of lets just say "pissy" as I sat outside his business, made the call to the office to make sure his payment did not magically show up, and I went in guns blazing only to find out he



already paid. Nope he did not pay. What a surprise. I confirmed his name, his full name just in case he decided to go by his middle name or last name first or whatever they try to do to hide and of course the amount he owed us. I was ready to kick this guys checkbook. I walked in to the establishment and there he was. He did not recognize me as it was not my sale so he smiled when I entered a friendly welcoming smile. He saw the logo on my shirt and the smile turned from friendly to nervous. He knows why I am here I thought. And then I saw it. He was wearing a bright yellow SHOPPER shirt. I quickly changed strategy and complimented him on his choice in shirts. He looked down at his shirt and laughed " that is funny" he said. " I like this shirt." I said I like your taste in shirts. His smile turned back to a friendly grin. No more BS. He found his secret stash and paid me in nice crisp \$100.00 bills. He apologized for the delay and did not even try to entertain me with another story of why it took so long. Actually I was kind of disappointed, he was kind of creative. Collection successful. That \$3 t-shirt was a nice investment.

Sometimes it fun to share a few stories with friends and colleagues. Hope all is well.

Mark Helmer

Graphic Hooks

by
Ellen
Hanrahan



LAST MONTH I PRESENTED A FEW OF MY FONT PURCHASES THAT HAD A MORE CASUAL AND HAND-CRAFTED FEEL. THEY ALSO HAD AN ASSORTMENT OF DINGBATS IN THE TYPE FAMILY (TRUE FOR HUMANS AS WELL!). SO THIS MONTH, SINCE I RAN OUT OF ROOM LAST TIME, I WILL CONTINUE WITH...



Expressive Lines 2

I have a five year-old granddaughter and she likes to watch a YOUTUBE channel (for kids!). What seems to fascinate her are videos of people unwrapping toys... and it hit me. This article is about me showing a variety of dingbat fonts while you watch (read). Just be grateful it's not a video!

The artwork to the far right is from that little café in Mexico. The typeface I bought, "Blend" is not the same as the typeface on the menu board, however, because there is that hand-crafted quality, and a number of different faces to choose from, I could create a sign with a similar feel.

The idea of working with type is to determine the message that is being presented and to choose a typeface that will fit with that message. There are books dedicated to just type and how they fit in any visual venue. There is type suited for text, display and decorative applications. Type classifications include old style, transitional and modern. There are serif and sans serif, different degrees of boldness, variations in weights, roman, italics, obliques and scripts to name a few. But matching the right type to the right message is crucial. A script for a trucking company? Not good. Helvetica Inserat for a wedding invitation? Choose again. These are extreme examples, but they make a point. And please, choose a typeface that has been created as a condensed version. Computer generation of a condensed typeface greatly impedes legibility and readability! See more next column...

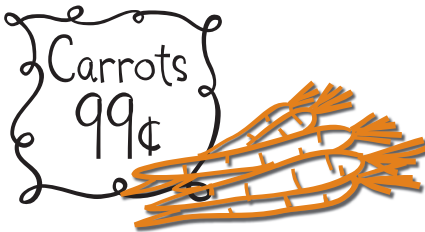
A Typeface called "Farmstand"

This was another typeface that I purchased last month and again, I think I was drawn to the line drawing dingbat fonts that came with this typeface.

This typeface is Farmstand Regular



A number of these little items would work very well enlarged. And this is type, so like a vector, will not degrade in the up-sizing!



Using Type Correctly is Hard

One of the ways to make an ad better—create an ad using only type! Many years ago, I was in a session at a Mac Design Conference—*The Art of Typography*. It was true then, is true now and will always be true. Let's review:

Tracking is a way to control spacing between the letters in a group of letters, a word, or a group of words. In most programs, positive numbers increase the space between the letters and negative numbers decrease the space.

The Art of Typography default tracking

The Art of Typography increased tracking

The Art of Typography decreased tracking

THE ART OF TYPOGRAPHY Used a lot of tracking to add a little elegance. I chose small caps, but see lower case letters next:

The Art of Typography

It really depends on usage. When the letters become too hard to read, you've crossed the line because you have tampered with the legibility of the type which will—repeat after me—impede readability!

Kerning provides a way to adjust the space between a pair of letters to make them visually "fit." I just kerned the quote marks to fit closer to the period in the last sentence.

Travel Water WATER Vote 100%

Travel Water WATER Vote 100%

There are some subtle differences, but various typefaces set differently, and the larger that the type is set, the more obvious these "spaces" become. Try setting some words with your type and see what happens.

Leading adjusts the distance between the lines of type—measured from baseline to baseline. All programs use *Auto Leading*, which is based on a percentage of the type size.

Dashes there are three types of dashes;

hyphen used between the parts of a compound word or the syllables of a divided word.

En dash longer than hyphen, about the width of the letter N...indicates a length of time.

Em dash about the width of the letter M to set off a thought or a change in thought without using a comma or colon.



Blend Inline & Inline Fill

Some different effects with this type.

For example, write a word using *Blend Inline Fill* and paint with a color. Copy and paste the word in front, select *Blend Inline* and paint it black. You will have your outline filled with another color!



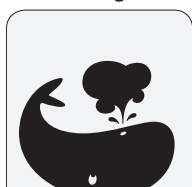
Ed Gothic and Bengbats

Ed Gothic is my choice for the headings in my articles, but this font also came with *Bengbats*...



We've used these dingbats for classified promotions. The artwork is simple and can be paired with a variety of typefaces.

Using type correctly is just part of knowing what we do. It's a skill that sets off the professional designer from the person with a computer and program with no understanding of design/type fundamentals. Too many advertising and print materials are put together by people who need to know better if they are "designers."



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ads@booster-ads.com

Until next month!

I welcome your input and suggestions. A former art teacher, I entered the free paper publishing business in the early 80s. I write for IFPA, Community Papers of Michigan, and am still learning.
E-mail: hanrahan.ln@att.net

Ellen Hanrahan ©2016

Leaving for greener pastures? Do you know why? Are you sure they're green?



Why do salespeople quit their job?

More money?

Better job opportunity?

Don't like what they are doing?

Don't like their boss?

Don't like their corporate politics?

Don't like how you're being treated as a person?

Don't feel the company is supporting you as a salesperson?

Just had their commissions cut?

Company going back on their word about paying or deal structure?

Not paid what you felt you were owed?

Just lost their best customer to the competition?

Answer: some or all of the above.

Salespeople seem to hopscotch jobs as moths flutter from one light bulb to the next, trying to find the brightest one. I don't think the question is just, "reason for leaving." I think it goes deeper. I think it's "cause and effect," and even deeper, "motive." Motive being a short word for motivation.

This issue is further complicated by the fact that most people, when they do leave a job, won't tell the

boss their real reason for leaving. Oh, they give a stated reason like better opportunity, more money, but there's always an underlying motive. An unspoken reason. Like, "I hate you."

And then there's the boss, who has to tell his other people why the salesperson quit. Standard reasons, better opportunity or more money.

It's interesting to note that more than 74% of people who quit their job do so because of bad boss or bad company policies. Yet, no boss that I have ever spoken to ever told me: my best salesperson quit and it's all my fault.

NOTE WELL: The departing salesperson will soon become the scapegoat for everything bad that's ever happened in the history of the company within one week of their departure.

If you're the boss, and you throw the person who quit under the bus and back up, it sends a message to every other person on the team that you're going to do the same thing to them if they leave. Not a real boost to moral. If you're the salesperson and you don't have the guts to tell the boss the real reason why you're leaving then you're going to have to be willing to accept your fate with respect to the trashing that you're

going to take.

There's no easy answers here. Some industries are more incestuous than others. Banking, personnel, accounting, and advertising seem to have an excessive amount of job hop scotching going on.

The subject is WHY are you quitting and what can you do to build your career, rather than having to start it over?

I get a minimum of ten requests a week from salespeople wanting to quit their job and asking for advice. What I tell them is what I'm going to tell you:

1. List the real reasons that you dislike what you're currently doing.
2. Now, list the reasons that you like what you're doing.
3. Add a one sentence description to both the dislike and the like column to give yourself further insight as to "why."
4. Ask yourself which one of the bad things will be eliminated at the new job and which one of the good things will continue at the new job. This way you give yourself an evaluation before you enter your new position.

Continued, page 14

Launch Your Own

How It Works



Rebrand Our Platform -

Add your own company name and logo. Use your own domain.



Sign up Local Businesses -

We'll show you how with proven sales techniques and marketing materials.



Build Sites Fast -

Create small business websites in minutes. No coding or technical experience needed.



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50	\$19,950	\$2,500/mo.	\$30,000
100	\$39,900	\$5,000/mo.	\$60,000
200	\$79,800	\$10,000/mo.	\$120,000
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Greener Pastures *continued*

5. Call people at the place you want to work or that you've just been hired to work at and find out what they like and dislike.

6. Write down what you feel you gain (other than money) at your new position and ask yourself could you have gained the same thing at your old position?

NOTE WELL: As you know, if you read my column, we're about to get to the .5. You will not like the .5. The .5 will make you grimace but the .5 will show you the real reality of where you are and where you seek to grow.

6.5 Become the number one salesperson at your existing company, then quit. If you're thinking about leaving your job and you are not the number one salesperson, it is likely that you will not be the number one salesperson at your next job, and it is even more likely that you will bring half your disgruntlement to your next job. If you stay at your present job until you become the number one salesperson no boss will be able to throw you under the bus, you leave a hero of the company, you

leave with pride, you leave with self-respect, and you leave with the attitude of a winner, not a whiner.

See? I told you you'd hate it.

So here's your opportunity: quit complaining, quit whining about your job or your circumstance, quit trashing other people to make yourself look good, and just dig in. If you really consider yourself great at sales, then attaining the number one position shouldn't be much of a problem. Heck, you're always bragging about how great you are, prove it!

There's rewards for being number one. People will be nicer to you in your company. You may even earn some degree of respect, your value in the marketplace will increase, you'll have choices, genuine choices, and you'll have the peace of mind of knowing that you've done it for the right reasons, not the negative reasons.

BOSSES BEWARE: If you're salespeople are leaving you at a rate of greater than 20% per year, look in the mirror. If you "can't find any good people out there" let me

give you a big clue; there's plenty of good people out there, they're just not working for you.

SALESPeOPLE BE AWARE: Your next boss may be no better than your previous boss. He or she just may be sweeter in the interview process than in the day to day battle. You're best tactical and strategic advantage is to arrive on the scene as the number one salesperson from your previous job rather than the number one whiner about your previous job.

If you do this you have set the stage for sales success. Your sales success.

Jeffrey Gitomer is the author of twelve best-selling books including The Sales Bible, The Little Red Book of Selling, and The Little Gold Book of Yes! Attitude. His real-world ideas and content are also available as online courses at salesman@gitomer.com.

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Change In Duties Related To Disability: Actionable

by Kyle Watlington

kwatlington@kingballow.com

In 2015, the employee filed a complaint against his former employer, a horse racing track, alleging disability discrimination, creation of a hostile work environment, constructive discharge, retaliation, and intentional infliction of emotional distress. The court reviewed the complaint after the defendant moved to have the case dismissed and found that there was sufficient evidence for the case to go forward on the disability discrimination claim but dismissed all other claims that were raised.

For 25 years, the employee was afflicted with Meniere's disease. Due to the disease, the employee has suffered hearing loss and is required to wear visible hearing aids in both ears. Although the employee does have difficulty hearing, he is able to compensate by reading lips. The employee began working at the track, a company that offers a combination of live horse racing, video lottery terminals, and other nightlife options, in 2013 as an Accounting Supervisor. The employee did not disclose the fact that he had Meniere's disease to anyone at the track.

The finance director at the track had noticed that the employee sometimes had trouble hearing and according to the employee at one meeting she yelled to him that "I can never tell if you are hearing me." The employee was offended by this comment. Around the same time this comment was made, the employee was passed over to go to a specialized training session in Las Vegas when the track chose to send an accounting clerk instead of the employee. Based on this action and other changes in job duties, the employee claimed that

the finance director had effectively demoted him and replaced him with the Accounting Clerk. The accounting clerk testified and verified this claim stating that she had been informed that she would become the primary supervisor of the entire accounting team. Furthermore, the finance director's handwritten notes revealed that the employee was to be transitioned out of a supervisor role and was to focus solely on invoices. As a result of this alleged demotion, the employee resigned from the track and filed lawsuit.

Upon review of the claim, the court found that the employee was a disabled person within the meaning of the Americans with Disabilities Act, that he was otherwise qualified to perform the essential functions of the position with or without reasonable accommodations, and that the employer knew or had reason to know of his disability. In order to bring a claim for disability discrimination, the employee also was re-quired to show that he suffered an adverse employment action due to his disability. The employer contested this point.

The court noted that it was a "close call" but nonetheless found that there was enough evidence for the disability discrimination claim to go forward on this point. Although the employee's title and pay did not change, the court found it important that the finance director's handwritten notes indicated he was being demoted and that his co-worker had been told the same.

The court however ruled that the employee could not go forward with his claims of constructive discharge based on disability discrimination, because he did not show that the

conditions of his employment had become unbearable or that the company had deliberately caused the conditions with the intention of forcing him to resign. The fact that employee's salary was not reduced was critical to this finding.

The ruling indicates that courts may consider a change in duties related to a disability to be an adverse action by the employer even if there is no change in title or compensation. However, there must be some evidence of this transition and how it relates to the disability. Here, the court found that there was sufficient evidence for this claim to go to a jury and let the jury decide whether the accounting supervisor would have been demoted in the absence of the disability.

Reprinted from "Comment," a publication of the law firm of King & Ballow, Nashville, TN. Mark Hunt is our consultant with King & Ballow and he can be reached at (615) 726-5497 or mhunt@kingballow.com. The foregoing column is explanatory in nature and is not intended to provide legal advice as to particular situations.

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TO DO WITH YOUR READERS...

- Invite readers to express their feelings regarding your free paper. Print the good and the bad in a special feature.

TO DO WITH YOUR ADVERTISERS...

- Run a contest for the “oldest drawer or trunk liner” in the community. The winner must bring the paper to your office to claim the prize.
- Run a trivia contest about your paper or community and always give prizes to the winners.
- Print a photo layout of community sites that have since changed. Let the readers guess that sites and award prizes to the winners.
- Ask key advertisers if you can include the free paper logo in their ads.
- Set up a shopping center display. Mall organizers are always looking for displays that will attract people while shopping.
- Give a prize to the person who calls

with the 13th (or whatever number you choose) classified ad for each week or month of July.

- As several of your consistent advertisers to write testimonials about how your paper works for them and print the testimonials with photos.
- Honor the longest consistent advertiser who currently runs in your paper. Put the business owner’s photo in the paper and run some of his/her early advertising.
- Offer all advertisers spot color during the celebration.

TO DO WITH YOUR STAFF...

- Print the objectives, goals and mission statement of your business and how you strive to meet and surpass those ideas.
- Feature your employees in a photo and caption page describing what they do, what their first job in the free paper industry was and why they chose a career in the industry.
- Challenge advertising reps to a record-breaking number of ads during the month and reward the efforts with cash prizes.

- Brainstorm with your staff and develop ideas on how to celebrate Free Paper Month.

- Encourage your staff to express their feelings regarding your free paper. Print the good and the bad in a special feature.

- Unveil some significant changes in your format, rates or policies during the month.

TO DO WITH YOUR COMMUNITY...

- Ask the mayor to proclaim July as National Free paper Month in your community and feature the proclamation and photo in your publication.

- Make arrangements with local radio or television stations to get on their talk shows.

- Remind local civic presidents and program chair people about the celebration as far in advance as possible and offer to help set up a special program for them.

TO DO IN YOUR PAPER...

- Run the Free Paper Month logo and advertisement in your publication.

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Demographic Trends Generate Great Opportunities

by Darrell Davis

April 2016 marked a turning point. That month, Millennials—individuals who were between 18 and 34 years of age in 2015—officially surpassed Baby Boomers as the largest living generation in the nation. And the Millennial generation is expected to top out in 2036 at a whopping 81.1 million.

The Millennial generation isn't just large; its influence will extend into every facet of life. While the media landscape has already felt the impact of these tech-savvy social-media mavens, recent studies bring Millennials into sharper focus and point to new opportunities to provide them with the goods and services they seek.

Consider the following:

1. Millennials buy more, but spend less. According to TD Bank's May 2016 Consumer Spending Index, while Millennials go out twice as often as Gen Xers and three times more often than Baby Boomers, they consistently spend less (except on coffee!). Today's young people are

a thrifty bunch who prefer cash to credit and are always on the lookout for deals and discounts, both in print and online. Moreover, Millennials want a seamless consumer experience that allows them to move easily among smartphones, computers and brick-and-mortar retailers in their quest for both goods and services.

2. Millennials seek others' opinions before making purchases. Though they may be digitally connected 24/7, Millennials don't rely on friends' opinions when deciding how to spend money. Instead, they seek out blogs, reviews, apps and user experiences for information about products and services. Given that Millennials are eager to know what others think about the goods and services they are considering, incorporating users' opinions into editorial or advertising content is essential.

3. Millennials want experiences they can touch—especially when it comes to shopping and reading. Recent market research by Accenture shows that not only does this tech-savvy generation like brick-and-mortar

from
Metro Creative
Graphics



stores, 82 percent actually prefer them. Other research points out that newspapers remain vital and trusted information sources for Millennials and that this group responds to print newspaper ads—particularly those featuring discounts or coupons.

4. Millennials respond to authenticity. Millennials want content and images that feature people who reflect the diversity of their world.

5. Millennials tend to be more politically independent, less religious and less interested in marriage than older generations. Images and content that reflect these preferences will be more effective with this generation.

6. Millennials support corporate responsibility. Businesses that demonstrate their efforts to make the world a better place will be in a better position to earn the loyalty of this generation. Authenticity and transparency are key factors for engaging Millennials.

The takeaway? Millennials combine a reliance on technology with a desire for authentic imagery and direct contact with the goods and services they seek.

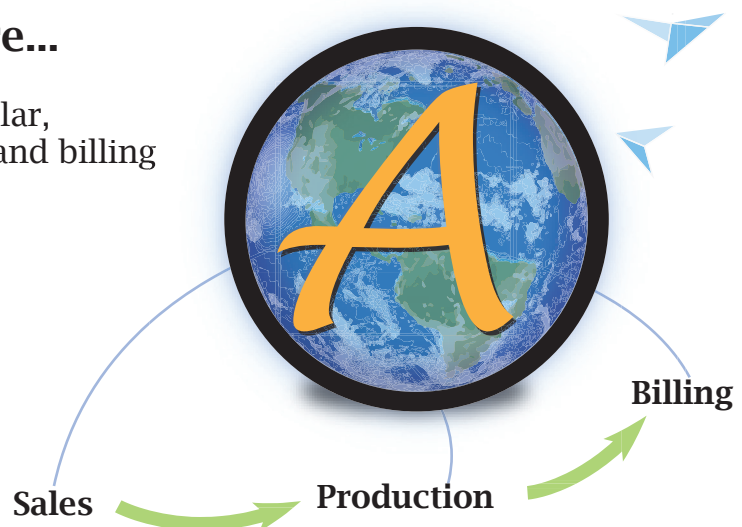
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SHARE-ing Our Best Ideas

by Rena Reiser

Repeatable patterns of success. That's what makes a sales process work. And if you don't have this type of system at your publication, why not? Is it because you're not sure how to get started? Is it too complicated? Do you wish someone would just give you the answers to the test with some simple steps to implement a sales process?

Well, that's just what the sales managers in the IFPA SHARE peer group did during their last conference call. (SHARE = Share Help And Resource Exchange)

Deanne, of Rushing Media, shared her team's "Big 50" action plan – a 6-week sales blitz targeting each salesperson's top 50 new prospects with consistent, methodical actions designed to close more business. She shared

all the critical elements, including time management plans, call/appointment logs, voicemail scripts, sales results and more. Her repeatable pattern of success will help all the peer group members!

Karen, of The Valley Breeze, shared the details of her 6-week spec ad program. She requires a minimum number of spec ads each week from her salespeople – whether new business or upsells. Every week, she meets with each salesperson to review every single spec ad they've submitted to track its success. And the graphic designers receive a bonus for each spec ad that turns into a sale!

Maybe you're just looking for a way to increase the total number of ads in your publication. During a previous conference call, Katie, of the Exchange, shared her bonus

plan for rewarding salespeople based on the number of ads sold. Deborah, at The World, took that idea and implemented it at her own publication. In six weeks, she'll report back on her success.

If you're not involved in the IFPA sales manager SHARE group, you're missing out! Each month, we discuss strategies from sales incentives and training methods, to performance evaluations, hiring practices and customer retention. No topics are forbidden, and everyone's opinion is important.

Best of all, this opportunity to learn from your peers in the free paper industry is FREE! To learn more about SHARE, and to sign up, visit www.ifpa.com/SHARE.

NOTE: A publishers SHARE group is forming now, with the first conference call planned as early as July. Don't miss out on your chance to share in some of the best ideas from your publisher peers.



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We Need Sales Managers, Publishers, and Graphics Gurus



We're Forming New Share Groups

The IFPA has formed the very successful sales managers Share Help and Resource Exchange (S.H.A.R.E.) peer group. Now we are developing additional Sales Manager, Graphics, and Publisher groups. If you are interested please call Rena Reiser at (505) 888-0500 Ext 102.

What Is It?

The S.H.A.R.E. peer group enables a group of 8 to 10 front-line members to work together as a team to develop their skills, share best practices, and solve common problems – while making each other more successful.

Who Is It For?

This S.H.A.R.E. peer group collaboration is meant for your staff in the free community paper industry.

How Does It Work?

The S.H.A.R.E. peer group conducts monthly hosted telephone conference calls (59 minutes max) with planned agendas, plus time to address member requests. Skills development, networking and shared successes are the focus. The connections continue beyond the monthly Independent Free Papers of America calls with email groups, and direct communication between the members.

When?

Each month we conduct at least one S.H.A.R.E. group at a time that is convenient for all members of the group. After the initial introductions, we jump right in on sharing ideas and success stories. With your ideas and your questions these interactive positive sessions are sure to make you more professional and more successful.

What's The Catch?

There's no catch – simply the shared knowledge and experiences you can gain from peers who are fighting similar battles. Instead of investing in more after-hours chamber networking functions, invest in your future with your company.

There is NO CHARGE for the first 10 members to sign up. Imagine, unlimited access to the peer group for FREE! But sign up quickly, because space is limited!



How Do I Sign Up?

Sign up at www.ifpa.com/share. Look for the S.H.A.R.E. peer groups link.

Don't Break Your Stride For the Karate Kid

It will come as a complete shock to you, but it's the truth, I used to run long distances as a college student. When the weather was nice there was something magical about running in the Unitah Mountains of Utah. But those two days occurred the day after Spring ended and the day Fall began. For the rest of the year I ran on the indoor track.

Each day I ran during my lunch hour. Running round and round the quarter mile track of the Smith Fieldhouse is as boring as it sounds. However, there was another reason I ran inside. You see, girls also ran on the same track, at the same time I did. I got to know some of them. There was "Blue Shorts" that would simply ignore me, "White Tank Top" tried to outrun me, and "Pepper Spray Girl" told me to leave her alone or she would unleash her can of pepper spray on me. Good times.

There was also a Karate class that started shortly after I began my run each day. As a result, there was one young guy dressed in his karategi, or simply "gi," that warmed up on the track each day. He didn't have the same suave manner that I did nor did he run 6 miles. Each day he would surge past me on his measly two laps and then cut immediately to his left making me break my stride to keep from running in to him.

Each day this Karate Kid wannabe ran past me, cut me off, and finished his 1/2 mile acting like he had just completed a marathon. After a couple weeks of this I had reached a point of frustration, by his self-centered and aggressive running, that I decided I wouldn't break my stride when he came by me and cut into my lane.

I saw him stretching at the side of the track on my 20th lap. I knew he

would be coming around me soon enough. About 5 minutes later I heard his bare feet slapping on the track as he approached from behind me. Sure enough he came around me and cut me off. This time I didn't shorten my stride and my right foot caught his left foot and in a blur of white cotton fabric he hit the ground. I ran on as if nothing had happened.

by
Douglas
Fry



I wasn't proud of what happened but he never cut me off again. In the weeks ahead he gave me a wide berth and limped past me on his way to class.

The point of all this is to remind you that often our competition tries to make us break our stride. Don't do it. Keep your pace, keep doing what you do best. You may have the satisfaction of watching them explode in a blur of white cotton fabric.

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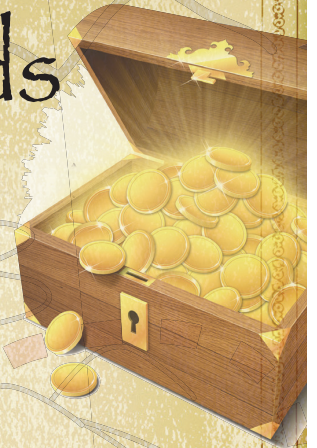
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IFPA Board Meeting Friday, June 24, 2016

Embassy Suites Logan Airport, Boston, MA

President Doug Fabian called the meeting to order at 8:00a.m. EST Board Members present: Deborah Phillips, Jane Means, Dan Buendo, Rena Reiser, Mark Helmer, Katie Thomas, Joe Mathes, Eileen Curley, Rick Wamre, guests Gary Rudy and Joe Nicastro and Executive Director Douglas Fry

2017 Conference - Joe Nicastro and Gary Rudy Gary shared a video promoting a potential outing at the 2017 conference and Joe gave some ideas on how to market the conference. Joe is working on a brochure he shared with the group and presented the key speakers and a proposed schedule. Joe suggested inviting potential members from the surrounding area and/or an offer to get a member publication in the area who has not yet attended a conference to attend. He also presented an overview of the budget.

Treasurer's Report - Mark Helmer The May financials were sent prior to the meeting as well as a review of finances 2013-2016. There was discussion on the 2013-2016 review at which time it was decided that a review of the current CADNET rebate model will be discussed at the September meeting.

SHARE Groups - Rena Reiser and Doug Fabian The current sales manager group typically has 6-10 attendees and they have had great feedback on the group. Doug and Rena would like to add a few more participants to the group and are considering whether or not to have other peer groups for publishers, graphics, circulation, etc. Deborah made a motion to invite the SHARE group members to attend the conference and have the registration fee waived, Mark seconded the motion, all were in favor.

Member Service Coordinator Position - Doug Fabian There was a review of services being provided by the Member Services Coordinator. Joe Mathes made a motion to not renew the position, Katie seconded the motion, all were in favor. It was decided that the monthly webinars will be put on hold for the summer months and there will be further discussion on how to allocate these duties going forward.

TIP Improvements - Dan Buendo Dan provided an outline of "fresh" ideas to add to TIP and how to utilize a coordinator of these ideas, a detailed plan will be provided by the next Board call.

2016 Fall Conference - Eileen Curley New marketing has gone out which includes treasure hunt postcards and emails. The committee is working to get attendees and sponsors registered.


Google Ad Sense and Social Media - Joe Mathes Joe provided a current status of member participation and shared the potential of the program based on CVC info about member web traffic. There was discussion on how to encourage member participation. A second eblast is going out in the next week and a letter will be included with rebate checks. There was also discussion about adding it as a requirement on the new member application as well as other ways to encourage and/or enforce participation such as a contest to give away a kindle. Joe also reported that has been making weekly posts on IFPA social media and Douglas will get IFPA set up with dlvr.it.

Bylaw Change - Rena Reiser Rena shared the bylaws change to be presented to allow alternative distribution of Board minutes and communications Rena also made a motion to make a bylaw change to allow Associate Members on the IFPA Board of Directors, Deborah seconded the motion, all were in favor.

Nominating committee report - Deborah Phillips 2016-2017 IFPA Officers - President Jane Means, term ends Sept 2018, Vice President Mark Helmer, term ends Sept 2018, Treasurer Deborah Phillips, term ends Sept 2017, Past President Doug Fabian, term ends Sept 2018. Directors: Eileen Curley, Rena Reiser, Katie Thomas and Joe Mathes, terms ending September 2018, Dan Buendo, term ending September 2017 and Sergeant at Arms Rick Wamre term ending September 2017

Joe Mathes made a motion to adjourn the meeting and Rena seconded the motion. Meeting was adjourned at 12:11 pm

Recording Secretary Danielle Burnett



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