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Whose voice do industry leaders seek?

Just ask them.

“Kevin Kamen works relentlessly. Whenever he speaks about the publishing business or companies, I pay close attention.”

— Paul Tash (Mr. Tash is Chairman of the Pulitzer Board and CEO/Chairman of the Tampa Bay Times.), August 1, 2014

“Kevin Kamen is one of the world’s best-known and most-prolific brokers of media properties and companies.”

— Gypsy C. Gallardo, CEO/Publisher of The Power Broker Magazine, July 30, 2014

Whose judgment do they trust?

“Kevin Kamen correctly predicted as far back as 2010 that a buyer would be willing to pay \$42 million to \$51 million for The Journal ... ‘They paid about \$4 million to \$5 million more than they should have,’ Kamen told WPRI.com ... Kamen suggested Gatehouse was motivated to pay a premium in part to ensure a competing newspaper chain didn’t get The (Providence) Journal instead.”

— Ted Nessi, WPRI 12, Providence, Rhode Island, July 23, 2014

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“From the Basics to the Innovative”



A handwritten signature in black ink that reads "Dave Neuharth".

DAVE NEUHARTH
EDITOR

Conference **Overview**

ONCE AGAIN, HERE WE ARE AT THE annual Association of Free Community Papers (AFCP) conference and once again, the training sessions offered are monumental.

If it were possible to attend each session you could spend a semester here and write a book on the speakers and their presentations.

The Leadership Institute (TLI) once again offers 35 classes – count them in this issue – 35 classes. Ten of the classes are new.

A wealth of talent will provide 13 management and content tracks, panel discussions and open mike sessions.

Add the keynote speakers, the Rising Stars Recognition, the TLI graduation, the “Best of the Best” awards presentation, the evening entertainment and banquets, and you are in store for one heck of a conference.

You attended the conference to meet with your peers, to learn, and to take home some ideas to help the bottom line of your publications. You might want to put the Innovative Ideas Presentations on top of your list. This session is listed on the program at 9:30 a.m. Friday.

This well-thought-out program will offer the best in ideas that you can try to pick up extra revenue.

Member publications were asked to submit an idea in advance that they had utilized in their own companies on a successful basis. This included any area of the operation including advertising promotions, sales promotions, sales incentive programs, editorial ideas, community involvement, marketing ideas, team building exercise and production programs, etc.

A judging panel will select nine to 12

finalists who will have the opportunity to present their ideas at this session. The judges will base the selected sessions on profitability, creativity, ease of implementation, presentation quality and uniqueness.

The finalists are required to submit a PowerPoint video presentation and a printed outline form that can be distributed to attendees.

The top idea submitted by an individual or a team will receive \$500. Second place is worth \$250, third place \$200 and the remaining finalists will receive \$100.

The Innovative Ideas is a winning idea and assures that everyone attending the conference can learn a surefire way to take home some money-making ideas from their peers. **INK**

Metro Launches Redesigned Site

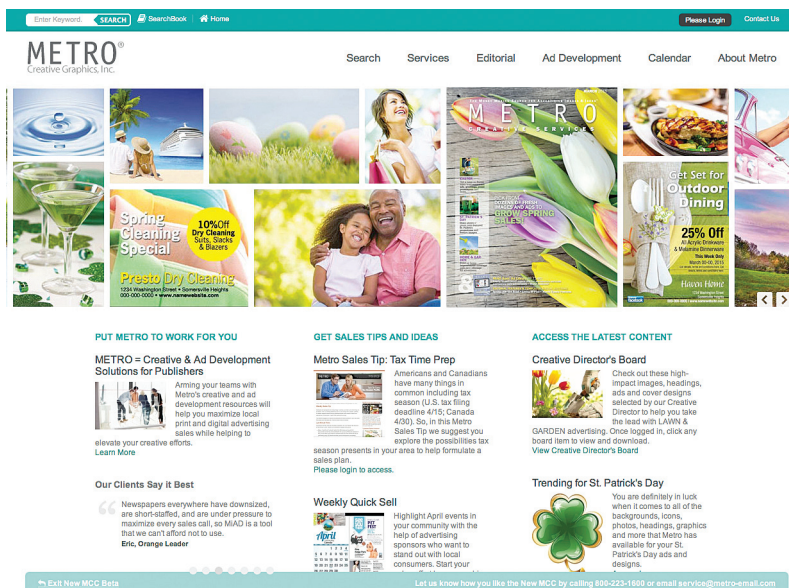
WITH THE LAUNCH OF METRO CREATIVE Graphics' redesigned site, newmcc.com, media professionals will find it easier than ever to access and adapt sales ideas designed to expand ad revenue opportunities. While MCC has long been the company's one-stop source of multi-platform solutions delivered for print, Web and mobile advertising, the redesign offers a unique, innovative search design that instantly retrieves and connects images, layouts, and editorial content in new ways to expand creativity, save time, and open doors to new and increased revenue.

The addition of search features such as intuitive keyword suggestions and automatic compilation of related-content results enables users to capture powerful combinations of targeted results — such as specific images or graphic elements — and ideas for incorporating those images or elements into effective, ready-to-roll ads or editorial features. The new MCC experience also enables creative and sales professionals to search Metro's vast library of Images and Spec Ads simultaneously and view results based on recent popularity, enabling them to save time, identify trends, and showcase the many available creative options to get the job done.

Another innovation — MCC's new Interactive SearchBook — features clickable pages that connect users directly with every idea, image, ad, and tool on the site for instant downloading. Highlighted features and roll-over hovers make it simple to access ideas and related content.

"Whether users choose to use our new Interactive SearchBook or begin searching and downloading from the new MetroCreativeConnection, the process will be simple, the experience will be enjoyable, and the results will boost both creativity and sales," says Debra Shapiro Weiss, Metro's Executive Vice President.

The new, easy-to-explore MCC is also geared to support digital ad sales efforts by providing creative content that engages users on multiple platforms. The ability to include advertisers in the creative process is yet another benefit of the redesign. Media sales reps can conduct quick searches during sales calls or invite advertisers to peruse MCC on their own — both of which markedly increase the likelihood of closing the sale.



"The redesign of MetroCreativeConnection is at the heart of our longstanding commitment to bringing technology and creativity together in service of our clients," says Robert Zimmerman, Metro's president and CEO. "As a company, our mission has always been to provide our clients with cutting-edge resources for ad creation and design work that satisfy every type of advertiser and budget. With the redesign of MCC, we have made it simpler than ever to get even better results."

The newmcc.com is now a live working Beta that will continue to evolve with valued feedback from users and expand as new features are implemented. For more information about the new MetroCreativeConnection, call Metro's Client Services Team at 800-223-1600 or e-mail service@metro-email.com. **INK**

PaperChain 2014 Media Buyer Survey Brings Smiles to Free Paper Publishers

A survey of media buyers across the U.S. in 2014 was commissioned by PaperChain to gain opinions of media buying habits and opinions. It was compared with a similar study done in 2008. Where appropriate the comparison of the two surveys is shown below.

	2008	2014	% Change
1. Total Number of Respondents	127	172	35%
2. Likely/somewhat likely to use in a buy:			
Free Community Papers	36%	59%	23%
Paid Daily Newspapers	86%	78%	-8%
Internet (Website, Social Media, etc.)	N/A	93%	
3a. Free Community Papers are MORE effective than TMC publications	30%	47%	17%
b. TMC publications are MORE effective than Free Community Papers	30%	17%	-13%
4. Media buyers' opinions of Free Community Papers			
Greater Awareness of Free Community Papers	42%	72%	30%
View FCP more positively (past 5 years)	40%	64%	24%
View FCP more negatively (past 5 years)	13%	3%	-10%
5. Have had experience placing ads in Free Community Papers	65%	90%	25%
6. Best way to disseminate information about the Free Community Paper Industry:			
Comprehensive Data available on SRDS		86%	
Info data releases directly through audit company		63%	
Internet based advertising		38%	
7. When researching an ad buy which do you consult?			
Standard Rate and Data Service		79%	
Google or other Internet search		55%	
In-House database		22%	
8. Which of the following best describes your thoughts on circulation audits in this changing media environment? <i>(Scale of 1-10; 1 meaning not important at all, 10 meaning critically important)</i>			
Score of 10		68%	
Score of 9		13%	
Score of 8		11%	
All Others (1-7) Combined		9%	
9. Other Important Information:			
Production quality varies more widely with Free Community papers than with Paid Dailies		87%	
Vast Majority prefer to work individually with papers		64%	
Median media buyer age		45 years	





PaperChain™

2014 Survey Report

PAPERCHAIN – THE ASSOCIATION-DRIVEN MARKETING EFFORT


for the free paper industry – has recently released results of a survey aimed at measuring free paper appeal to major media buyers. The results are very promising.

Accompanying this article (on the preceding page) is a summary report of the survey along with some commentary from Tim Bingaman of Circulation Verification Council. Tim and CVC have long worked hard to sell major ad buyers on the strengths and advantages of utilizing free papers. His comments on the survey and the comparisons provided to the 2008 poll are especially insightful and based on years of working closely with publishers and advertisers.

“With 90% now saying they have experience placing ads in free papers it looks like your FPI [free paper industry] may have turned the corner on general acceptance. It’s pretty rare that we hear the, “I/my client prefers to buy paid publications” statement anymore. When reviewing some old data I think it’s interesting to note that between 2002 (the first study) and 2008 (the second study) the score remained flat at 65%. It appears that attitudes have been changed recently as the score has increased 25 percentage points in that time. It correlates well with what we have heard from the media panels at the association meetings and with the increased media searches we see on the free papers,” said Bingaman.

“It appears that there were a few more major buyers in this survey as evidenced by an 8% jump in those that reported they made national buys in radio, TV and outdoor. There was a 20% jump in those that reported they purchase print nationally. Regional print buyers remained unchanged for media other than print. There was an increase of 13% more reporting they make regional print buys. There were big increases (about 19% weighted) in those that reported they purchase state and local media.

“The 2014 study had far more active ‘media buyers’ than previous surveys. Media directors remained pretty much unchanged at 26% vs. 21%, but active media buyers increased from 18% to 41%. Media coordinators remained unchanged at 8% while media planners saw a big jump at 12% to 30%. The 2014 study had more media buyers with longer tenure in the industry. Both 5-10 years and 10+ years increased while those reporting less than 5 years fell from 24% to 12%,” said Bingaman.

“I do think there are some tremendous opportunities for free papers that share the same city (not necessarily market) to work together. A couple of well-trained reps working the majors for 5-10 publications in a market could have some impact.” 





Postal skies are bluer than you think:

OIG Report Raises Questions about Postal Service “Liabilities”

by Donna Hanbery, Executive Director, Saturation Mailers Coalition

ACCORDING TO THE “NEWS,” THE POSTAL Service is “going broke,” cannot pay its bills as they come due, and is on the “watch list” of troubled agencies identified by the Government Accountability Office. Media, government, and Congressional reports have shown the Postal Service to have cumulative net losses of \$51.7B, an annual \$5.6B payment owed to the U.S. Treasury that the Service had defaulted in paying for prior years, and has maxed out on its authorized debt limit of \$15B. Figures like these have led pundits to question the future of the Postal Service and cause at least one lawmaker, of a House reform bill introduced in prior years, to recommend receivership for the USPS.

But are things really that bleak? A January 2015 white paper issued by the Office of Inspector General (OIG) for the United States Postal Service raises important questions about the assumptions made in structuring and calculating the Service’s estimated liabilities. Importantly, the report notes that by changing some assumptions and looking at the large amounts of payments the Postal Service has already made to fund retiree health care and pension liabilities, it is very possible that the Postal Service – and in turn, the postal ratepayers that completely support the operations of the USPS – are on track to significantly over-fund the Postal Service’s true responsibilities and actual liabilities for the pension, health care, and workers’ compensation liabilities of its workforce.

Under current law, there is nothing to require the Treasury to repay any sums should future accounting or changes in assumptions show that the true liabilities have been over-funded. The paper concludes that the continued mandate for 100% pre-funding of liabilities that are frequently changing and highly uncertain risks unnecessarily damaging the Postal Service, inflating prices, and over-funding.

The white paper, entitled “Considerations in Structuring Estimated Liabilities,” begins with an

overview of the current law and mandated payment obligations that have created the “financial crisis” threatening the Postal Service.

When the Postal Accountability and Enhancement Act of 2006 was passed, certain assumptions were made about the liabilities the Postal Service would face in the future to pay the health care costs and pension liabilities of its current and retired workforce. Unlike any other private or federal agency, the law mandated the Postal Service to completely

pre-fund these estimated liabilities on an accelerated schedule of annual payments of approximately \$5.6B per year to pre-fund future retiree health care.

At the time the law was passed, several studies and reviews had been done of the Postal Service’s prior payments for pension liabilities. Although some studies suggested that the Postal Service had already overpaid its fair share of pension obligations under Civil Service and federal retirement plans, the Service and ratepayers were not given full credit for these

likely overpayments of pension obligations.

The OIG report points out that current calculations show the Postal Service’s retiree health care and pension liabilities as estimated at approximately \$403.8B. Cash already set aside for these estimated liabilities totals \$335.6B so that a significant sum, 83%, of the estimated future payouts for health care and pensions is already pre-funded. No other federal or private entity is required to, or will voluntarily, pre-fund such a large sum of future obligations as an exiting and operating business. Under current calculations, the total sum of unfunded health care, pension, and workers’ compensation liabilities are estimated to be \$86.6B as of September 30, 2014.

Although most private and public corporations would brag about funding future obligations at a level exceeding 80%, the Postal Service is constantly characterized as “under funded,” “in debt,” and in “default” for not paying the annual pre-funding

Under current law, there is nothing to require the Treasury to repay any sums should future accounting or changes in assumptions show that the true liabilities have been over-funded.



obligation of \$5.6B out of operating revenues. The \$15B debt ceiling the Postal Service hit in recent years arose as its borrowing power was used to fund the pre-payment obligations. The report notes the Postal Service borrowed \$15B from the Treasury (the maximum it is allowed to borrow), while it paid \$21B to the health benefits fund.

The aggressive pre-funding schedule was adopted in part based on the pessimistic assumption that Postal Service liabilities would become a taxpayer burden if the Postal Service were to someday cease to exist. But this “bankruptcy” or “liquidation approach” to the Postal Service is not an accurate reflection of how most businesses calculate their liabilities and what would take place if a business truly was compelled to liquidate its assets.

In addition to questioning the pre-funding obligation to begin with, the OIG report notes that the assumptions being made by the Office of Personnel Management (OPM) when calculating the Service’s unfunded liabilities make several questionable assumptions that can be challenged.

Real Estate. If a business goes broke, it liquidates its assets. The Postal Service has significant real estate holdings that are shown, on its books, at net book value rather than fair market value. If the Postal Service really went out of business and had to sell all of its assets to provide funds to pay retiree health care, pension, and workers’ compensation costs, it would have real estate with a fair market value estimated as high as \$85B. Under this liquidation assumption, the unfunded liabilities of the Postal Service fall from \$86.6B to \$1.6B.

Interest. Another questionable assumption made in calculations is the rate of interest currently being accrued on treasury notes. Over the past few years, interest rates have been at historically low levels. Under these low levels, the amounts of funding that the Postal Service has already paid earn little in interest to off-set future unfunded liabilities. The OIG

compares historic interest rates for 10 year treasury notes pointing out a 75 year average of 5.34%. If the interest rate assumption is increased by a modest 1.25% over its present historic low, the amount of future unfunded liabilities is reduced to \$14.3B.

Medicare Participation. Another assumption or calculation questioned in the report is the current law that requires Postal Service employees to pay Medicare tax, but does not mandate them to participate in Medicare Parts A, B or D. If the law was changed to require Postal Service employees to participate in Medicare, the amount of retiree health care liabilities would be reduced by \$42.9B, leaving the total amount of unfunded pension, workers’ compensation, and health care liabilities at \$43.7B.

Workforce Assumptions.

A final question raised in the OIG paper are the assumptions about the demographic characteristics and career patterns of Postal Service employees. Postal Service demographics differ from those of other federal or military employees. The OPM model cur-

rently used to estimate retiree health care and pension costs for the Postal Service uses all federal employees. If the OPM was to focus on the specific demographics of the Postal Service, the combined retiree health care and pension liabilities would be reduced by \$8.5B.

The report is issued at an important time. New members are in Congress that may have fresh attitudes and an open mind toward the Postal Service’s condition and potential reform. The OIG has discussed the report and shared its findings with Senate and House members sitting on the Oversight Committees for the Postal Service. Hopefully newly elected officials and committee members, as well as the OPM as it reconsiders the payment schedule for future Postal Service payments, will consider the points raised in the OIG report. The compelling report ends with the following summary:

“In the past eight years, the Postal Service’s
Continued on page 12

The OIG report notes that the assumptions being made by the OPM when calculating the Service’s unfunded liabilities make several questionable assumptions that can be challenged.

Continued from page 11

financial condition has significantly worsened from making large pre-funding payments for retiree health care. The Postal Service's customers were charged for increased postage, in part, because of these pre-funding requirements. The Postal Service's research and development and infrastructure maintenance were poorly funded because of its financial condition.

"Through congressional action, the Postal Service has funded \$335.6 billion in cash towards its future retirement costs. However, mandating 100 percent pre-funding of liabilities that are frequently changing and highly uncertain, risks unnecessarily damaging the Postal Service, inflating prices, and over-funding future liabilities.

"The Senate's recent effort to move to 80 percent funding for future health care liabilities reduces the adverse impact of changing assumption fluctuations, such as a downsized workforce, demographics, and actualized interest rates. The Postal Service's physi-

cal assets would cover any remaining shortfall.

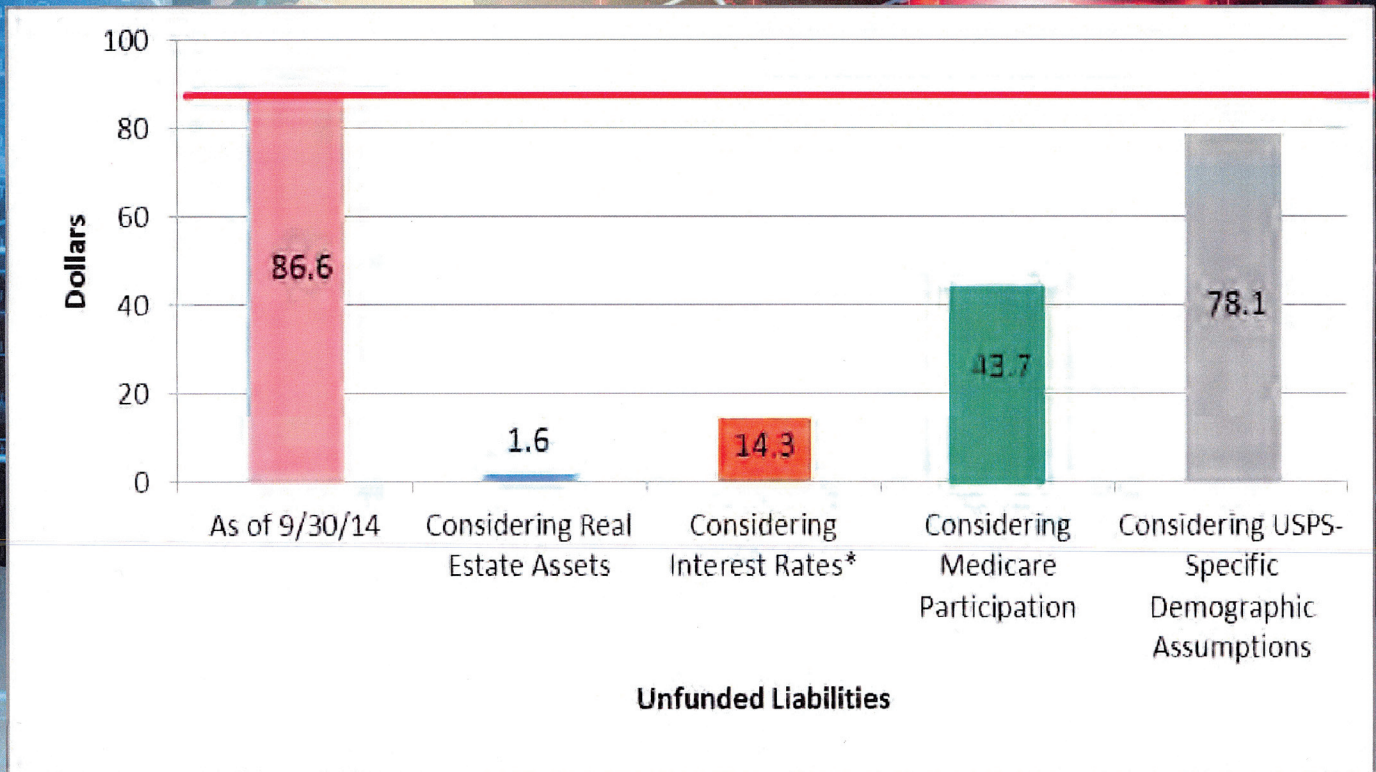
"Additionally, Congress is considering additional provisions, including requiring Medicare participation and using Postal Service specific versus general federal government demographics, which would further reduce the liabilities.

"Finally, as the OPM is set to establish an annual payment schedule no later than FY 2017 for retiree health care liabilities, the Postal Service may want to request consideration of whether the missed pre-funding payments totaling \$22.4 billion should continue to be reflected as a liability on the financial statements."

Writing on behalf of those that care about and use the Postal Service to serve advertising customers, we can only hope that the government officials responsible for laws governing the Postal Service, the calculation of Postal Service liabilities, and the Postal Service's own executive team, urge a careful consideration of the OIG report's findings and recommendations. **INK**



Impact of New Considerations on Unfunded Estimated Liabilities (in billions)



Source: OIG analysis and Postal Service Form 10-K.
*Factoring an increase of 1.25 percent.



A Warm Savannah Welcome Y'all!

by Greg Birkett

IT'S HARD TO BELIEVE that a year has gone by since our last conference in Orlando, but here it is, conference time again!

If you are reading this special conference edition of INK magazine at the conference, welcome to beautiful Savannah. I know you are going to take home some great ideas and have a blast while doing it! The conference team has a lot lined up for you to enjoy.

If you are reading this from the comfort of your home or office and did not attend, I know you are missing out on a lot. But don't feel left out. This issue has a lot of information packed into it about the conference and about our associate members that are exhibiting at the trade show. Reach out to them and explore ways to allow them to help you grow your business. It's also not too early to make a pledge to yourself that you won't miss next year's conference in San Diego.

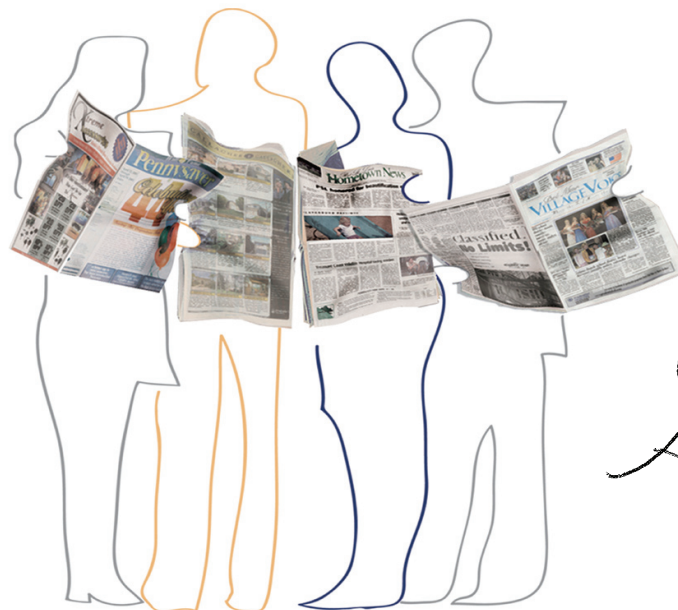
The annual conference gives the AFCP board and staff a unique opportunity to talk to our membership in person, to hear firsthand their successes and struggles. It's also a chance for us to inform our membership about AFCP and its programs including our membership committee's new "Peer Group" program. These peer groups will have a chance at conference to meet each other in person and develop a

cohesive networking group. Imagine a chance to learn and share with others who are not only in the same industry, but who have many other similarities too.

Andy Hoh has been an instrumental part of our board's strategic planning sessions for some time now and has taken on other responsibilities at conference, including a training opportunity for our Rising Stars. This year Andy is also going to do a session in our management track that I am looking forward to, as well as a session to start our board meeting which will grade us on how we are doing as compared to the goals we set this past summer. I appreciate Andy's guidance.

I also want to thank everyone involved in the conference for all of your efforts to make it enjoyable and educational for all who attend. I am not going to mention any names in this letter for fear of leaving anyone out, but please know I appreciate all the efforts of so many who contribute to the conference including folks who have donated items to the all new "Rising Stars" silent auction.

I look forward to writing next month's column so I can report on all the cool things that happened at conference! **INK**



GREG BIRKETT
AFCP PRESIDENT
DUBUQUE ADVERTISER

Welcome to Savannah!

by Lee Borkowski, Conference Chair

ON BEHALF OF THE CONFERENCE

Committee, I want to welcome you to Savannah! For nearly a year we have been meeting on a regular basis to plan the Savannah conference. We're sure you're going to like what we have to offer.

The "Partners in Progress" annual conference and trade show is a collaborative effort between the Association of Free Community Papers (AFCP) and the Southeastern Advertising Publishers Association (SAPA). Our primary goal is to provide you with programming designed to help your publications post a healthier bottom line. Our secondary goal is to make certain you have fun!

As the conference unfolds you will have the opportunity to see four keynote speakers who will cover topics that in themselves will make your time to travel to Savannah well worth the trip. Steve Baker will open with a session on "Rapid Financial Results and Lasting Cultural Change." Genia Stevens has joined us to share her thoughts on ways to make money on Facebook and how to use Google Analytics to your advantage. Ed Henninger will provide three sessions on newspaper design and "how to print money." Saturday morning we will welcome David Marquet to



Lee Borkowski, Conference Chair
Richland Center Shopping News
Richland Center, WI

the stage. The best-selling author of "Turn the Ship Around," David will provide information on how to get the most out of your employees.

Breakout training tracks for publishers and managers include how to sell niche publication products, and a session on "The Great Game of Business" followed by Mini-Games workshops. You don't want to miss the innovative ideas presentation, as well as sessions on apps for the workplace,

dealing with superstars, co-op advertising sales, and postal updates. Back on the agenda are several open mike sessions on content and management.

These breakout sessions are hosted by members of AFCP and SAPA. We thank them for volunteering their time to prepare and make the presentations. Included are Michael Van Stry, Vinnie Grassia, Douglas Fry, Doug Fabian, Charlie Delatorre, Hans Appens and Will Thomas.

The Leadership Institute (TLI) once again provides a ton of learning opportunities. At this conference, 35 courses are offered including 10 new courses. Most of the TLI instructors are members who donate their time to make these presentations. We thank Bill Osborne, Charlie Delatorre, Darrin Watson, Dennis Wade, Elaine Buckley, Jim Busch, Jon Cantrell, J.W. Owens, Tom Cuskey, Jonathan McElvy, Dan Shock and Danielle Forbes for their volunteer service. A special thanks goes out to Rob Zarrilli for leading this program.

We can look forward to the "Best of the Best" awards program and recognition of the AFCP Rising Stars. New this year, the Rising Stars are conducting a Silent Auction fund-raising event. Bring your checkbooks and pick up a memorable piece to take home.



Gayle Alexander



Greg Birkett



Loren Colburn



John Draper



Michelle Farnham

The 2015 Conference

AFCP's tradition of fine foods, beverages and entertainment will continue at the Savannah conference. For openers we will have a welcome reception and dinner Thursday evening in a perfect setting overlooking the river. For those who want to participate, a "Pub Crawl" to visit some "Watering Holes" will show attendees around the riverfront district. The opportunity to win some prizes is part of this event.

As always you're encouraged to take time to visit with the attending vendors. We have a great trade show and the vendors are an instrumental part of our conferences. They host many of our sessions and we thank them for making the investment to attend.

Friday evening's reception and dinner will be held at the historic Charles H. Morris Center at Trustee's Garden just one block from the hotel. Enjoy cocktails, a "Low Country Boil" and entertainment. Then head back to the hotel to take part in the Rising Stars' annual "Club AFCP." Enjoy music, games and the company of friends.

Saturday evening you are on your own to enjoy the many restaurants of historic Savannah.

Thanks to the volunteer work of the conference committee, we are looking forward to a great event. As the



Even the pups in Savannah wish you a warm Savannah welcome!

Photo credit: VisitSavannah.com

conference chair, I know how many hours of planning and conference calls took place to work out the numerous details. When you see these individuals, be sure to thank them for their time. They are Greg Birkett, Conference Committee Chair; John Draper, Trade Show Chair, Will Thomas, Awards Chair, Gayle Alexander, Food & Beverage Chair; Ashley Sohl, Michelle Farnham, Douglas Fry, Loren Colburn, Cassey Recore and Wendy MacDonald.

On behalf of the board of directors of AFCP and SAPA, thank you for attending this conference. **INK**

P.S. If you are reading this and not at the conference, you will probably never know how much that idea you won't come home with would have improved your bottom line! Don't make that same mistake next year. Please plan now to join us in San Diego in 2016!



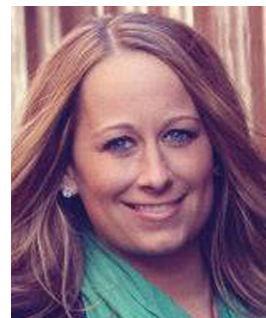
Douglas Fry



Wendy MacDonald



Cassey Recore



Ashley Sohl



Will Thomas

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You never know what you'll find going on in the historic downtown squares!

Photo Credit: VisitSavannah.com

Free Paper Industry Trade Show April 9-10, 2015



This annual event is one of the most valuable benefits available to conference attendees. The opportunity to take advantage of a "one stop shop" situation creates the most efficient and cost effective way to gain face to face access to suppliers of the leading technology and services. Keeping up to date with new market technology, state of the art products, industry innovations and marketing developments is critical to the success of publishing companies in this ever changing industry.

These companies have already taken advantage of early commitment opportunities and we will continue to add additional companies right up to the conference. Our Associate Members are a valuable resource and we encourage members to take advantage of their expertise.



The Keynote Speakers

STEVE BAKER IS THE OPENING KEYNOTE speaker at this conference.

Baker is the vice president of The Great Game of Business, Inc., a division of employee-owned SRC Holdings Corporation. Known for his high-energy and engaging message, Baker has become a top-rated and sought-after speaker, author and coach on topics of Open-Book Management, Strategy & Execution, Leadership and Employee Engagement. He co-wrote the update of the number one bestseller, "The Great Game of Business 20th Anniversary Edition."

Baker spent two decades working for privately-held companies, struggling to help owners reach their goals without access to key business metrics. Learning to play the Great Game of Business at SRC changed his life both at work and at home.

He also serves on the board of the National Center for Employee Ownership as well as the steering committee for SRC's Ownership Culture Initiative. He is a frequent speaker for the Inc500, Vistage, Entrepreneur's Organization and Executive Forums. His audiences span every segment of industry, including the Department of Defense, New Belgium Brewing Company, DePaul University, Virginia Commonwealth University and 1-800-GOT-JUNK?

Baker's message in Savannah is entitled, "Rapid Financial Results & Lasting Cultural Change." Based on Jack Stack's bestselling book, it will offer attendees an engaging look at the origins and fundamentals of open-book management and The Great Game of Business.

The Great Game of Business is a unique and well-proven methodology and approach to running a company, based on a simple yet powerful belief: "When employees think, act and feel like owners, everybody wins." This proven operating system teaches people business, holds them accountable and provides them a stake in the outcome.

In its simplest form, The Great Game of



Steve Baker

Business gets everyone focused on the company's success. Employee goals and accountabilities are tied directly to the success of the business. It teaches all employees the 'Critical Numbers' of the company and how they can make a difference – both individually and as part of a team.

"Good To Great" author Jim Collins says, "The whole concept of The Great Game of Business is beautiful – consistency, alignment, and transparency, infused with core values and brought to life with powerful mechanisms. It is inspired and inspiring." **INK**



David Marquet

DAVID MARQUET IS AN OPTIMIST WHO believes that we all have an inner superhero capable of acts of greatness.

Marquet is the Saturday keynote speaker at the conference who will present a proven method to create an empowering work environment that will release the passion, initiative and intellect of each person in your organization. The bold and highly effective leadership approach can be summarized as, "Give control, create leaders."

He is the author of the award-winning book "Turn the Ship Around!" In 2012, Fortune Magazine called it the "best how-to manual anywhere for managers on delegating, training, and driving flawless execution." It is the true story of how the Santa Fe skyrocketed from worst to first in the fleet by challenging the create Navy's traditional leader-follower approach in favor of a new "leader-leader approach."

A 1981 create Naval Academy graduate, Marquet served in the U.S. submarine force for 28 years. He commanded the nuclear-powered fast-attack submarine USS Santa Fe. Captain Marquet completely turned around the Santa Fe, where the crew went from being "worst to first." The Santa Fe continued to win awards after his departure and promoted a disproportionate number of officers and enlisted men to positions of increased responsibility, including 10 subsequent submarine captains. After riding the USS Santa Fe, Stephen R. Covey said it was the most empowering organization he'd ever seen and wrote about Captain Marquet's leadership practices in his book, *The 8th Habit*.

Marquet retired from the Navy in 2009. He speaks to businesses and groups who want to create empowering work environments that release the passion, initiative, and intellect of each person.

He is the Captain of Human Capital Engineering at Next Jump, Inc., an e-commerce company in New York, teaches a graduate level leadership course at Columbia University, and is here to tell us his story and how you can apply what he learned to your businesses. **INK**



The Workplace Apps Presenters



Douglas Fry

TAKING PART IN THE "APPS for the Workplace" panel discussion Friday morning is a person who is wearing many hats.

Douglas Fry is the executive director of three free paper associations: the Independent Free Papers of America (IFPA), the Southeastern Advertising Publishers Association (SAPA), and the Texas Community Newspaper Association (TCNA).

His first job with a newspaper was as a newspaper carrier for the Bremerton Sun in Washington when he was 13 years old. His first full-time job in his publishing career was in display sales at Ad-Pak in the 90's. He was later promoted to the position of publisher. He then moved to The Exchange in Fayetteville, Tenn., as an assistant publisher. In 1997 he moved to a sister company to manage its prepress operation and worked as ad manger and startup engineer for the Tennessee Home & Farm Magazine.

In 2002 he accepted his current position with SAPA. He was familiar with the association as a longtime member while working in the publishing field. He served on the SAPA board of directors and for a six-year period he was SAPA's treasurer. He later moved on to the positions of vice president and then president.

IFPA named him the recipient of the annual Ben Hammack Award in 2006 for his service to the free paper industry.

Fry is considered by his peers to be one of the top experts in the digital industry. He is often called upon to help with digital problems and he often solves them. He has been instrumental in the success of the PaperChain digital programs.

Fry is a graduate of Brigham Young University. While attending BYU he met Debbie and they have been married for 37 years.

ALSO TAKING PART IN THE PANEL DISCUSSION of "Apps for the Workplace" is Will Thomas, the chief executive officer (CEO) of Exchange Media Group in Fayetteville, Tenn. The company creates print and digital platforms to connect people.

Prior to serving as CEO, he held various posi-



Will Thomas

tions for Exchange931.com and managed sales for Pulaski Web, a commercial web printer.

Thomas has a Business Economics undergraduate degree from Wofford College in Spartanburg, S.C. While at Wofford he met his wife, Pierrine, and they now have two children.

He is a board member of the Southeastern Advertising Publishers Association (SAPA), the Bank of Lincoln County and the Fayetteville Lincoln County Industrial Development Board (FLCIDB) and has served as chairman of the FLCIDB for the last two and half years.

Thomas belongs to Vistage, an international CEO best practices group, and is a member of First United Methodist Church in Fayetteville, Tenn. **INK**



Historic Savannah has many beautiful ironwork gates.

Photo Credit: VisitSavannah.com





The Editorial Track Presenters



Ed Henninger

ED HENNINGER WILL present three Content Track sessions during this conference: "25 Design Things You've Been Told You Can't Do ... But You Really Can," "A License to Print Money," and "Design Between the Ears."

The founder of Henninger Consulting has served hundreds of dailies, weeklies, business journals, and church affiliated newspaper and niche publications throughout the United States, Canada and Europe.

The mission of Henninger Consulting is to help you create a publication that wins you more customers. Their focus is on you, your publication, your readers, you advertisers and your staff.

Henninger said, "You want a publication with a strong bottom line. Design offers you all of that—and more. With the right design, your publication delivers information, insight and impact. And when you deliver those assets, your customers respond with increased readership and increased advertising."

Henninger Consulting clients consistently win state and national design awards as well as the acclaim of readers, advertisers, and community leaders. Instead of giving clients a redesign, Henninger teaches clients how to plan, create, develop and sustain a redesign.



Bruce Trogdon

BRUCE TROGDON WILL present "Innovations in Content" Friday at 2:30 p.m.

Trogdon is the founder and publisher of Trogdon Publishing, Inc., the parent company of the Post Newspapers located in Medina, Ohio.

The company was founded by Trogdon and his wife, Sabrina, in 1975 when he was just 19 years old. Their original newspaper was called The Chippewa Valley Messenger and serviced the Wadsworth-Rittman area. The name was changed to The Trading Post before

becoming known simply as The Post, and developed into what is now nine different local hometown newspapers.

The Post has won numerous industry awards and was named America's best free newspaper three years in a row. Featuring local advertising, news from area government, high school sports, letters to the editor, obituaries, school news and more, The Post truly is "your hometown newspaper."

The Trogdons have three grown children, the oldest of which is Michael Trogdon, executive editor of all of The Post Newspapers.



Michael Van Stry

MICHAEL VAN STRY WAS named the recipient of the annual Association of Free Community Papers (AFCP) Publisher of the Year Award at the 2013 conference in Denver.

He has served on the AFCP board of directors since 2008, served on the NANI committee, was the AFCP conference awards chair in 2011, the conference trade show chair in 2012, and in 2013 was the conference chair in Denver.

In 2009 at the AFCP Myrtle Beach conference he was named the national NANI sales champion. Since 2003 he has been a strong supporter of selling NANI ads. He is a recipient of the AFCP Publisher of the Year award.

Van Stry started his Coastal View News in 1994 in his living room in Carpinteria, Calif., and later added DEEP Surf magazine and Carpinteria Magazine. Under his leadership he has built them into award-winning publications. His papers have won numerous AFCP "Best of the Best" awards in the annual competition, including a first place award for Outstanding Publication.

He is involved community service. His honors include Chamber of Commerce Entrepreneur of the Year, California Avocado Festival Volunteer of the Year and the City Business Partner Award.

Van Stry will moderate a Content "Open Mike" session at 9:45 a.m. Saturday. **INK**

Management Track Presenters

TIM BRENNAN WILL CONDUCT a publisher's breakout management track on "MultiAd Co-op Advertising as a Resource" Friday afternoon at 1:15.

The session will be detailing the changeover to Recas.com and how it can help you and your staff to engage your local dealer base with their brand vendor marketing opportunities to provide long-term print/digital advertising exposure for their store.



Tim Brennan

Brennan is the vice president of Recas Strategic Development with a long history in the field of co-op advertising. Starting at the retail level with a chain of regional discount department stores back in the 80s, he built vendor co-op dollars into an integral part of the overall marketing of The Fair stores through circulars, newspaper, radio, TV, and events.

Moving from there in the 90s to a decade of daily newspaper experience across a wide range of local advertisers, he rolled similar dealer co-op solutions to other markets simplifying their brand marketing experience. With a passion for local business advertising and the options provided by manufacturer partner programs, Brennan has been involved with Recas for a long, long time and working with MultiAd since before Y2K. How can he help you?

VINCENT GRASSIA IS THE facilitator of a Management Track "Open Mike" session on Saturday at 9:45 a.m.

Grassia is the chief executive officer (CEO) of Iwanna Division of Fayetteville Publishing Co. located in Asheville, N.C.



Vincent Grassia

Past experience includes being the group manager of the Journal Community Publishing Group in Florida.

Grassia serves on the Association of Free Community Papers (AFCP) board of directors and formerly served on the Community Papers of Florida (CPF) board of directors and the PaperChain committee. He was the chair of the successful AFCP and CPF joint conference at St. Pete Beach in 2011. He is a recipient of the CPF Presidential Award.

Grassia moved to Florida in 1998 when he assumed the role of general manager of the Jacksonville Shopping Guide. He was later promoted to group manager.

Prior experience includes being employed at The Advisor in Middletown, N.J., as ad director of the Greater Media weekly publications in Brunswick, N.J., and as general manager of the New Jersey Marketeer in Staten Island.

Grassia is a graduate of Rutgers University where he received a Bachelor of Arts degree.

DONNA HANBERY IS BACK

to update members on USPS issues during a Saturation Mailers Coalition breakfast and discussion Friday morning.

Hanbery is the executive director of the Saturation Mailers Coalition (SMC). SMC was formed in 1997 by a coalition of saturation mailers that included free paper publishers and shared mailers to promote reasonable postal rates and regulation, laws and postal policies that promote a viable, competitive and customer-focused Postal Service and a positive public image and response to mail print advertising.

She is a magna cum laude, 1977 graduate of the University of Minnesota Law School. She is the president and managing partner of the Hanbery & Carney, P.A., law firm in Minneapolis. In her law



Donna Hanbery



Savannah offers many beautiful spots to enjoy the sunshine. Photo Credit: VisitSavannah.com

practice, Hanbery represents a variety of small to large clients' general business matters.

Hanbery also serves as the executive director for the Alliance of Independent Store Owners and Professionals (AISOP). AISOP is a voice for the small business customers that rely on locally-targeted advertising mailing products.

She has been representing the interests of advertising mailers since the late 70s. She has been involved in every postal rate case since the early 80s, is a board member of PostCom, and is a regular contributor to Free Paper INK and to free paper conferences on postal topics.

Hanbery's personal interests include ballroom dancing, playing soccer and finding new, warm places to travel.



Andy Hoh

ANDY HOH WILL LEAD A Management Track, "Who Killed Bob Lyons – Dealing with Superstars" at 1:15 p.m. on Friday.

Hoh is a professor of strategic management at Creighton University in Omaha, Neb. He attended the University of Minnesota where he earned his Ph.D in Business Administration in 1976.

Before attending the University of Minnesota, Hoh earned his master's degree from Creighton University, and previously studied English Literature at



The beauty of the squares is inviting on many levels.

Photo Credit: VisitSavannah.com

Sogang Jesuit University in Seoul, South Korea.

Hoh has earned numerous teaching awards for his work, including the Excellence in Teaching Award and Don Beck Teacher Award by Creighton College of Business, and the Robert F. Kennedy Teacher Award by the Creighton Student Board of Governors.

Hoh has conducted many free paper planning retreats including many sessions for the AFCP Board of Directors' planning retreats.

At the annual AFCP conferences he has provided the Rising Stars with the tools they need for a successful career.



Genia Stevens

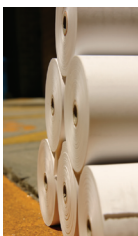
"UNDERSTANDING SOCIAL Media and Using It To Make Money" and "Google Analytics – What are They? What do they tell you? How to use them to make money?" are the presentations of featured speaker Genia Stevens at this conference.

Stevens is the owner and managing partner of Belwah Media. She's a marketing strategist who has extensive experience with helping companies use digital marketing and new emerging web trends to reach diverse markets, generate revenue and build brand awareness.

She has worked with national brands like Trek, BUNN, Jockey and Nielsen Ratings. She also provided training and consulting for local organizations like Wisconsin Community Media, Edgerton Reporter, Rockford Register Star, Chicago-Rockford Airport, Wisconsin Department of Workforce Development and Blackhawk Technical College. She wrote a 145-page social media training manual for TGI Friday's. That manual is being used in the company's 345+ international stores.

In her presentation, "Understanding Social Media and Using It To Make Money," she will provide insights and perspectives on social media as well as how publishers can make money with Facebook. This unique and informative session will change the way you look at social media.

In the Google Analytics session, Stevens will guide you through a better understanding of Google Analytics and how they can play an intricate role in directing the marketing for your online products. **INK**



The Niche Products Presenters

HANS APPEN IS THE

general manager of the Appen Media Group headquartered in Alpharetta, Ga.

Appen will join the graduates of The Leadership Institute (TLI) during this conference. In 2013 Appen was named one of the Rising Stars in the Association of Free Community Papers (AFCP). His involvement included working with the AFCP membership committee. When asked what his most valuable experience was as a Rising Star, he said, "Being able to work with peers that I don't see on a regular basis. It allows for unfettered feedback and ideas that I can use with my company."

Appen earned a BBA in Economics from the University of Georgia in 2011. He is involved in community service, working with "The Drake House," "Giving Children a Chance" and "North Fulton Community Charities."

Married to Kristinia, he enjoys spending time with family, reading, golf and "Doing Nothing."

His subject today during the Niche Products Panel discussion is Business-to-Business publications.



Hans Appen

efforts of his entire staff has financially supported not only AFCP's NANI network, but numerous other state and regional associations across the country. He has served on the AFCP board and last year was honored with the AFCP Publisher of the Year Award.

He started his publishing career in sales with the Buyers Guide in Gainesville, owned by Add Inc, and quickly moved to the position of general manager. He negotiated a deal to purchase the publication and has since been successful by publishing numerous publications under Tower Publications.

A graduate of the University of Florida, he earned a bachelor's degree in political science with a minor in business administration. He and his wife, Bonita, live in Gainesville with their two children, a daughter, Lauren, and a son, Charlie Jr.

Delatorre's topic today is selling Senior Publications.


DOUG FABIAN IS THE VICE

president of sales at Reminder Publications in Longmeadow, Mass., where he leads a dynamic, highly successful sales team.

He has served the free paper industry and associations for a number of years. He served on the board of directors and as president of the Independent Free Papers of America (IFPA) and the Community Papers of New England (CPNE). He also has been active with the Association of Free Community Papers (AFCP).

Fabian has won numerous awards for his volunteer service. Last year he was the recipient of the annual IFPA Ben Hammack Memorial Service Award. In 2006 he was the recipient of the annual IFPA Distinguished Service Award.

What Fabian treasures most is his role as husband to his wife Connie, father to his sons Ty, Aaron and Peter, and service through his church. He and his family members have often served the church as missionaries in foreign countries.

His subject today is on selling coupons. 



Doug Fabian

CHARLIE DELATORRE IS

the owner and publisher of Tower Publications in Gainesville, Fla.

Delatorre is one of the founding faculty members for The Leadership Institute (TLI) and has presented classes annually at AFCP conferences as well as some of our affiliated state associations.

As a long-serving board member of the Community Papers of Florida (CPF) and its past president, he has been an outspoken advocate of free papers for many years. His strong support of classified network sales by his own efforts and the



Charlie Delatorre





The Leadership Institute **Instructors**



Elaine Buckley

ELAINE BUCKLEY IS NOW A national account executive for the PennySaver owned by Open Gate Capitol in the Southern California market.

The 35-year veteran is responsible for large national and major local accounts in a footprint of approximately seven million circulation.

Over the years Buckley has collected materials from senior reps, as well as her own firsthand experiences, and put together a comprehensive, classroom-style sales training program for new trainees. She has conducted numerous training programs for members of the free paper industry and is always willing to share her customized information to be used in sales training programs.

Buckley is a member of the Southwest Association of Community Publications (SACP) and currently serves as their past president.

As one of 10 siblings, she said, "Having a large family gave me a strong competitive spirit. This is also why one of my favorite topics to train on are ways to be more competitive in our selling environment and have a better understanding of competition." Her grandson, Zackary St. Onge, has inherited that competitive strength; and as a result her son, Michael, has him very involved in racing cars, which is a passion for both of them.

Her competitive nature is revealed in one of her side activities. As an active card player, she has entered and won some poker tournaments.

Buckley will present seminars on "Positioning Your Product Against the Competition," "Overcoming Objections – Part II," and "Print Isn't Dead – It's Alive and Well!"

IN 1983, JIM BUSCH BEGAN HIS ADVERTISING career as a sales representative with Donnelley Directory, the yellow pages division of the Dun & Bradstreet Corporation.

During his 12-year tenure with Donnelley he earned six promotions and worked in a number of sales, sales management and training positions, winning numerous local, regional and national sales awards. At Donnelley he was exposed to a wide



Jim Busch

range of corporate training programs and was selected to be part of the marketing team that developed and executed the first proprietary directory project in company history.

In 1995, Busch joined the Pennysaver in Pittsburg, Pa., as the telephone sales manager. In addition to managing the telephone operation, he served as a district sales manager. In 2001, he was promoted to director of research and training. After the Pennysaver was purchased by Trib Total Media, Busch assumed responsibility for training 140 inside and outside salespeople. He now divides his time between market research, training and writing features for the paper. He is the author of the popular monthly Paper-Chain "Link and Learn" training column that is used by hundreds of free paper industry publishers.

His greatest strengths are his creative problem solving skills and the ability to motivate others by building their skill set and confidence. His dedication to lifelong learning serves him well in his current position and he has made it his personal goal to create a "learning" culture at the Pennysaver.

Busch attended the University of Pittsburgh, earning a Bachelor of Arts degree in English. After graduation in 1974, he worked at a number of sales and management positions in several industries.

He lives in White Oak, Pa., with his wife, Glenda. They are the parents of two grown children and have one grandson.

Busch will take part in an Advertising Sales Professional Open Forum and an Advertising Sales Management Open Forum and conduct seminars on "Role Playing – Practice Makes Perfect" and "Principles of Ad Design for Non Designers."

THIS YEAR MARKS 30 YEARS IN THE NEWSPAPER industry for Jon Cantrell. Originally in sales at The Daily Gazette in Sterling, Ill., (currently Shaw Newspaper Group), Cantrell moved to a position as advertising director with Thomson Newspapers in Iron Mountain, Mich.

In the spring of 1988 he accepted the position of
Continued on page 26

Continued from page 25

publisher of the Add Inc.-owned Clay Today in Orange Park, Fla. Today the newspaper is owned by the Osteen family from Sumter, S.C. Cantrell manages two weekly newspapers, two monthly newspapers, and numerous specialty publications.

Clay Today is a member of the Florida Press Association, the Community Papers of Florida (CPF), the Association of Free Community Papers (AFCP) and the South-eastern Advertising Publishers Association (SAPA).

Cantrell has served as an instructor in the TLI program and conducted numerous seminars since the announcement of its formation in 2005.

Active in the community, Cantrell currently serves as the marketing and communications chair for the Clay County Florida Chamber of Commerce, is a board member of the Clay County Florida Salvation



Jon Cantrell

Army, the Clay County YMCA, the Orange Park Rotary Club, Advisory Council for First Assembly Church and Community First Credit Union.

When not working or volunteering, Cantrell enjoys motorcycles, disc golf, golf and the beach. He and his wife of 28 years, Phyllis, have three daughters: Katie (27), Jennifer (25) and Danielle (21). They have three grandchildren, Judah, Zach and Zoey.

Cantrell will teach a class on "Prospecting: The Key to Success."

TOM CUSKEY IS THE

director of sales and training for the Free Community Papers of New York (FCPNY), a premier industry trade association. His experience includes more than 25 years with the Scotsman Press in Syracuse, N.Y., in sales, management and as publisher.



Tom Cuskey



Integrated software for community newspapers

Merrimac Publishing Manager

An integrated management system designed specifically to meet the needs and budgets of community newspapers

- ✓ Track **DISPLAY** and **CLASSIFIED ADS** for multiple editions or titles from point of sale through billing and collection
- ✓ Manage all types of **CIRCULATION**, including periodical, requester and standard mail, private carriers, newsstand distribution and web subscriptions
- ✓ Support **ONLINE SALES** of subscriptions and classified ads, including paywall management
- ✓ Integrate **FINANCIAL MANAGEMENT**, including payroll, accounts payable and general ledger functions

See us at the AFCP TRADE SHOW or call 603-323-5077 or email sales@merrsoft.com for an online demonstration www.merrsoft.com

Improve Your Reach
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Community Papers of Florida classified network!



For just **\$245.00** your message will reach more than **1.8 million homes** and over **3.4 million readers.**
Get Results!

Zones with up to an additional 1.9 million homes (3.7 million readers) in the Tampa & Miami areas are also available for an additional cost.

Call today!

352-347-4470



Cuskey has also been involved in sales and management training for more than 30 years. His training resume includes new hire sales training courses for Thomas Publishing's Regional Directory Division as well as many years of new hire training and seminar presentations for FCPNY prior to joining their staff in 2013. He has also worked independently with a number of groups including small business marketing seminars for several Chambers of Commerce organizations across upstate New York.

In 2005 Cuskey's training efforts were recognized with an award from the Sales and Marketing Executives of CNY. In 2007 he was named the FCPNY Publisher of the Year. He also facilitated many other programs including the popular "Who Moved My Cheese" seminars.

Cuskey also is a volunteer safe child environment trainer for the Roman Catholic Diocese of Syracuse. He was ordained a permanent deacon in the diocese in 2010.

A graduate of Syracuse University's Newhouse School of Public Communications, Cuskey spent more than three years as a radio news anchor and public affairs producer and host. An avid guitarist, he resides in Liverpool with his wife, Angela. They have four children and two grandchildren.

He will present seminars on "Non-Traditional Sales Openings," "Power of Praise," and "Selling Network Advertising."



Charlie Delatorre

CHARLIE DELATORRE IS THE owner and publisher of Tower Publications in Gainesville, Fla.

Delatorre is one of the founding faculty members for The Leadership Institute (TLI) and has presented classes annually at AFCP conferences as well as some of our affiliated state associations.

As a long-serving board member of the Community Papers of Florida (CPF) and its past president, he has been an outspoken advocate of free papers for many years. His strong support of classified network sales by his own efforts and the efforts of his entire staff has financially supported not only AFCP's NANI network, but numerous other state and regional associations across the country. He has served on the AFCP board and last year was honored with the AFCP Publisher of the Year Award.

He started his publishing career in sales with the

Buyers Guide in Gainesville, owned by Add Inc, and quickly moved to the position of general manager. He negotiated a deal to purchase the publication and has since been successful by publishing numerous publications under Tower Publications.

A graduate of the University of Florida, he earned a bachelor's degree in political science with a minor in business administration. He and his wife, Bonita, live in Gainesville with their two children, a daughter, Lauren, and a son, Charlie Jr.

Delatorre will teach a class entitled, "Holding an Effective Meeting."



Danielle Forbes

DANIELLE FORBES IS THE administrator of The Leadership Institute (TLI). Forbes is a classified manager at Trib Total Media (Pittsburgh Pennysaver) in Pittsburgh, Pa.

After seven successful years in the food industry, where she advanced from waitress to assistant manager, she decided to expand her horizons and joined the Pennysaver as an inside sales rep in 2005. She soon advanced to assistant manager and then to department manager. Her position now is the classified manager for Trib Total Media which includes the Pennysaver and the Pittsburgh Daily Newspaper. She has held this position for over nine years.

Forbes leads a team of 25 and is responsible for over three million dollars in classified and display revenue. Past honors include being selected as one of two young leaders for Trib Total Media to represent the organization at the Pennsylvania Newspaper Associations' Executive Training Academy.

She is a lifelong resident of Pittsburgh and, of course, an avid Steeler and Penguins fan.

Her "Smoky City" roots were apparent from an early age. While starting her career in a national restaurant chain, she earned a degree in business management from Robert Morris University.

Forbes enjoys serving with TLI where she has the opportunity to share ideas and get to know the "amazing people" in the free paper industry.

JONATHAN McELVY IS PRESIDENT OF McELVY Media and publisher of The Leader, a newspaper and website covering the Heights, Garden Oaks and Oak Forest communities of Houston.

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McElvy's company purchased The Leader in July 2012. He also serves as publisher, under a management agreement, of the Fort Bend Star and Fort Bend Business Journal.

Before that, he served for six years as vice president of news and online development at ASP Westward, a company that owned 60 newspapers in Houston, East Texas and Denver.

McElvy is a graduate of the University of Alabama and worked at newspapers across Alabama, serving as a reporter, sports editor, managing editor, general manager and publisher – most of that time spent with Boone Newspapers. He has been a consultant to newspapers across the South and has taught journalism at the University of Alabama.

He is married to Meghan Dawson McElvy, and has a son, Hank.



Jonathan McElvy

As a Visiting Professor, the subject of his TLI class is "Value Your Product, Sell Your Brand."

BILL OSBORNE LAUNCHED

his publishing career at The Baltimore Sun as a training and development manager. He left a training manager position in an insurance company to join the Sun.



Bill Osborne

He is currently an assistant professor at The Community College of Baltimore County and the president of The People Business, Inc., a leadership, sales management and sales coaching, consulting and training company. Most recently he was the director of human resources and training for Strategic Publications, LLC, a media company which includes the Pennysaver Group, Inc. (Maryland), Metro Community News (a Buffalo, N.Y., weekly paper) and Take One USA (a multi-state distribution company).



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Osborne's past experience spans more than 20 years of training and development, including time as the training director at Ingersoll Publications Company (IPCO) at Princeton, N.J., and as advertising training director in Gannett Company's newspaper division. He has conducted numerous training seminars for the TLI program.

For more than 20 years, Osborne has assisted executives, managers and employees in the U.S. and Ireland to focus on the continually-changing marketplace by designing, developing and delivering leadership, management and sales skills training programs. He also offers his experience and expertise as a consultant and executive coach.

As the corporate director of training at Gannett Company, Inc., he designed, staffed and implemented a training department serving over 92 companies and 1,500 managers and staff.

Osborne earned his bachelor's degree in psychology from the University of Maryland, and a master's in psychology/counseling from the Adler Dreikurs Institute for Human Relations.

His seminars include "Making Recommendations Using Features, Benefits & Value" and "Managing Up! 5 Ways to Win Over a Difficult Boss."



J.W. Owens

J.W. OWENS HAS AN extensive background in the publishing business that includes 30 years of experience managing several free papers in Florida, South Carolina, North Carolina and Georgia.

He has worked as a print consultant for the New York Times, is the past vice president of marketing and sales and new

product development in Florida for Mid Florida Newspaper Network, and was the founder and publisher of the Okeechobee Pennysaver. He is also the past owner of three Pennysavers, two newspapers and several monthly and annual magazines.

He works as a consultant for several companies in the Southeast region to organize, motivate and lead sales teams in a wide range of sectors. He specializes in startups, turning around new products, online products and working with people in any aspect of the free paper business. He is currently working for Ocean Media, opening up new territory for them.

His service to the free paper industry is outstanding. A longtime member of the board of directors

of the Community Papers of Florida (CPF), he twice served as the association's president.

He is a past board member of the Southeastern Advertising Publishers Association (SAPA), past chair and member of PaperChain, board member of the Florida Press Association (FPA), member of the National Newspaper Association, past committee member of Free Paper INK, current faculty member of The Leadership Institute (TLI), and charter class graduate of TLI.

Owens is a graduate of the University of Kentucky.

His seminars include "Promoting and Prospecting Through Social Media," "10 Steps to Superior Leadership" and "Online and in the Paper - Selling Blended Print and Web Advertising Programs."



Dan Shock

ONE OF THE TLI VISITING Professors is Dan Shock, the president of Covenant Training and Development Inc.

Shock has a reputation as a dynamic leader skilled in team building to successfully achieve sales and financial program excellence.

He has delivered dramatic improvements in quality market positioning and financial performance by leading organizations to adopt and successfully implement lean strategies and metric based management.

Shock earned his BSBA from the University of Tampa with a concentration in Finance. He is also a Certified Professional Behavioral Analyst and Certified Professional Motivators Analyst. Shock recently became certified for TT (I)'s Emotional Quotient (EQ). He has been teaching and cultivating the DISC behavior and motivator training to increase sales since 1996.

Classes on the TLI agenda for Shock include "Principles of Social Style Interaction" and "Emotional Intelligence is a Key Ingredient in Life and Business."

DENNIS WADE HAS OVER 35 YEARS OF EXPERIENCE in the print industry.

Wade began his career selling advertising at the Baytown Sun in Baytown, Texas. He has served as promotional manager, advertising manager, vice president of advertising and publisher of weeklies, dailies and business journals.

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He is a former member of the board of directors of the Texas Community Newspaper Association (TCNA) and has served on the board of directors of the Association of Free Community Papers (AFCP).

Wade will instruct TLI classes on "The Art & Science of Advertising."



Dennis Wade

DARRIN WATSON BEGAN HIS PUBLISHING CAREER in 1987 when he joined USA Today as a circulation manager. Later he joined Recycler Classifieds in Los Angeles, Calif., to set up a distribution department. In 1998 he and a partner, Doug Sutton, founded the Santa Clarita Free Classifieds.

"When we started the Santa Clarita Free Classifieds, neither of us had ever sold an ad but we learned how. We sold ads during the day and

built the ads at night," he said. Over the last 15 years he has launched, bought and sold several publications.

Watson currently works at the Pennysaver in Los Angeles as a regional sales manager.

He has been active with the Association of Free Community Papers (AFCP) for 14 years. He was involved in the startup of the Southwest Association of Community Publications (SACP) and served as the association's first president. He currently serves on the board of AFCP.

A native of Calgary, Canada, Watson enjoys all sports, and is an avid soccer player and skier. He has three children and volunteers as a youth soccer coach and referee.

Watson will teach classes on "Using Your Rate Card as a Sales Tool."



Darrin Watson

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Rob Zarrilli

ROB ZARRILLI, THE DEAN and architect of The Leadership Institute (TLI), has many sales achievements to his credit including being the recipient of the prestigious Association of Free Community Papers (AFCP) Distinguished Service Award for all of his many contributions to AFCP, The Leadership Institute and the industry as a whole.

This year The Leadership Institute celebrates its 10 year anniversary. It's hard to believe Zarrilli introduced this program in San Francisco almost 11 years ago. The growth has been considerable with a curriculum of more than 50 classes that are taught at national, regional and state associations. The training has had a huge impact on the free paper industry and its members. There is also a digital component of The Leadership Institute that Zarrilli has worked hard to develop, now with 26 podcasts and six online classes that are available to those who cannot make the conferences.

As a motivator and trainer, Zarrilli is excited about having established the top training program for sales and leadership in the free paper industry.

"The future of the free paper industry will only be as strong as our leadership, and the future is now. We must identify, develop, nurture and guide the

leaders of tomorrow so our industry can continue to flourish in the ever-changing business environment," he said.

Zarrilli started his publishing career in New York. After a short entrepreneurial stint when he started his own business, he relocated to Florida in 1992 and joined The Flyer in Tampa as the director of sales for their call center operation. In 1996 he was promoted to director and vice president of sales in Pinellas County, where he successfully expanded The Flyer's sales organization to 400,000 in circulation. Later he was named the vice president of training and recruiting, helping The Flyer grow to over a million circulation in the Tampa Bay area.

After the sale of The Flyer to Harte-Hanks in 2005, Zarrilli joined Mailbox Publishing as its president, expanding their circulation and sales dramatically in less than one year.

Currently Zarrilli is a keynote speaker and considered one of the premier sales and leadership trainers in the publishing industry.

A graduate of St. John's University, Zarrilli has two passions in life: his family and his work, in that order. He believes that life is like a game of tennis. "The one who serves rarely loses."

He will take part in an Advertising Sales Professional Open Forum, an Advertising Sales Management Open Forum, and conduct seminars on "Why We Follow Great Leaders," "Building Unstoppable Self Confidence," and "Turning Adversity into Opportunity." **INK**



One of Savannah Belles Ferries, the Susie King Taylor, cruises down the riverfront.

Photo Credit: VisitSavannah.com

The Leadership Institute Courses

ONCE AGAIN THE LEADERSHIP INSTITUTE WILL introduce new topics and continue with our entire course catalog. Check out the listing of offerings and you will understand why you need to get your top performers into these classes. It can only improve their effectiveness and increase your sales!

1000 LEVEL COURSES

TLI102 – Prospecting: The Key To Selling Success

Updated for 2015! Every great book begins with an exciting first page that grabs your imagination, pulls you into the story and leaves you wanting more. This course will teach you how to grab a prospect's attention and turn your cold calls into warm appointments.

TLI107 – Making Recommendations Using Features, Benefits & Value

Updated for 2015! What happens when you uncover a need? Learn how to make sound recommendations by offering the features and benefits of your products that illustrate the VALUE of your product in your customer's mind. This course focuses on building a recommendation that is the solution to your customer's problem(s).

TLI116 – Selling Network Advertising

Updated for 2015! The world is your territory when you know how to effectively sell network classifieds. Learn how to identify network prospects and sell state, regional and national advertising programs to increase your profits and expand your advertisers' product offerings to customers.

TLI123 – Building Unstoppable Self-Confidence

This powerful workshop offers a snapshot of how important self-confidence is in every aspect of your business, personally and professionally. Give your business the credibility you seek to set yourself apart from your competition in the marketplace.

TLI126 – Promoting & Prospecting Through Social Media

Updated for 2015! Learn how to use Facebook, LinkedIn and other social media sites to promote your professional expertise. Professionals around the world are using technology and social media to expand their personal and professional promotion. This key session will show you how to increase yours.

TLI128 – Manage Your Image with Proper Etiquette and Protocol

In this texting, email and voice mail world, it's easy to forget professionalism, particularly with new clients. Don't "b 2 qwik 2 txt, Ls u b" dismissed as unprofessional!

TLI140 – Looking Good! Principles of Ad Design for Non-Designers

Learn how to use simple design rules to create powerful ads that will jump off the page and generate a better response for your advertisers. This class will also cover how to sell customers on the advantages of well designed ads and how to use your design skills to take business away from your competition.

TLI141 – Turning Adversity into Opportunity

Ernest Hemingway once said: "the world breaks everyone, and afterward, many are strong at the broken places." This life changing class will show you how to respond (rather than simply react) to adversity and stress in ways that will make you a better, more resilient person.

TLI142 – Emotional Intelligence is a Key Ingredient in Life and Business

Interested in building stronger relationships, succeeding at work and achieving your career and personal goals? Emotional Intelligence (EQ) has an enormous impact on your life, in fact EQ matters more than your Intellectual Intelligence (IQ). Learn the keys to becoming more Emotionally Intelligent with methods that can be applied immediately.

TLI143 – Positioning Your Product Against the Competition!

This session will demonstrate how to create a competitive matrix that will help prospects to see the value of your free paper versus other media. This is a powerful addition to your selling skills.





TLI144 – Print Isn't Dead – It's Alive and Well! NEW!

During this eye opening session learn the real facts about print and why Mark Twain said it best, "the reports of my death have been greatly exaggerated." Today more than ever print is relevant. It's more about how you supply your customer with the facts. Electronic Advertising isn't killing print we are. In fact, print and digital can and will coexist for a long time. However, there will be changes and we need to be prepared.

TLI190 – Advertising Sales Professionals' Open Forum

Do you have questions about selling advertising? Here is your chance to join in this Q & A session with members of the TLI faculty. This roundtable discussion is your chance to "pick the brains" of experienced sales trainers and get the answers you need to become a more effective sales person.

2015 LEVEL COURSES

TLI213 – Power of Praise

Updated for 2015! Learn to develop your staff by "praising them to success." This session will cover how to use praise to motivate your people to adopt behaviors that will increase their effectiveness.

TLI217 – Holding an Effective Meeting

Learn to run meetings that are interesting, informative and inspirational. Gain a wealth of practical advice on planning, running and getting the most from your staff meetings.

TLI222 – Overcoming Objections, II

This important topic has too much to present to fit into one session! Attend this session to discuss some of the more difficult objections and sure-fire ways to address them.

TLI230 – Online and in the Paper: Selling Blended Print and Web Advertising Programs

This class will show sales people how to plan, position and sell blended web/print programs which will get results for advertisers and generate revenue for publishers, sell more advertising on your paper's

website and protect your print product. Also covered, using social media to drive readers to your paper.

TLI233 – Why We Follow Great Leaders

No matter what role you play in life, Mom, Dad, sister, brother, sales associate, executive or entrepreneur, your actions make a dramatic impact on everyone you touch. This interactive lesson on Leadership from the eyes of those who follow you will make you better both personally and professionally. Learn how to inspire others by understanding what types of behavior motivates them to follow, ultimately reaching the outcome everyone desires.

TLI234 – Non-Traditional Sales Openings

Difficult times require different and more aggressive methods, it's time to upgrade your sales tool belt. In this class learn non-traditional methods to open doors, reach more decision makers and ultimately reach your desired outcome. This class is not for the weak, proceed with caution!

TLI235 – Managing Up! 5 Ways to Win Over a Difficult Boss – NEW!

Interested in obtaining the best results for your team and your organization? Looking for a smoother, faster route to the top? The key might be in how you manage the relationship between you and your Boss. Learn 5 key basics to managing up and building a stronger, more valuable relationship with those who control and direct your career and your life.

TLI236 – Role Playing...Practice Makes Perfect! NEW!

Joe Banura, while speaking to a group of sales associates, said, "If you were on trial, being accused of being a sales person, would there be enough evidence to convict?" In other words we don't spend enough time practicing and perfecting our life line. Find out how to make role playing an effective enjoyable sales training tool to increase sales immediately.

TLI290 – Advertising Sales Management Forum

Do you have questions about managing an advertising sales team? Here is your chance to join in this Q & A session with members of the TLI faculty. This roundtable discussion is your chance to "pick the brains" of experienced sales trainers and get the answers you need to become a more effective advertising sales manager.

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300 LEVEL COURSES

Continued from page 33

**TLI306 – The Art & Science of Advertising
(back by popular demand)**

This class reveals the Art & Science of how advertising works and what “works” means. Managing client expectations is vitally critical to the depth of the relationship and learning the facts about advertising is paramount. This program will empower you to better understand advertising in a general sense and print with a more specific view.

Instructor: Dennis Wade – President of Granite Publications

**TLI307 – Principles of Social Style Interaction
(Back by popular demand!)**

In both sales and leading others it’s important to know that it’s “more important to understand than convince.” Whether you are charged with growing sales or growing a company, understanding others and being able to adapt your social style to theirs will be a key ingredient to your success. This class will deliver the keys to how social style can be utilized to your advantage in a variety of situations.

Instructor: Dan Shock – President of Covenant Training & Development, Inc.

TLI309 – Value Your Product, Sell Your Brand – NEW!

Want to learn how to sell less and have your clients buy more? The problem is most sales associates fall into the trap of leading with price and product. This interactive class will help you understand and identify your products strengths and benefits, while building and preserving your Brand.

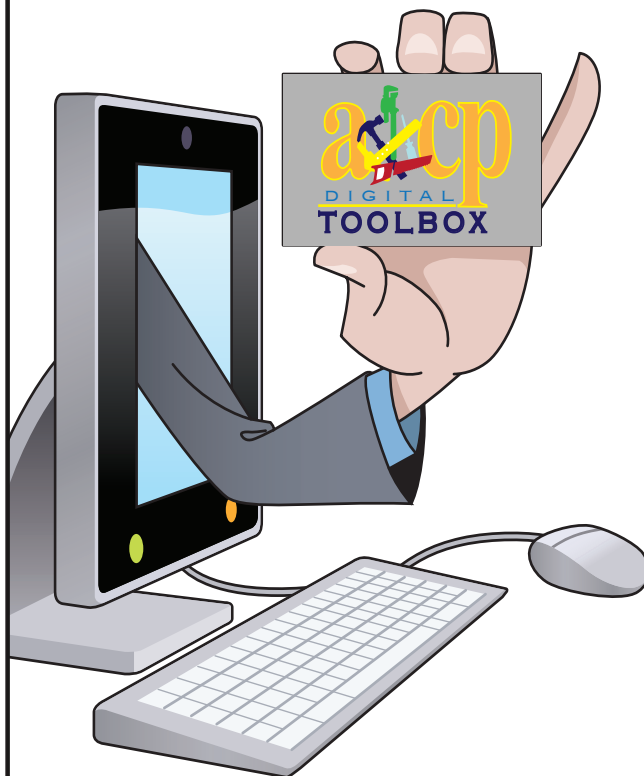
Instructor: Jonathan McElvy – President of McElvy Media

TLI310 – Using your Rate Card as a sales tool! NEW!

Now you don’t have to be a math major to calculate price advantages for your client. Make money for you and your company by learning simple ways to use your rate card to your advantage.

Instructor: Darrin Watson – Pennysaver USA 

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The AFCP Digital Toolbox helps members find the right product and service providers to meet the varying needs of their publications. This handy resource tool lets you locate an appropriate provider and see a brief description of their products and services. If the company looks like they will be able to meet your needs, you have the ability to click right to their website for additional information and direct contact.

We encourage you to investigate and take full advantage of these partners in our industry, as their business is targeted at helping you improve your bottom line.

Check it out under the Member Benefits tab at...

www.afcp.org



The Leadership Institute **Class Schedule**

Room	Breakout 1	Breakout 2	Breakout 3	Breakout 4	Breakout 5	Breakout 6	Breakout 7
Day:	Thursday 4/9/16	Thursday 4/9/16	Friday 4/10/15	Friday 4/10/15	Friday 4/10/15	Saturday 4/11/15	Saturday 4/11/15
Time:	1:15 - 2:25 PM	2:45 - 3:55 PM	1:15 - 2:25 PM	2:30 - 3:40 PM	4:10 - 5:20 PM	8:30 - 9:40 AM	9:45 - 10:55 AM
Pulaski (seats 60)	TLI 190 Advertising Sales Professional - Open Forum -	New Class! TLI 309 Value Your Product, Sell Your Brand	New Class! TLI 310 Using Your Rate Card as a Sales Tool!	New Class! TLI 144 Print Isn't Dead - It's Alive and Well!	New Class! TLI 309 Value Your Product, Sell Your Brand	New Class! TLI 236 Role Playing... Practice Makes Perfect	TLI 290 Advertising Sales Management - Open Forum -
	<i>Jim Busch/Rob Zarrilli</i>	<i>Jonathan McElvy</i>	<i>Darrin Watson</i>	<i>Elaine Buckley</i>	<i>Jonathan McElvy</i>	<i>Jim Busch</i>	<i>Jim Busch/Rob Zarrilli</i>
Franklin (seats 35)	TLI 307 Principles of Social Style Interaction	New Class! TLI 235 Managing Up! 5 Ways to Win Over a Difficult Boss	New Class! TLI 236 Role Playing... Practice Makes Perfect	TLI 234 Non-Traditional Sales Openings	New Class! TLI 235 Managing Up! 5 Ways to Win Over a Difficult Boss	New Class! TLI 144 Print Isn't Dead - It's Alive and Well!	New Class! TLI 310 Using Your Rate Card as a Sales Tool!
	<i>Dan Shock</i>	<i>Bill Osborne</i>	<i>Jim Busch</i>	<i>Tom Cuskey</i>	<i>Bill Osborne</i>	<i>Elaine Buckley</i>	<i>Darrin Watson</i>
Forsyth (seats 35)	TLI 213 Power of Praise	TLI 306 The Art & Science of Advertising	TLI 143 Positioning Your Product Against the Competition	TLI 142 Emotional Intelligence is a Key Ingredient in Life and Business	TLI 306 The Art & Science of Advertising	TLI 307 Principles of Social Style Interaction	TLI 142 Emotional Intelligence is a Key Ingredient in Life and Business
	<i>Tom Cuskey</i>	<i>Dennis Wade</i>	<i>Elaine Buckley</i>	<i>Dan Shock</i>	<i>Dennis Wade</i>	<i>Dan Shock</i>	<i>Dan Shock</i>
Chatham (seats 30)	TLI 107 Making Recommendations Using Features, Benefits & Value	TLI 126 Promoting & Prospecting Through Social Media	TLI 233 Why We Follow Great Leaders	TLI 226 10 Steps to Superior Leadership	TLI 123 Building Unstoppable Self-Confidence	TLI 230 Online and in the Paper - Selling Blended Print & Web Advertising Programs	TLI 143 Positioning Your Product Against the Competition
	<i>Bill Osborne</i>	<i>JW Owens</i>	<i>Rob Zarrilli</i>	<i>JW Owens</i>	<i>Rob Zarrilli</i>	<i>JW Owens</i>	<i>Elaine Buckley</i>
Plaza (seats 30)	TLI 102 Prospecting: The Key To Selling Success	TLI 140 Principles of Ad Design for Non- designers	TLI 116 Selling Network Advertising	TLI 217 Holding an Effective Meeting	TLI 222 Overcoming Objections - Part II	TLI 141 Turning Adversity Into Opportunity	TLI 116 Selling Network Advertising
	<i>Jon Cantrell</i>	<i>Jim Busch</i>	<i>Tom Cuskey</i>	<i>Charlie Delatorre</i>	<i>Elaine Buckley</i>	<i>Rob Zarrilli</i>	<i>Tom Cuskey</i>

The Leadership Institute Graduates

HANS APPEN HAS JOINED the impressive list of The Leadership Institute (TLI) graduates who will be honored at this conference. Appen is the general manager of the Appen Media Group headquartered in Alpharetta, Ga.



Hans Appen

In 2013 Appen was named one of the Rising Stars in the Association of Free Community Papers (AFCP). His involvement included working with the AFCP membership committee. When asked what his most valuable experience was as a Rising Star, he said, "Being able to work with peers that I don't see on a regular basis. It allows for unfettered feedback and ideas that I can use with my company."

Appen earned a BBA in Economics from the University of Georgia in 2011. He is involved in community service, working with "The Drake House," "Giving Children a Chance" and "North Fulton Community Charities."

Married to Kristinia, he enjoys spending time with family, reading, golf and "Doing Nothing."

MIKE DORMAN IS THE senior account executive at Appen Media Group in Alpharetta, Ga., where he has been a top performer for the past four and a half years, helping his advertising clients build and grow their businesses.



Mike Dorman

Dorman started his newspaper career in 1998 in the classified sales department of McClatchy Newspapers and was quickly promoted to various sales and management positions with the Charlotte Observer in North Carolina, Rock Hill Herald, and The State Newspaper in South Carolina. In 2008, Dorman had the opportunity to relocate to Las Vegas, Nev., where he worked for the Las Vegas Review-Journal and the CBS TV affiliate- KLAS-TV.

After a couple of years living the desert life, Dorman moved closer to family and relocated to Atlanta where he lives with his partner of eight years, Paul.

GRASSIA IS THE CHIEF executive officer (CEO) of Iwanna Division of Fayetteville Publishing Co. located in Asheville, N.C.



Vincent Grassia

Past experience includes being the group manager of the Journal Community Publishing Group in Florida.

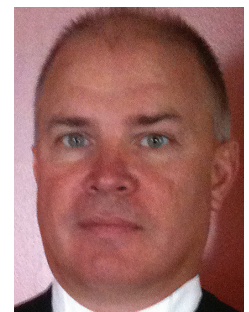
Grassia serves on the Association of Free Community Papers (AFCP) board of directors and formerly served on the Community Papers of Florida (CPF) board of directors and the PaperChain committee. He was the chair of the successful AFCP and CPF joint conference at St. Pete Beach in 2011. He is a recipient of the CPF Presidential Award.

Grassia moved to Florida in 1998 when he assumed the role of general manager of the Jacksonville Shopping Guide. He was later promoted to group manager.

Prior experience includes being employed at The Advisor in Middletown, N.J., as ad director of the Greater Media weekly publications in Brunswick, N.J., and as general manager of the New Jersey Marketeer in Staten Island.

Grassia is a graduate of Rutgers University where he received a Bachelor of Arts degree.

BRAD LONDON WILL JOIN the impressive list of The Leadership Institute (TLI) graduates honored at the conference in Savannah.



Brad London

London is an outside sales representative for the Lake Country Pennysaver located in Albion, N.Y. He started his career in advertising five years ago when he replied to an ad in the Lake Country Pennysaver.

His talents are the result of national and state sales training conferences. In 2011 he was honored as the Free Community Papers of New York (FCPNY) "Sales Rep Rookie of the Year."





In his free time London enjoys skiing, hockey and travel.

Married to Tracey, the couple have four children.



Jan Martin

JOINING THE IMPRESSIVE list of The Leadership Institute (TLI) graduates is Jan Martin, who must surely have ink running through her veins.

Martin started her career in the newspaper business at the age of 15, working at her hometown daily paper as a writer, ad composer and photographer. When the daily paper in the neighboring town

went on strike, she was asked to run that entire paper for three weeks at the ripe age of 17. She is the sales manager at Exchange Publishing.

Earning a scholarship in Journalism to North Idaho College, she was the editor of her college paper. After a brief stint at the Washington Post she started working at the Exchange newspaper at the age of 20.

For the past 35 years, Martin has helped thousands of businesses with successful ad campaigns. It is her belief in being "indispensable" that makes her



A ghost tour in a hearse should be on your "to do" list.
Photo Credit: VisitSavannah.com

stand out in the field. Aside from TLI classes, she continues to hone her craft by being involved with many community organizations and taking relevant sales and advertising seminars throughout the year.

Martin married Ray Martin in the summer of 2013, and between them they have seven children ranging in age from 14 to 25. They enjoy spontaneous getaways, concerts, home renovation, family time and cruising in their 1967 Mustang.



Ray Martin

RAY MARTIN JOINED THE sales team at the Exchange Newspaper in Spokane, Wash., in June 2014.

Martin brings with him over 20 years of sales experience, 16 of those years as the sales manager at the Moneysaver weekly paper in Lewiston, Idaho.

Having a true love for sales and newspaper advertising, Martin has quickly gained quite a roster of satisfied advertisers in his ten months at The Exchange. He specializes in automotive ads but is adept in all walks of business.

He married the lead sales representative at The Exchange, Jan Martin, in August 2014. Between them, they have seven children. He likes the outdoors, bow hunting, motorcycling, family time, and cruising in his 1967 Mustang.

KERRI MUSSELMAN BEGAN HER CAREER IN THE late 1980s working as a part time secretary for both the circulation and sales departments. She continued to grow, learning most aspects of the company, positioning herself as the assistant sales manager for Kapp Advertising in the branch office located in Hanover, Pa.

Kerri enjoys working with her own customer base as well as helping the eight marketing consultants in the office achieve their goals.

Married to George, they have three children and four grandchildren. In her spare time, she enjoys spending time with her grandchildren, relaxing at the beach and traveling. **INK**

The Rising Stars: A New Generation of Innovators

by Ashley Ann Lewan, Rising Star 2013

IF THIS YEAR'S GROUP OF RISING STARS proves anything, it's that there are more young professionals than ever who love working in the free paper industry.

Joining the seasoned stars are 10 new inductees, eager to become more involved with AFCP and interested in expanding their knowledge base. Over the past year, John Draper has been working to lead a new generation by creating opportunities for the stars to play a more important role in their home publications, as well as in AFCP.

2014 saw more committee involvement, dedication, passion and problem solving. One exciting idea that was developed during the Rising Stars' collaboration was a silent auction, which will be showcased at this year's conference, to help fund more scholarship opportunities. With more publishers taking advantage of the Rising Stars program and a newly expanded age cutoff, it's even more important to ensure the future of such a valuable program.

The Rising Stars program is designed to honor individuals younger than 35 who are emerging leaders in the free paper industry. "It is always great to know there are other young people out there working in this industry. In a time when so many are talking about print media being on the decline, it's reassuring to know a new generation of quality employees are succeeding and bringing innovation to the game," said Michelle Farnham, who was inducted in 2012.

In addition to monthly conference calls, the stars spend a lot of time working within AFCP committees such as digital, membership, conference and INK. Michelle Macomber, inducted in 2014, has benefitted greatly from being involved with the digital committee. "Being part of the Rising Stars and also part of the digital committee is slowly breaking me out of my shell of staying silent, because being part of those two things ... you can't be quiet, you can't be silent. People want to know what you think; people want to hear what you have to say," said Macomber.

This is another huge part of the program - creating a platform where the voices of today are heard. During the Orlando conference last year, David Sickels was definitely surprised by the sense of inclusion that he experienced. "At the conference, I had some people walk up to me to ask advice on improving

their publication. It was a huge honor to be seen in that kind of light," said Sickels .

The national conference allows for young professionals to gain knowledge, network across generations, expand their leadership skills and participate in group panel discussions. Many of the past stars have stayed actively involved in the free paper industry, and it's easy to see why. The Rising Stars program is so much more than an added benefit of being a member of AFCP; it's an opportunity for publishers, young professionals and AFCP to ensure the success of the free paper industry!

Without further ado, here are 2015's Rising Stars!

AMANDA GOOSSEN JOINS

the Rising Stars from Arcadia News in Phoenix, Ariz. With her BA in English, this 32-year-old managing editor brings many skills to the table. She's responsible for the Arcadia News monthly editorial product and website management, from planning to production. She also heads up their regular special sections, supervises a team of writers and creative designers, manages community outreach programs, and designs their entire social media campaign. Amanda believes that there is no substitute for passion, hard work and determination.



Amanda Goossen

What's the most important thing you've learned from being in the free paper industry?

Our community anxiously awaits their paper. Sometimes if the Post Office gets behind and the neighborhood has to wait an extra couple of days for their paper, I start receiving emails asking for it. To know that we're putting out a product people are excited to receive gives me an extra boost of energy at production time and pushes our team to put out the very best product each month. We can't let our neighbors down.

What's the best part of your job? What's the most challenging?

The best part of my job is interacting with our community. I love to hear stories of people doing great things, of young kids going above and beyond and of local businesses going after their dreams. It gives you a positive outlook on the world

to know your little community has so many impressive things happening and so many good people trying to change the world.

Working as part of the Arcadia News team is also a major benefit of my job. Being part of a group with the same priorities, determination and love of the paper as myself makes every day great.

The most challenging thing about my job is the many hats I have to wear and trying to keep them all straight and in order. Although it's a challenge, I love the chaos and excitement.

Who has inspired you the most in the free paper industry? The person who has inspired me the most in this business is the owner and publisher of Arcadia News. In a tough business, Greg Bruns has taught me to believe in myself. Greg saw my potential and gave me a chance. He saw in me what he once was: an inexperienced, but eager, newspaper employee. I will be forever grateful.

Why do you choose to work in the free paper industry, instead of another career? I was a freelance writer, working from home while raising my son and daughter. Being home with my children in their earliest years was important to me, and I did mostly online work. I came to the Arcadia News asking to write one article a month as a way to increase my monthly income, as well as make a connection to the neighborhood where my family had just moved. I instantly fell in love with working for a newspaper so invested in its community.



Abby Breaux

ABBY BREAU BELIEVES IN going the extra mile. Coming from Appen Media Group in Alpharetta, Ga., Abby is a 25-year-old account executive and photographer. As an account executive, she develops and handles client relationships through cold calling, networking and identifying individual advertising needs.

This includes maintaining accurate records of all sales and prospecting activities, including sales calls, presentations, closed sales and follow-up activities. Abby also photographs the cover

of Appen Media Group's Answer Book publications and supplies photography work for clients' ads. With her BS degree in Art Marketing, Abby will be bringing a creative eye to the Rising Stars.

What's the most important thing you've learned from being in the free paper industry?

The most important thing that I have learned from the free paper industry is the meaning of community. Just before I joined Appen Media Group full time, it was my job to interview and photograph 30 influential members of our community to celebrate the company's 30th anniversary. I met a variety of different people (mayors, business owners and retired individuals), but they all had one thing in common ... a love for their community and appreciation for Appen Media Group's dedication to it. Each of our publications is an extension of its local community, and we exist only because they believe in our commitment to that.

What's the best part of your job? What's the most challenging?

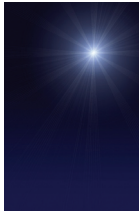
As an account executive, an important part of my job is developing strong business relationships with clients. The businesses who advertise in our publications need to know we will develop a personal relationship with them built on trust and an understanding of their individual needs. I enjoy the bonding and rapport stage of selling, but the best part of my job is when a client shares the success they see from their advertising campaign.

My goal is to help my clients grow their business, and it's very rewarding. We have the responsibility to not only represent our community, but to also be involved in its issues and challenges. I've learned that it is important to listen to people's concerns and to make sure Appen Media Group's dedication to the community is clearly understood. Therefore, the most challenging aspect of the job is to always maintain a balance between the editorial and advertising content of the publication, particularly to ensure there is no conflict between the two.

AMY HANSEN HAS COMPLETED HER FIRST SEASON

with the Rising Stars, and this 27-year-old news editor from the Osceola Sentinel-Tribune in Iowa has contributed much over the past year.

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Amy is in charge of editorial, photography and InDesign layout of her publication. She has bachelor degrees in journalism, mass communication and history. A triple threat, Amy's belief that being open to everything the job has to offer makes you a more successful professional in the free paper industry.



Amy Hansen

What's the best part of your job? What's the most challenging? The best part of my job is that you can be doing something different every day in the newspaper/free paper industry. The most challenging, and also rewarding, part of my job is having to cover breaking news and working frantically to get it out to the public in a timely yet professional manner.

Why do you choose to work in the free paper industry, instead of another career? I chose this

industry because it allowed me to expand and learn using my creative side. Plus, math and science were never my easiest subjects in school.

ANDREW KARL HAILS FROM Norwalk, Calif., where he is the analytics and community manager for El Clasificado, Quinceanera.com Magazine and El Punto Semanal. Andrew has attended the University of California, Riverside & Santa Cruz, and this 30-year-old is a huge supporter of the free paper industry. Andrew feels that we have more opportunity than our paid media counterparts and that we're a service to community.



Andrew Karl

What are some of the important digital projects that you're working on for your publication? Or what are some digital projects you're



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really proud of? I'm very proud to be working on ongoing efforts to bridge the offline and online worlds to drive our business forward. Understanding how we can better connect with our community continues to fascinate me and getting input from different stakeholders in the company has been a great experience to get the most ROI from our employees and deliver better content to our audience.

How are you involved in your community? How does that help you in your career? I'm a board member of the Santa Monica Junior Chamber of Commerce, and besides having an awesome time, we're firmly rooted in community service! The connections I've made go beyond superficial, as many members have become great friends of mine, and I can go to them with questions and often reach out to them for professional solutions needed for our business.

Where do you see yourself in five years? Director of Analytics!



Ashley Ann Lewan

ASHLEY ANN LEWAN, inducted in 2013, has learned so much from AFCP's Rising Stars program. At age 27, Ashley holds her BA in English from Eastern Washington University and is based in Spokane, Wash., as a member of Exchange Publishing. She is the content editor for The Exchange, assistant editor of Horse-Previews

Magazine, social media manager and editor of their editorial feature, Bountiful Life. She takes care of all content, editorial and photography for The Exchange. She has also been working on switching formats for their popular country living magazine, Bountiful Life.

Ashley also helps with production on multiple publications, including specialty show guides. As social media manager, she works to increase Exchange Publishing's presence on Facebook, Twitter and Instagram. Ashley is well known for her integrity, and her insistence for following ethical guidelines and working hard to create a project that her company and community can be proud of.

Why do you choose to work in the free paper industry, instead of another career? I have worked with Exchange Publishing for nearly four years and have had multiple opportunities to change careers. The reason that I stayed with the free paper industry is that I genuinely believe in the importance

of publications like ours in the community. Where else can you provide a trustworthy, content rich, community minded product like the publications that we print? The answer is nowhere.

I am also very lucky to work for a publisher who not only encourages me to grow in my position and education, but paves the way for advancement in the digital arena as well. I am working for a company that wants to improve the free paper industry, not just limp along trying to survive.

How are you involved in your community? How does that help you in your career? I have gotten very involved with the Arthritis Foundation. I have served on the committee for the Spokane Jingle Bell Run/Walk for Arthritis and in 2014 was invited to be the medical honoree, as I suffer from arthritis myself. I have become an advocate for arthritis and was awarded a scholarship to attend the Arthritis Foundation Advocacy Summit in Washington D.C. this year where I will also be testifying at Congress about healthcare law. I have definitely grown as a leader and benefitted from being more involved in my community. Along with the Rising Stars, this opportunity has helped me become a more responsible and dedicated employee.



Celeste Jones

CELESTE JONES, new to the Rising Stars this year, is a 32-year-old art director for Cityview in Des Moines, Iowa. Celeste, who believes the free paper industry is here to stay, is in charge of ad traffic, cover design and the weekly layout of Cityview. She also works on promotional pieces and is a talented deadline enforcer.

Celeste has her AA from Iowa Central Community College, along with her BA from Iowa State University.

What's the best part of your job? What's the most challenging? The best part of my job is the people I work with, hands down. The employees that have been here for years all believe in our products, the free paper industry, and reaching higher for our goals as a company. Also, each day brings a new task, design or publication that I am able to be a part of making and it's never dull. The most challenging is being creative every day and making sure deadlines are met every day.

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Why do you choose to work in the free paper industry, instead of another career? I believe in the value of printed goods and news that is available free-of-charge for everyone in the community. Consumers pick up our newspaper consistently, proving that our product is in high demand. The advertisers are extremely loyal to our brand as well.

How are you involved in your community? How does that help you in your career? I'm involved in Mentor Iowa, a program designed to work with the juvenile court system to keep kids in their homes and assign them a mentor to be the role model that is missing in their lives. I've been a part of this program for six years, beginning as an 'Adopt a Family' program that our office participates in, and now I'm serving on the board of directors. This helps me in my career as I'm getting our company's name out to more businesses, along with making lifetime connections with other business people in our community.

ASHLEY OCHOA, 23-YEAR-old advertising consultant from The Nickel of Hermiston in Oregon, is a delightful addition to the Rising Stars team.

Ashley takes on full management of 40+ accounts per week, producing new ideas and gathering pertinent information to bring these customers' advertising visions to life. She has been able to efficiently sell a customer on positive benefits her paper will pro-



Ashley Ochoa

vide, such as targeting new customers and generating their profits. She also proofs ads before producing a final product, is an open minded professional and is a positive face for her community paper.

What's the best part of your job? What's the most challenging? The best part of my job would definitely be creating a solid foundation and building a strong, respectable and professional bond with my customers. At the same, that is the most challenging; it takes time and persistence to prove you and your product are worthy of that bond.

Who has inspired you the most in this business? My customers have been the most inspiring by far. I started my current job right out of high school at 18; so essentially, I was still a kid with a lot to learn. I learned a lot from my publisher and others I worked side by side with, but there wasn't a single person who could teach me as much as my customers have – and that inspired me and still does. It inspires me to grow in this industry and to constantly challenge and fully apply myself in every aspect of my job. For that I truly thank them!

Why do you choose to work in the free paper industry, instead of another career? I choose to work in this industry because I value and enjoy my job. I'm good at it. It works for me!

DAVID SICKELS IS THE MANAGING EDITOR OF The Post Newspapers in Medina, Ohio, and has been part of the Rising Stars since the Orlando Conference last year. Aged 24, David has his BA in Communications from the University of Akron. He manages The Post's editorial staff, paginates and creates original content for web and print.

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David Sickels

What advice do you have for other young professionals in the free paper industry? Learn as much as you can about both your company and the industry as a whole.

What's the most important thing you've learned from being in the free paper industry? If you're willing to put in the time, hard work can often make up for lack of skill.

Despite what many may think, newspapers aren't disappearing anytime soon, and I believe that is due to so many in our industry that are willing to put in the extra hours every day in order to evolve our product for the current generation.

Who has inspired you the most in this business? The mavericks. It's exciting to be a part of a business where leaders aren't afraid to throw out the playbook to try something radically new.



Ashley Sohl

ASHLEY SOHL, THE 29-year-old sales and events manager for Cityview in Des Moines, Iowa, has benefitted from the Rising Stars program since 2012.

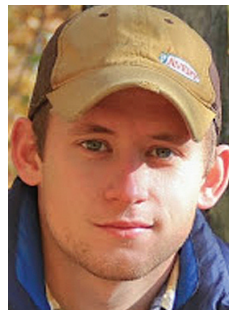
Ashley earned her bachelors degree in Business Marketing from Iowa State University and her MBA from Drake University. Ashley oversees a staff of advertising sales representatives,

handles an account block and plan and executes a number of key events throughout the year. Always thinking outside the box, Ashley is an important asset for the Rising Stars and her home publication.

What's the best part of your job? The best part about my job is that I am able to do something different every day. Some days I spend in the office working directly with my team on various projects, training or generating new ideas to grow revenue. Other days I spend out of the office meeting with current customers, planning and executing events or creating new relationships with people in the community. I know I wouldn't be able to sit at a computer Monday through Friday; this job gives me the opportunity to do something different. It is also very rewarding to know that you are able to offer solu-

tions that will help a business grow and be involved in the community.

What is the biggest challenge that the free paper industry faces in your area? The biggest challenge is educating customers and the general public that we are different from the daily newspaper. Print is not dead. Our readership is stronger than it has ever been. People choose to pick up our paper and to read it. This hasn't only been a challenge with potential advertisers, it has also impacted our search for potential employees. We want to continue to grow and we are in need of good salespeople, but we find that people are afraid to work for a newspaper because they fear it is a failing industry.



Eric Mathes

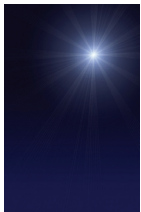
ERIC MATHES HOLDS HIS BBA in Marketing and is a brand new addition to the Rising Stars this year. An editorial writer and photographer for Delta Publications in Kiel, Wis., Eric is passionate about learning all the different aspects of the free paper business. At age 26, Eric offers fresh talent.

What's the best part of your job? The best part of

my job is the connection I have with my community. I have found great value in working closely with local school districts and other organizations. Working in my hometown has led me to discover many new things about the place I was raised, in ways I wouldn't have without my career.

Who has inspired you the most in this business? I'm very thankful to be surrounded by many great people in our office but my editor, Mark Sherry, has been my biggest mentor. Mark is both dedicated and kind, and has been a great mentor to me while I have learned the various aspects of the business over the last two years with Delta Publications. Whether it's a question about interviewing or final layout, Mark's patience and experience has guided my work in a very positive direction.

How are you involved in your community? How does that help you in your career? I enjoy the opportunity to work with high school students who are interested in discovering future career options. It's a great experience to help students explore their interests to help them prepare for their
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future. The process is very rewarding. I've most recently been involved in launching a new community theatre in our local area. Volunteering and getting involved is a great way to take on new challenges. It's helped in my career by developing new contacts and story ideas that I can take to our publications.

MICHELLE FARNHAM IS AN extremely valuable member of the Rising Stars. Inducted in 2012, Michelle is the 32-year-old managing editor for The Post Newspapers in Medina, Ohio.



Michelle Farnham

Up until the new year, Michelle oversaw the editorial department (print and digital) for The Post's nine ultra-local community papers. For the past two years, she has been working remotely from her home in Florida, after her husband took a job in the Panhandle. She is currently on maternity leave, caring for her new daughter, Madelyn Kate. Michelle has her bachelors degree in business journalism from Miami University.

What advice do you have for other young professionals in the free paper industry? From the editorial department perspective, young people need to make themselves as versatile as they can. The days of focusing on one discipline are coming to a close. Hone your writing skills, learn how to take quality photos and design a page. Keep up-to-date with technology and social media, and always practice good customer service.

What's the most important thing you've learned from being in the free paper industry? I have come to better appreciate that everything costs money – even the free stuff! When I hear people complain as a commercial interrupts their free video streaming or that a publication or website is nothing but ads anymore, I am quick to remind them that they didn't pay for that service. These items are not produced as charity work, and someone has to pay for them somehow. It makes me appreciate the product or service much more than before.

HANK McAfee, 36-YEAR-OLD ASSOCIATE publisher and creative director for Tower Publications, Inc. in Gainesville, Fla.. is an impressive new member of the Rising Stars. Hank attended the Florida School

of the Arts, and his experience will surely benefit the Rising Stars program greatly.



Hank McAfee

Hank works alongside his publisher/CEO to plan market strategies and identify growth opportunities. He is responsible for oversight of all aspects of design and project development for Our Town, Senior Times, Gator Country and Survival Guide. He mentors graphic designers to improve skills and encourage growth, and he consistently delivers high-quality work under rigid deadlines and quick turnarounds.

What advice do you have for other young professionals in the free paper industry? It's easy to get swept up in the day-to-day grind. Be diligent about making time for learning and improvement. Don't duck responsibility or make excuses when someone asks for your help. Do your best to



The Savannah Cotten Exchange Griffin.

Photo Credit: VisitSavannah.com

assist them in their time of need. There will come a day when you need help from them, and you'll want them to do the same for you.

What's the best part of your job? What's the most challenging? The best part for me is solving problems. Whether it's a challenging design problem or a difficult decision about whether or not to cut a story, finding creative solutions and implementing them with success is always rewarding. The most challenging thing has been improving efficiency to the point that we have the time/resources to explore growth opportunities.

Why do you choose to work in the free paper industry, instead of another career? It appeals to my fascination with communication and my personal desire to continually improve. Connecting with an audience either through stories or advertisements is fascinating to me. Each issue of our publications should be the tangible result of the best work we've ever done — and there's always another issue on the horizon.



The tour guides are knowledgeable about all things Savannah!
Photo Credit: Barbara Holmes

What is the biggest challenge that the free paper industry faces in your area? I think the biggest challenge is finding a clear way to publish content in a digital space without cannibalizing the readership and revenue of our print products.



Michelle Arnst

MICHELLE ARNST IS ANOTHER fresh face joining the Rising Stars. Michelle is a 25-year-old graphic designer for The Post Newspapers in Medina, Ohio, who earned her BA in Visual Communications along with her BBA in Marketing from Kent State University.

As a graphic designer, Michelle creates and designs ads for The Post Newspapers. She gets to build lasting relationships with clients and their businesses. She also assists the sales team by quoting and selling ad spaces. As part of the promotions team, Michelle gets to develop and moderate digital and print promotional contests and handle the contest branding.

What's the most important thing you've learned from being in the free paper industry? Newspapers are not dead!! Yes, everything is becoming more digital but tie it in correctly with your core product, you get the best of both worlds. Bringing the news to our local communities is what it is all about and having digital products only enhances that core foundation. We're not going anywhere, anytime soon.

What's the best part of your job? The best part of my job is getting to be part of the success of our local businesses. You get to build a relationship with the people and build campaigns for their businesses and you get to enjoy their success with them because you helped them get there. It's all about that local community feeling of all being in it together.

What are some of the important digital projects that you're working on for your publication? Or what are some digital projects you're really proud of? Some of the important digital products we are working on are our national sports contests. Football just ended and college basketball is right behind it. It gets fast paced and there are plenty of long days involved, but our readers love it and we get to thank them by awarding tons of prizes to our winners.

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HANS APPEN, THE 26-YEAR-OLD GENERAL manager at Appen Media Group, was inducted as a Rising Star in 2013. Since then, Hans has worked hard to further the program and ensure its success.

Hans received his BBA in Economics from the University of Georgia and oversees the day-to-day operations, new business development and manages staff at their office in Alpharetta, Ga.

What is the biggest challenge that the free paper industry faces in your area? The biggest challenge for all free papers is the recruiting and retention of labor that is passionate and dedicated to their work. We live in an increasingly competitive economy and an industry like the free papers – with thin margins and diversifying competitors – requires an ability to maximize every investment it makes in itself. It cannot afford to take two steps back for every one it takes forward. That is why our labor force

– our most valuable asset and our greatest expense – must first be hired based on character and competitive drive, and then provided the tools and training to secure a bright future for our companies and our industry.



Hans Appen

How are you involved in your community? How does that help you in your career?

Free papers serve an important role in our community. For many of us, we are the legal organ that provides the public with information on its schools, government, public safety and businesses. Despite every attempt thus far, that role cannot be replaced by social media and digital news platforms. However, the free paper industry is faced with the conundrum that perception is reality. We cannot just show up anymore in people's driveways and mailboxes

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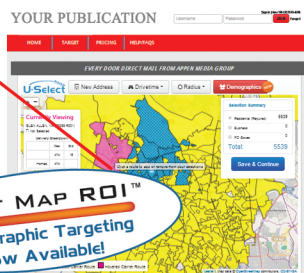
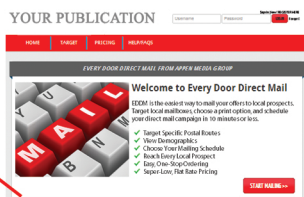
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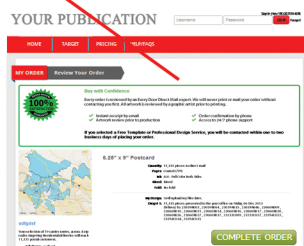
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and expect a significant level of involvement. We must serve our community in more visible, outward roles to remind people “we’re still here.”

One of the ways we can do that is through volunteer work. I am involved in and serve in leadership positions in many civic and governmental agencies in my community. I have served on or chaired the boards of directors of three chambers of commerce, a young professionals group, two non-profits, my local rotary club, and a city zonings board. All of these entities have proven to be a wonderful vehicle by which I tell people about who we are, what we do, and why they need us.



Jesse Walma

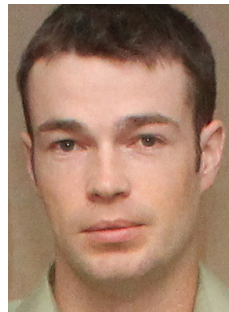
JESSE WALMA IS BRAND new to the Rising Stars program, and brings with him his experience as a graphic/web designer for The Shopper in South Holland, Ill. Aged 29, Jesse is a successful designer with his BS in Technology and Graphics from Purdue University. He creatively and effectively illustrates ideas or concepts through designing

advertisements. He also builds websites that directly and indirectly connect print and web. Jesse believes that communication is vital for success, making him a promising recruit for the Rising Stars.

What are some of the important digital projects that you’re working on for your publication? Or what are some digital projects you’re really proud of? A healthy relationship with our readers translates to a healthy promotion of our advertisers. I have been the lead designer in developing a website/email campaign to not only give our readership additional values, but also help them connect with their local businesses. As a launching pad to email subscription, this new website provides itself as a main hub of local savings. Those who read our newspaper can gain additional value through signing up through email with our local businesses. Chances for giveaways each month and monthly deals are given to potential local business customers.

How are you involved in your community? How does that help you in your career? I volunteer with a few religious ministries through designing and managing their websites. I also author and package DVDs, stream services, create eBooks, and maintain an eCommerce site. This experience has

taught me to adapt to technology and formulate new avenues to communicate with the upcoming trends.



Steve Fleck

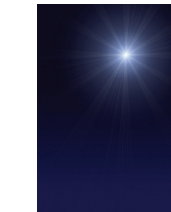
STEVE FLECK, THE PRO-duction manager for the Smart Shopper in Webster, Mass., joined the Rising Stars in 2012. He received his BA in Graphic Design from Becker College. At 31 years old, Steve is a versatile employee who encourages other young professionals to try new things. Steve works on layout, ad design, sales, web design and anything and everything that needs to get done.

What’s the best part of your job? What’s the most challenging? I think the most challenging thing about this industry, and working for a weekly shopper, is just trying to make sure to keep things fresh and different. Otherwise you just end up falling into a pattern of going through the same motions each week and never straying from that path. The best part of the industry is being able to work with small companies and help them figure out how our services can have a positive impact on their businesses.

Who has inspired you the most in this business? Obviously I’m a little biased, but the owner of our company, Carol Toomey, has definitely been a huge inspiration to me in this business. The fact that she has been in the industry for so long, and yet is still so passionate and involved with the business on a day-to-day basis, says a lot. She’s involved in so many things I won’t even attempt to list them. I don’t know how she keeps it all straight, but she does, and always with a smile on her face.

What are some of the important digital projects that you’re working on for your publication? Or what are some digital projects you’re really proud of? We’ve struggled in the past with what to do in terms of making the jump to digital. Being a shopper, we are 90%+ advertising, so we don’t really have the content to pull readers in to a website and create the traffic we really need to sell advertising online. By the time this has been printed, we will have launched our new online news site, South County Wire, which we are all very excited about, and I am looking forward to seeing what direction that takes us. I feel it will be a great way for us to break

Continued on page 48



Continued from page 47

into digital and will give our sales force another tool in their bag to use in an increasingly saturated market.

KYLAH STROHTE IS A CALIFORNIA native, but now works as the executive director for the Pacific Northwest Association of Want Ad Newspapers (PNAWAN), based in Spokane, Wash.

Kylah, age 25, also works administration and social media for Exchange Publishing where she works on classified and regional ad sales, social media management, and keeping the office organized. Kylah earned her BA in Linguistics and Russian from the University of Maryland, College Park and is an exciting new member of the Rising Stars.



Kylah Strohte

What advice do you have for other young professionals in the free paper industry? Embrace and recognize what makes print special and unique in the digital age. Think about what print has to offer, and how print and digital can complement each other.

What's the best part of your job? What's the most challenging? The challenging parts are the best parts! I really love how big of a project PNAWAN is. I had to jump right in and learn everything very quickly and with very little instruction. The system being used was pretty outdated and had a lot of issues. I get a lot of satisfaction from solving problems, so I'm currently striving to create a more efficient system, and I'm really excited right now about our plans for PNAWAN's future.

What are some of the important digital projects that you're working on for your publication? Or what are some digital projects you're really proud of? For PNAWAN, I'm currently working on a new system to handle the ads, as well as

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a new website that's more customer-friendly. It is definitely a big project and an excellent challenge.

For The Exchange, I am particularly proud of our growing social media presence. I started a Twitter account for us a few months ago, and it's proven to be a great way to promote awareness of The Exchange by being more engaged with the local community, business owners, and advertisers. Follow us @ExchangeSpokane!

MICHELLE MACOMBER, AGE 25, HAS BEEN involved with the Rising Stars since 2014. She received her BA from Framingham University in 2011 and is a graphic designer for the Smart Shopper in Webster, Mass. She builds ads, upsells ads, builds papers, provides stellar customer service, and gathers information about community events.

What is the biggest challenge that the free paper industry faces in your area? As of right now, the weather! We've had something like 8 feet of snow



Michelle Macomber

fall within the last month or so, and that is hurting all the local businesses that we target as advertisers. They've had to shut down for several days. When it is snowing, people don't come out to shop and they stay off the roads. So that means no business for them, which means no money to advertise.

What are some hobbies or causes you're passionate about? I love going to the gym, working out and going to yoga. I love dancing. I was a technically trained dancer for 20 years. And I am really passionate about animals. I spend my time involving myself in things like fighting against animal cruelty, puppy mills and breed discrimination, finding homeless animals good and loving homes, helping lost pets find their homes, and donating to shelters. I love animals and wish I could save them all. **INK**



Savannah's Fort Pulaski is a must-visit site!

Photo Credit: VisitSavannah.com

The **Daily Conference** Schedule

Time

Function

Wednesday – April 8

- 1:00 – 7:00 PMRegistration Open
- 1:00 – 7:00 PMTrade Show Set-Up
- 3:00 – 5:00 PMSAPA Board Meeting
- 4:00 – 7:00 PMRising Stars Orientation Meeting
- 4:00 – 7:00 PMTLI Faculty Meeting / Facilities Tour

Thursday – April 9

- 7:00 AMRegistration Open
- 7:15 – 8:30 AMBreakfast in the Trade Show Area
- 8:30 – 9:45 AMOpening Ceremonies / Introductions
Rising Stars Recognition / TLI Graduation
- 9:45 – 11:15 AMOpening Keynote: Steve Baker – The Great Game of Business
- 11:15 – 12:15 PMVendor Interaction Session and Break in Trade Show Area
- 12:15 – 1:15 PMRecognition Lunch in Trade Show Area
- 1:15 – 2:25 PMManagement Track: MiniGames Workshop – The Great Game of Business
TLI Classes: (5 to choose from)
- 2:25 – 2:45 PMBreak in Trade Show Area
- 2:45 – 3:55 PMManagement Track: MiniGames Workshop – The Great Games of Business
TLI Classes: (5 to choose from)
- 3:55 – 5:00 PM“Sponsor’s Sweet Tea Party”
- 5:30 – 7:30 PMWelcome Reception and Dinner at Savannah Marriot Riverfront
- 7:30 – 10:30 PMSavannah Pub Crawl

The Daily Conference Schedule

Time	Function
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Friday – April 10

7:15 – 8:30 AM	Breakfast in Trade Show Area / SMC Postal Breakfast Discussion
8:30 – 8:40 AM	AFCP Annual Business Meeting
8:40 – 8:50 AM	SAPA Annual Business Meeting
8:50 – 9:30 AM	“Best of the Best” Awards Presentation
9:30 – 10:30 AM	Innovative Ideas Presentations
10:30 – 11:00 AM	Break in Trade Show Area
11:00 – 12:15 PM	<u>Digital Presentation:</u> Douglas Fry & Will Thomas – Apps for the Workplace
12:15 – 1:15 PM	Lunch
1:15 – 2:25 PM	<u>Management Track 1:</u> Andy Hoh – How to Motivate a Problem Employee – A Real Life Case Study of “Who Killed Bob Lyons” <u>Management Track 2:</u> Tim Brennan – MultiAd Recas – Co-op Advertising to Promote Sales <u>Content Track:</u> Ed Henninger – 25 Design Things You’ve Been Told You Can’t Do ... Bt You Really Can! <u>TLI Classes:</u> (5 to choose from)
2:30 – 3:40 PM	<u>Management Track:</u> Genia Stevens – Social Media Update and How to Make Money with Facebook <u>Content Track:</u> Bruce Trogdon – Innovations in Content <u>TLI Classes:</u> (5 to choose from)
3:40 – 4:10 PM	Break in Trade Show Area
4:10 – 5:20 PM	<u>Management Track:</u> Genia Stevens – Google Analytics – What are they, what do they tell you, how to use them to grow your business <u>Content Track:</u> Ed Henninger – A License to Print Money <u>TLI Classes:</u> (5 to choose from)
6:30 – 11:30 PM	Dinner / Activities / Club AFCP at the historic Morris Center adjacent to the hotel

The Daily Conference Schedule

Time

Function

Saturday – April 11

7:15 – 8:30 AM.....Breakfast (Peer Group Meetings)

8:30 – 9:40 AM.....Management Track: Hans Appen, Charlie Delatorre & Doug Fabian

Niche Products Panel – B to B / Senior Publications / Coupons

Content Track: Ed Henninger – Design Between the Ears!

TLI Classes: (5 to choose from)

9:45 – 10:55 AM.....Management Track: Vinnie Grassia –Management “Open Mike” Session

Content Track: Michael Van Stry – Content “Open Mike” Session

TLI Classes: (5 to choose from)

10:55 – 11:10 AM.....Break

11:10 – 12:40 PM.....Closing Keynote: David Marquet – Turn the Ship Around

12:40 – 1:00 PM.....Closing Ceremony

1:00 – 2:00 PM.....Lunch

1:45 – 4:45 PM.....AFCP Board Meeting

2:00 – 3:45 PM.....TLI Certification Exam

4:00 – ????? PM.....Experience the charm and hospitality of Savannah on your own!

The LEADERSHIP Institute

by Jim Busch

The Leadership Institute is a structured sales and sales management training program sponsored by the Association of Free Community Papers.



To date, 1,814 free paper professionals have attended classes at the AFCP, state and regional conferences, earning over 10,935 class credits in 66 different course curriculums. A total of 81 people have completed all the requirements and been certified as Associate Advertising Executives (AAE) by the AFCP Board!

"What I do today is important because I am exchanging a day of my life for it."

– Hugh Mulligan

I RECENTLY HEARD A PRESENTATION BY A FINANCIAL planner who asked the audience this question: "What is your most valuable financial asset?"


Most people answered that it was their home, a few said their small business and some said their investment portfolio. The speaker responded that while these were important, everyone's most important asset is their ability to earn a living. The time we put in on the job, coupled with skills and knowledge, is what allows us to own a house, run a business or build a portfolio.

We've all heard, "Time is money!" but we forget that the reverse is true as well, "Money is time!" Every bit of wealth on the planet was created because someone exchanged a portion of their life to create it. Life is our most precious and most limited resource; we cannot add another second to our lives. This is why we should never squander either our time or our money.

Most people are cautious about spending their money. They are always looking for a coupon or a sale to save them a few dollars. We maintain a careful accounting of our funds. We create budgets and carefully analyze the performance of our investments. Given the relationship between time and money, it is surprising that so many people give so little thought to how they manage their time.

People who pinch every penny think nothing of idling away hours of their time. This is not to say that we should all be working 24/7/365. Recreation and spending quality time with the people we care about is crucial to maintaining both our sanity and our productivity. This is time well spent. On the other hand, procrastinating or aimlessly surfing the web when we have more important things to do is just plain wasteful.

To make the most of our days we should budget our time much like we budget our money. First, we must get a handle on how we are spending our time. Keeping a log to track your days in ten or fifteen minute increments will help you to identify the time wasters which devour your days. Once you have done this, it is easy to create a time "budget," a schedule that keeps you focused on productive activities.

People who master how they spend their days will find their efforts rewarded with both more time and more money. You only get one life. Make every minute of it count! 



Changes are taking place All Over



JONATHAN McELVY has been appointed to the Association of Free Community Papers (AFCP) board of directors. His appointment was made by the Texas Community Newspaper Association (TCNA).

McElvy is president of McElvy Media and publisher of *The Leader*, a newspaper and website covering the Heights, Garden Oaks and Oak Forest communities of Houston.

McElvy's company purchased *The Leader* in July 2012. He also serves as publisher, under a management agreement, of the *Fort Bend Star* and *Fort Bend Business Journal*.

Before that, he served for six years as vice president of news and online development at ASP Westward, a company that owned 60 newspapers in Houston, East Texas and Denver.

When asked how he started in the publishing field he said, "I was 'weeded out' of my pre-med classes

in college, probably because I was spending more time trying to write a book than I was studying cell biology. So I took a year to finish core classes and realized I wanted to write for *Golf Digest*. That led me to a journalism degree, but not necessarily (obviously) a job with *Golf Digest*. Two weeks before graduation my father suggested I find a job, and all my journalism professors pointed me toward openings at community newspapers around Alabama. Almost 20 years later, and I still don't believe I could have found a more perfect profession (including years 2009-2012)."

McElvy is the vice president of the TCNA board and also serves on the board of the YMCA.

"The benefit of belonging to professional organizations like TCNA and AFCP is very simple. Independent publishers are on an island. We come to our offices every day, expected to have the answers and energy to solve every problem. Most of us aren't employees of larger corporations – on purpose – but it doesn't mean we don't need help. That's what I get from these groups: Help. I find people with the same problems, and most of them have much better answers than I have," he said.

Outside the industry he spent almost a year at a political think tank, rewriting papers prepared by PhDs. He said, "This rewriting was so that normal people like you and me could understand them. I couldn't get back to newspapers fast enough."

McElvy is a graduate of the University of Alabama and worked at newspapers across Alabama, serving as a reporter, sports editor, managing editor, general manager and publisher – most of that time spent with *Boone Newspapers*. He has been a consultant to newspapers across the South and has taught journalism at the University of Alabama.

He is an Alabama football fan, which means that is a full-time hobby, and also an avid golfer.

Married to Meghan, an energy attorney in Houston with BakerBotts LLP, they have a son, Hank, who is 18 months old. Speaking of full-time jobs! **INK**

Co-op is Simply Localized BRAND ADVERTISING

by TIM BRENNAN, MultiAd

CO-OP ADVERTISING ARRANGEMENTS ARE BAKED into the local sales process of most every brand name you know. From Allstate Insurance to Zerex Antifreeze, part of the supplier's selling process is to build the brand nationally and engage the local seller with support for the same branded advertising at the market level. None of the national branded messaging tells the consumer where to buy the product; that's left to the channel partner to run in local media, sometimes with the same brand content but now with where and why messaging.

As with all things, some of these co-op plans are simpler than others, but it should never be assumed that the dealer is fully aware of the details and how to use them in their own advertising efforts. With some manufacturer co-op efforts, up to a third of the established budgets for these programs can be left unused...mostly through their small to mid-sized retail partners that don't have the resources to plan and execute with all of the program detail. With these local merchants, there is a need for assistance with ad design, manufacturer approval of the content, and co-op claim assistance to gather the advertising reimbursement.

Most co-op programs have specific guidelines for most local media products. From newspaper and direct mail to broadcast and online, these programs will have specific content requirements and claiming procedures to reimburse their channel partners for local advertising. The budgets for these programs are generally based on a percentage of wholesale purchases and are left to the local partners' discretion on where and how that funding is allocated.

Agencies are stepping into the void of dealer adoption to simplify the co-op process. They offer opt-in solutions with various media types and an emphasis on digital to engage the dealer channel and perform

all of the media buying functions on a regional/national scale. This, of course, will largely take local media options and individual dealer versioning off the table.

Take a look around your market area and note the local merchants with brand name signage in their locations – paint stores with Benjamin Moore or Pittsburgh Paints; insurance agents with State Farm or Nationwide; oil change shops with Quaker State or Castrol; flooring stores with Mohawk or Karastan; motorsports locations with Yamaha or Honda – not to mention all of your auto dealers.

All of these locations have some level of advertising support from their manufacturer partners. Some of them are better at utilizing these resources than others, but it is the rare media sales executive that will go the extra mile and offer some level of assistance here. That, in and of itself, could make all

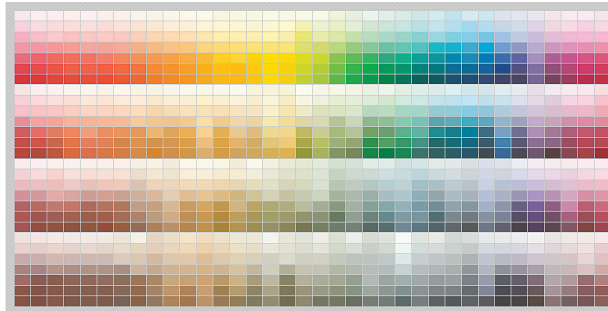
the difference in your sales efforts since co-op can foot a sizable portion of the bill.

With your one login to Recas.com you can set the foundation to build revenue with some of your local accounts. As with anything worthwhile, there will be some legwork involved. And when that legwork gets too

strenuous, you can always tack on Recas support to your service to help with some of the heavy lifting and then we can add more ideas into the funnel.

Check with the AFCP main office for your connection to the co-op resource and from there we'll walk you through the transition process. Otherwise we can connect in Savannah on the specifics.

This information is provided by agreement with AFCP and MultiAd Recas to help take the mystery out of co-op advertising. For more information or your Recas.com Co-op username and password (a benefit of AFCP membership) along with the AFCP Co-op Lead email, contact the AFCP office at 877-203-2327. **INK**



Editorial WORKFLOW

This community paper was paying for it. Why not use it?

by Kevin Slimp

IN THE MIDST OF MY BUSIEST YEAR EVER, Dale Gentry, publisher of The Standard-Banner in Jefferson City, Tennessee, called to ask if I could find time to visit his newspaper. Less than an hour away from my office, I've visited Dale's staff numerous times over the past 20 years and there was no way I was going to say, "no."

So between trips to Edmonton, Alberta and Preston, Minnesota, I found an afternoon to spend with the staff of the Standard-Banner. The request from Dale was simple enough: "Can you teach us to use InCopy?"

For those who aren't familiar with the application, InCopy is an Adobe product created to use in conjunction with InDesign. It allows users to create an editorial workflow between reporters, editors and page designers.

InCopy has been around for quite a while. I first began teaching newspapers to use it in 2000, shortly after the release of version 1.0. The idea is simple, really. While reporters



Dale Gentry uses InCopy for the first time and learns how to edit a photo on an InDesign page from within InCopy.



The staff of the Standard Banner watches as Dale Gentry edits a photo from an InDesign layout via InCopy.

and editors use InCopy to write and edit stories, designers lay out pages using InDesign. For folks who have never used editorial workflow software, it's amazing to see InCopy in action.

The afternoon began with everyone gathered around a conference table, watching on a screen (OK, I was projecting onto a wall) as I went over the basics of using InCopy. Using InCopy is much the same as using any other word processor. The writer simply enters text and it appears on the screen.

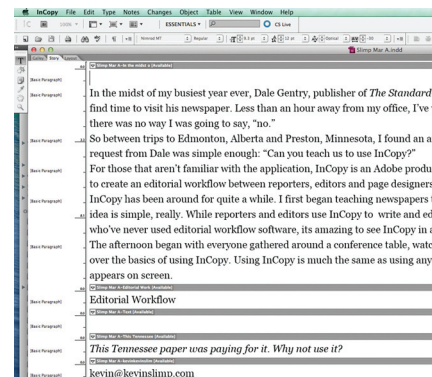
Where InCopy differs from other word processors is its ability to work cooperatively with InDesign, allowing the writer and editor the ability to see how their words look on the InDesign page, as well as make changes to elements on the page.

While I was showing the group how the InCopy/InDesign workflow works, they were surprised at how easy it was to duplicate the process. As Dale told me, "We've had InCopy for several months. We just couldn't figure out how to use it."

The InCopy/InDesign workflow is like that. It's incredibly easy to use, but almost impossible to learn on your own.

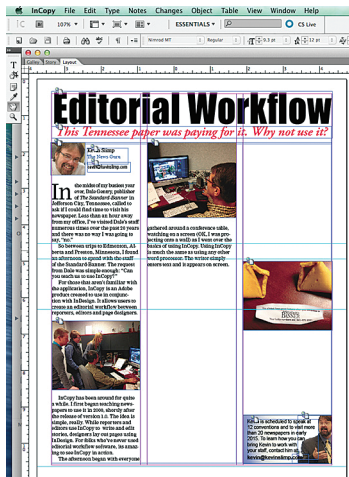
After 90 minutes of instruction, I sent the staff out to create stories in InCopy and pages in InDesign. Then we gathered around Dale's computer for the real-world test.

Dale opened InCopy, then opened the InDesign page that had been created across the building by Kim, the lead paginator. As he started placing his



InCopy users can work in "Story" or "Layout" mode. Story mode (above) looks much like any word processor.





When working in "Layout" mode (above), InCopy users see what their edits look like on the InDesign page.

that has been using it for the past two years and, according to them, "couldn't live without it." **INK**

Kevin Slimp is director of the Institute of Newspaper Technology, a training program for newspaper designers, publishers and technical staff. For more information concerning the Institute, please visit www.newspaperinstitute.com. To read past columns, visit www.kevinslimp.com.

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stories on her InDesign page, he let out an audible, "Oh, this is going to be great."

When I asked Dale what he meant, he answered, "I can already see all kinds of ways this is going to improve our process."

And so it was. An easy afternoon for me. Just an hour's drive each way, then three hours with the staff of the paper. My work was done.

And for those who think your paper is too small to benefit from InCopy, I just visited a 600 circulation newspaper in Minnesota



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A Simple Formula for (SALES) MEETINGS

by John Foust

SHERRY WORKS IN THE PRODUCTION department of a large paper. She told me about the special formula they frequently use in meetings that are intended to evaluate procedures. The meetings are based on three simple questions: (1) What should we start doing? (2) What should we stop doing? And (3) What should we continue?

"I don't know the origin of the formula," Sherry said, "because it was being used before I arrived. Like so many other techniques, the beauty is in its simplicity. We begin by posting three sheets of flip-chart paper on the wall. One is labeled 'start,' one is labeled 'stop,' and one is labeled 'continue.' We focus on a specific issue and list ideas in each category. It's natural to bounce back and forth between the categories. One idea leads to another, sometimes on a different sheet."

Let's take a look at the three questions:

1. What do we need to start doing? "In an industry that is changing faster than ever before, this forces us to think beyond the way we're currently doing things," Sherry said. "It also gives us permission to consider ideas we've heard about. We talk to people at newspaper conferences – and sometimes we call other papers – to ask how they approach certain problems. Why reinvent the wheel, when we can learn from others?"

"We write down the ideas and analyze each one. What might work? What are the steps to implementation? How could we propose it to management?"

2. What do we need to stop doing? "This reminds me of the story about the lady who cut the ends off a ham before putting it in the oven," Sherry said. "A friend asked why, and she said her mother had always done that. The conversa-

tion motivated her to investigate and she learned that her mother did it because her mother had done it. Then she asked her grandmother about it and learned that the ends were trimmed to fit in her grandmother's small oven.

"Nothing is off-limits in our meetings," Sherry explained. "We can't afford to keep doing certain things because they've always been done."

3. What should we continue? "Of course we have to adapt to stay ahead, but change just for the sake of change is not a good thing," Sherry said. "Some processes work fine – and we want to keep doing those things."

I believe Sherry's technique can be used in a lot of departmental meetings – including advertising. Think of all the time that is wasted by sitting around the table trying to answer the vague question, "What should we try to change around here?" Wouldn't it be better to focus everyone's attention on these three specific areas?

"Not all of our meetings produce groundbreaking ideas," Sherry said. "But these three questions have helped us focus our attention on how to put out a better product. We don't care who comes up with the ideas. All we care about is results."

Results. That sounds like a pretty good reason to try this technique. **INK**

(c) Copyright 2015 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. Email for information: john@johnfoust.com.



| apr.

SAVANNAH, GA :
APRIL 9-11, 2015

Association of Free Community Papers (AFCP) and Southeastern Advertising Publishers Association (SAPA). Joint Conference, the Savannah Marriott Riverfront. For information contact Loren Colburn at loren@afcp.org, or Douglas Fry at info@sapatoday.com.

HARRISBURG, PA :
APRIL 17-18, 2015

Mid-Atlantic Community Papers Association (MACPA). 25th Annual Conference, Sheraton Harrisburg-Hershey Hotel, Harrisburg, Pa. For information contact Alyce Mitten: info@macpa.net.

MILWAUKEE, WI:
APRIL, 24-25, 2015

Wisconsin Community Papers (WCP). Annual Conference, the Hilton Milwaukee City Center, Milwaukee, Wis. For information contact Janelle Anderson: jander-son@wisad.com.

To list your conference information on the AFCP website, send it to:

Loren@afcp.org

| may

BERLIN, GERMANY :
MAY 6-8, 2015

International Classified Media Association (ICMA). Spring Conference, Berlin, Germany. For information visit www.icmaonline.org.

| july

CHICAGO, IL :
JULY 13-14, 2015

Niche Media CEO Conference, Chicago, Ill. For information contact Carl Landau: carl@nichemediahq.com.

| sept.

ORLANDO, FL :
SEPTEMBER 18-19, 2015

Community Papers of Florida (CPF). Annual Conference, Caribe Royale Resort, Orlando, Fla. For additional information contact Dave Neuharth at 352-347-4470 or email DJNeuharth@aol.com.

SAN ANTONIO, TX :
SEPTEMBER 24-26, 2015

Independent Free Papers of America (IFPA) and Texas Community Newspaper Association (TCNA). Joint Conference, Riverwalk Hyatt, San Antonio, Texas. For additional information contact Danielle Burnett at 866-224-8151. Email: danielleburnett-ifpa@live.com, or Douglas Fry, Email: Douglas@tcnatoday.com.

| oct.

SYRACUSE, NY :
OCTOBER 5-6, 2015

Free Community Papers of New York (FCPNY). Conference & Leadership Summit, Genesee Grande Hotel, downtown Syracuse, N.Y. For information contact Dan Holmes: dholmes@fcpny.com.

WEST DES MOINES, IA :
OCTOBER 16, 2015

Midwest Free Community Papers (MFCP). Fall Conference, the Sheraton Hotel, West Des Moines, Iowa. For information contact Dick Colvin: dick@mfcop.org.

To list your conference information in Free Paper INK, send it to:

DJNeuharth@aol.com

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Gary Calligas

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