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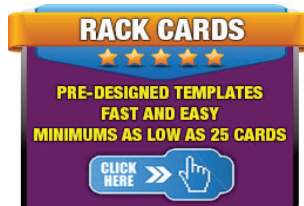
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COMING
next
month

The December / January issue of INK will look at some of the people, companies and opportunities within the free community paper industry. Additional information will be available on the Baltimore conference in May as well, so keep reading!

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MISSION STATEMENT
Bring news and resources to the attention of the free paper industry by publishing a responsible quality magazine.

Free Paper INK is dedicated to keeping the industry informed on key issues, topics and industry news. If you have any items of interest that should be shared with people throughout the Free Paper Industry, simply email them to loren@afcp.org. We welcome your input, appreciate your readership and look forward to your contributions to our content.

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Protecting Online Payment Transactions

by MSG Payment Systems

PROVIDING CONSUMERS AN ONLINE PLATFORM TO buy ads, subscriptions, and merchandise on your website provides incredible convenience for both parties, while simultaneously increasing exposure to a data breach. Fines, negative publicity, and loss of customer trust await businesses that lose customer information. Although there is no way to eliminate the risk of a data breach at your business, there are ways to decrease it. Here are easy-to-implement tools business owners can use to support security:

- **PCI-DSS:** All businesses that accept credit cards are required to be compliant with the Payment Card Industry Data Security Standards (PCI-DSS). The goals of the standards are to protect cardholder data wherever it is processed, stored, and transmitted. Make sure you meet all requirements for all of the methods you use to accept customer payments (ecommerce, countertop machine, virtual terminal, etc.)

- **Use the Latest Technology:** Antiquated technology is simple to exploit and provides hackers an easy target to collect information.

- **Passwords:** Change default passwords to strong, complex ones that use letters, numbers, and symbols. Change them often – at least every three months.

- **Incorporate a Website Firewall:** Website firewalls can protect from SQL injection attacks, viruses, and



Photo Credit: Ti_ser / shutterstock.com


cross-site scripting (XSS). Additional monitoring capabilities and intrusion detectors give prompt notification to help you stay ahead of data breaches.


- **Encryption:** Utilize Secure Sockets Layer (SSL) on pages where site visitors input information. SSL helps businesses safeguard data like credit card numbers, email addresses, and shipping/billing addresses and prevents hackers from tracking visitor's web history.

- **Eradicate Sensitive Data:** Delete as much information as possible. The less data you have, the less data to lose. If you retain cardholder data for repeat sales, utilize a PCI-DSS compliant vault.

- **Transaction Alerts:** Establish an email alert for online credit card transactions. This lets you monitor in real-time and void any suspicious activity before the transaction settles and the true cardholder is charged.


E-commerce websites are primary targets for attacks but the right products, resources, and education can help businesses safeguard themselves from the loss of sensitive information.

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Dave Neuarth

DAVE NEUHARTH
EDITOR

AFCP's New Partnership

HATS OFF TO THE PAPERCHAIN

Committee who took on the task of dealing with a crisis in this country – opioids.

The committee is moving ahead with The Partnership for Drug Free Kids as its new public service campaign.

Opioids have become a major problem throughout the United States. Every day, more than 90 Americans die after overdosing on opioids. The misuse of and addiction to opioids – including prescription pain relievers, heroin, and synthetic opioids such as fentanyl – is a serious national crisis that affects public health as well as social and economic welfare.

The Centers for Disease Control and Prevention estimates that the total “economic burden” of prescription opioid misuse alone in the United States is \$78.5 billion a year, including the costs of healthcare, lost productivity, addiction treatment, and criminal justice involvement.

How did this happen?

In the late 1990s, pharmaceutical companies reassured the medical community that patients would not become addicted to prescription

opioid pain relievers, and healthcare providers began to prescribe them at greater rates. This subsequently led to widespread dispersion and misuse of these medications before it became clear that these medications could indeed be highly addictive. Opioid overdose rates began to increase. In 2015, more than 33,000 Americans died as a result of an opioid overdose, including prescription opioids, heroin, and illicitly manufactured fentanyl, a powerful synthetic opioid.

That same year, an estimated two million people in the United States suffered from substance use disorders related to prescription opioid pain relievers, and 591,000 suffered from a heroin use disorder (not mutually exclusive).

PaperChain Committee member Janelle Anderson has contacted The Partnership for Drug Free America and they will furnish us with materials we can use as print ads and other resources to get the information out to the public.

It is needed.

These materials will be sent to free paper publishers to use as house ads when space is available. **INK**

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From Rx to Heroin and Beyond

Nearly half of young people who inject heroin start by using Rx drugs.

Teen abuse of prescription (Rx) pain medicine, also known as opioids, usually starts in two ways. Some teens start abusing it with friends because they're curious, to self-medicate or because they think it will make them feel good. Others start taking it legitimately when prescribed by a doctor after an injury or dental procedure. But in some cases, legitimate use turns to dependence, abuse, addiction and then heroin use. Tragically, many overdose deaths are now being driven by heroin laced with fentanyl, a synthetic opioid, or similar compounds which are even more powerful and deadly.

Follow Katie's journey below and learn more about how Rx drug abuse can lead teens to heroin use.


1 Katie suffers an injury that requires surgery. Throughout the healing process, she is prescribed painkillers.

Prescription drugs are one of the most commonly abused drugs among 12-13 year olds.




2 After a few months of taking the painkillers, Katie notices that they don't work as well or last as long. She begins taking more pills than prescribed.

1 In 10 teens report having abused or misused an Rx drug at least once in their lifetime.




3 Katie quickly runs out of her Rx – and feels like she needs it. She begins stealing pills from a friend's medicine cabinet. She learns that crushing and snorting the pills can help her feel better, faster.

More than half of teens of teens who abuse Rx pain relievers say that they got them from family or friends.



4 Katie's parents notice that she is behaving strangely – and that she has a new set of friends. When they find a baggie of loose pills in her room, they become concerned and confront her. Katie denies that she has a problem.

95% of parents believe their child has never taken a prescription drug for a reason other than its intended use.




5 Katie asks her doctor for more painkillers, but he refuses. She can't find enough pills and begins to suffer from withdrawal. Her friend Jacob says he has heroin (also an opioid), but no painkillers. Katie never thought she would use heroin, but feels desperate to stop the horrible withdrawal symptoms. She starts snorting heroin.

4 out of 5 heroin users began first with recreational use of Rx pain relievers.




6 Katie's tolerance is very high and she cannot afford the amount she needs to keep away the powerful cravings. Jacob says she can use less heroin if she injects it. She is afraid of needles, but Jacob offers to inject the heroin for her. She agrees. Neither of them know that the heroin he bought contains fentanyl, which is much more powerful than heroin. After a few hours, Katie is breathing very slowly and is turning blue. Jacob calls 911 and leaves her.

Nearly 1/2 of young people who inject heroin start by abusing Rx drugs.




7 The paramedics find Katie and administer Naloxone, which reverses the effects of the heroin overdose. They need to give her more Naloxone though because fentanyl is so potent. Katie is watched closely at the hospital.

Naloxone (Narcan) is a drug that can reverse an opioid overdose and save lives.



8 Soon after, her parents enroll her in an adolescent recovery program, which in this case, includes medication-assisted treatment, counseling and support. Post-treatment, Katie's family is committed to continuing her care to keep her healthy.

Medication-assisted treatment is the use of medication, therapy and support to address withdrawal, cravings and relapse prevention.



9 Katie is in recovery and working hard to stay healthy.

Most people who get into and remain in treatment stop using drugs.

With ongoing recovery support, it is possible to lead a healthy, productive life after addiction.



Find help and resources at drugfree.org or call the Partnership toll-free helpline at 1-855-DRUGFREE 1-855-378-4373).



IFPA's Annual Conference

CONFERENCE NOTES



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“ From the Basics to the Innovative ”

IFPA **DSA** award goes to **Mathes**

JOE MATHES OF DELTA Publications was named the recipient of the annual Independent Free Papers of America (IFPA) Distinguished Service Award (DSA) at the recent annual conference.

In making the presentation, IFPA Executive Director Douglas Fry said, "This year's recipient of the DSA is a multi-media sales specialist, focusing on print and digital advertising sales strategies. An early adapter in the digital media world, this person drove the online equation for their company in the early 2000's, advocating a strong web presence to support traditional print media sales. His consultative sales approaches helped numerous newspapers and groups make a foray into the world of online advertising on newspaper and community websites.

"He continues to be a resource for publishers, not only as a sales consultant but also as a respected speaker and expert on digital sales and information opportunities. His monthly newsletter is a widely-circulated collection of articles that feed the professional sales and development needs of the publishing industry.

"If I told you the recipient is an avid cyclist who loves to read and is dedicated to never stop learning, you would probably know who it is without further comments.

"The son of a weekly newspaper publisher, he began his career in publications working as a circulation specialist for Action Advertiser, a weekly shopping news guide in Fond du Lac, Wisconsin.

"In 1984 he rejoined his family newspaper operation in Kiel, Wisconsin, where he served as sales manager for the Kiel Tri-County Record and Shopper. In 1987 he became part owner of Delta Publications, Inc., serving as vice president of sales. His



IFPA Executive Director Douglas Fry presents the annual Distinguished Service Award to Joe Mathes.

vision helped create the Tempo as a major free paper presence, circulating to more than 20,000 homes in Eastern Wisconsin. Along the way, he helped grow the company's sales tenfold over a period of seven years.

"In 2006 he was the founding force behind Delta Online, a digital strategies company geared to help other newspapers connect on key digital advertising opportunities.

"His company's network, USAreaCars is a consortium of online vertical automotive sales sites, developed to help publishers remain successful in meeting the needs of automotive customers.

"He has served on the board of directors of many professional associations, including a term as president of the Wisconsin Community Papers. He has been active in nationwide advertising and publication associations, including the Association of Free Community Papers, Midwest Free Community Papers, and Independent Free Papers of America." **INK**

Sornson honored with IFPA's Ben Hammack Award

LOUANN SORNSON OF METRO CREATIVE GRAPHICS Inc. was honored with the annual Independent Free Papers of America (IFPA) Ben Hammack Award at their recent annual conference in New Jersey.

In making the presentation IFPA President Jane Means said, "This person is one who any one of us could call (and have) to discuss any IFPA topic, maybe directly connected to this person's company or maybe a much wider industry topic involving deep thought. This person is always concerned on how to make every IFPA member publication better and stronger.

"This person is well liked and respected throughout the news media industry.

"This person started at the present employer in February 1990 after studying at Peru State College in Nebraska and serving in the United States Air Force beginning with basic training in Anniston, Alabama, in 1974 through an honorable discharge while stationed in Colorado Springs in 1976. There was a period working for the Nebraska City News-Press, which may have been the catalyst to her remaining within the newspaper industry.

"This lady is married for 25+ years and resides in Missouri. Her children, step-children and grandchildren mean the world to her and she adores being a grandma (and recently became a great-grandma!) And she has always been very close to her sister and two brothers.

"This year's award winner has lived in Texas, Iowa, Colorado, Nebraska and Missouri.

"She works with numerous groups and press as-

sociations on behalf of her employer.

"She is currently the regional sales manager for Kansas, Kentucky, Missouri, Nebraska, Oklahoma, Texas and Wisconsin.

"Some fun facts you may or may not know: She is a Leftie; a Capricorn; she embraces Social Media; she was a dispatcher at the local Sheriff's office; she loves music, cars and planes; she has read all of the Nancy Drew mysteries; and she makes the best chocolate pie from scratch.

"As for sports, she is a Nebraska fan. She loves fishing and visiting friends in Canada. We know she loves fishing because she and her husband have custom rods made by none other than our very own Gary Rudy."

The Ben Hammack Memorial Service Award is presented each fall to an IFPA member who exemplifies the attitude and willingness to serve the organization without concern for personal recognition.

Ben Hammack of Star Publications in Gaylord, Michigan was the icon that represented IFPA volunteers. This young man was always willing to help on any project, offering his time and creative advice to see the project through to completion. He died in

July 1988, at the age of 34, from a heart attack at the finish of a 10K run. This award honors him.

This award this year is presented to a person who represents the exact meaning of the award. One who has always volunteered and served IFPA without thinking about needing personal credit. **INK**



IFPA President Jane Means presents LouAnn Sornson with the Ben Hammack Award (above). Sornson poses with her team from Metro Creative Graphics (below).



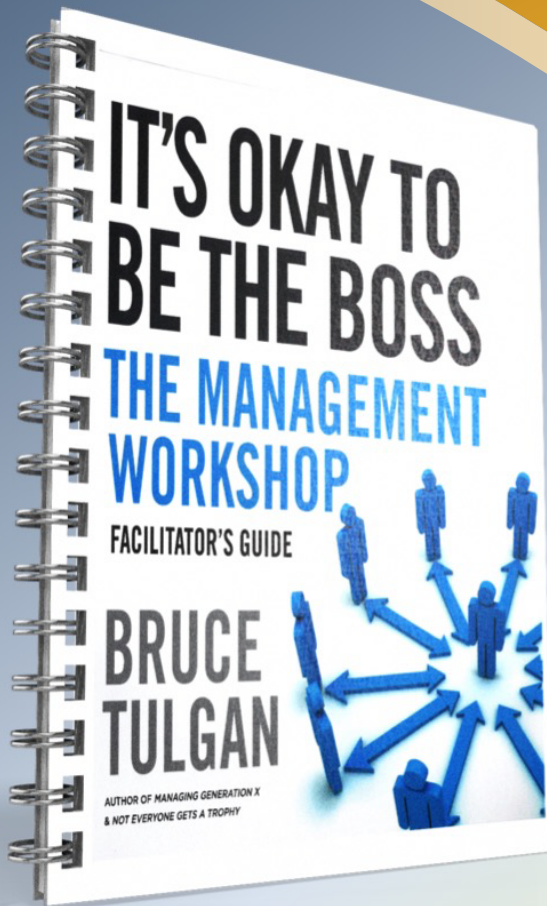
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The Leadership Institute (TLI) and AFCP are offering this 6 class sequence designed to provide participants with the knowledge to be more effective hands-on managers.

Successful completion of all 6 sessions while at the Baltimore conference will earn participants a professional development certificate from The Leadership Institute as well as receiving credits toward obtaining the advanced certification from AFCP as a Certified Advertising Executive (CAE).



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The Leadership Institute (TLI) and AFCP have put together this 6 class sequence designed to provide advertising sales professionals the key selling skills to master this Engagement Selling Program (ESP).

Successful completion of all 6 sessions and the competency evaluation at the Baltimore conference will earn participants a professional development certificate from The Leadership Institute as well as fulfillment of the core course requirement component for earning their Associate Advertising Executive (AAE) certification from AFCP.



**For More Information
or To Register Contact:**

AFCP at 877-203-2327

or email Loren Colburn at loren@afcp.org

New Certificate Programs!

THE ASSOCIATION OF FREE COMMUNITY PAPERS (AFCP) and The Leadership Institute (TLI) are excited to announce the latest professional development programs for the community publication industry. In an effort to provide member companies with an opportunity to gain industry specific training certificates while attending conference, two new certificate programs have been developed for introduction in Baltimore this May.

Attendees will have the option to select from either of the two programs based on their educational needs. The Engagement Selling Program (ESP) will be offered as part of the TLI track for those looking to develop their sales skills. The Effective Hands-on Management Program will be offered for those looking to advance their effectiveness as a manager. Both programs will be broken into six 70-minute sessions over the three days and participants attending all six sessions will be awarded certificates of completion. These programs will also qualify for credits toward the AAE certification and the all new advanced level Certified Advertising Executive (CAE) certification.


The Engagement Selling Program (ESP) will walk participants through a six-session sequence relating to the skills and knowledge components required to become an advertising consultant as opposed to focusing on order taking. The program objectives focus on improving the effectiveness of the marketing plans developed

for clients through better needs assessment, advertising design and program planning. At the completion of all six classes, participants will be awarded a certificate of completion for the Engagement Selling Program.

The Effective Hands-on Management Certificate Program is developed around the IT'S OKAY TO BE THE BOSS - Management Workshop developed by Bruce

Tulgan, author of the must-read business book Not Everyone Gets A Trophy. Skill and techniques required for building relationships, delegating, employee focus and performance modification will be presented over the six sessions. This program will provide attendees

with practical applications they can put to use when they get back to the office as well as the professional distinction of being awarded their Professional Development Certificate for Effective Hands-on Management.

These programs will have limited seating and reservations will be handled on a first come, first serve basis. Both programs will require minimal registration fees to cover materials costs and to reserve one of the limited number of seats: \$25 for the sales program and \$60 for the management program. Brochures for both classes and full requirements for the AAE and CAE Certifications are available for download on the AFCP website at www.afcp.org//member-benefits/the-leadership-institute-tli/. 



Baltimore wakes up at night!

by David Sickels, Rising Stars Director

CONFERENCE NOTES

THERE ARE CERTAIN CITIES THAT ARE KNOWN almost exclusively for the incredible nightlife options you'll find there. Think New York City, New Orleans, Miami, Las Vegas ... the list goes on. Most people, though, probably wouldn't think to include Baltimore, the location of the AFCP's 2018 annual conference, on that list.

Well, maybe they should. After all, the city known mainly for its world-famous crab houses (as well as the city which once stole my beloved Cleveland Browns, not that I'm still salty or anything) has more to offer after the sun goes down than one might expect.

Baltimore's Inner Harbor, located in the city's Central region, is perfectly situated to be a short Uber or water taxi ride away from a good time. The Fells Point neighborhood on the east side of Inner Harbor is a great place to start. During the day this area is known for its historic beauty, coffee shops and several annual festivals. However, nighttime is when this neighborhood, which features more than 120 pubs, actually starts to wake up. A few of the highlights of this area include:

One-Eyed Mike's – Looking for a bar with a great beer and cocktail selection as well as a great kitchen to back it up? One-Eyed Mike's has graced the "Best of Baltimore" pages of more than a few publications for more than a decade. The owners claim this spot is known for its "world-famous Shot in the Dark," and suggest "stumbling in one night around 1:45 a.m." to find out what that is. Located at 708 S. Bond St.

Cat's Eye Pub – More than a few AFCP members believe that a successful night out should always include live music. If you fall into this category, stop by Cat's Eye Pub one evening for a drink or two. This place tries to book a band every night and encourages patrons to dance and party to their heart's content. Its website claims this location pours shots "eye-poppingly high," if you're into that. Located at 1730 Thames St.



Shops and restaurants at night in Fells Point, Baltimore.
Photo Credit: Shutterstock.com / Jon Bilous

Birds of a Feather – This cozy whiskey bar is well-known by locals as the place to go for scotch, whether you're giving it your first try or are an experienced connoisseur. If you own many leather-bound books and your apartment smells of rich mahogany, you will probably feel right at home here. Located at 1712 Aliceanna St.

Just east of Fells Point is the Canton neighborhood, situated along the city's outer harbor. The center of this neighborhood is known as O'Donnell Square, which is home to several nighttime options. This area

is up-and-coming and seems to attract lots of young professionals. A few bars worth trying include:

Of Love and Regret

– This is the spot for those looking for a great gastropub. Their draft choices are plentiful and their cocktails are unique. They also feature a late-night menu that won't break the bank if you're looking for a snack. Located at 1028 South Conkling St.

Walt's Inn

– It's loud, cheap, features "the strongest Jell-O shots you might ever try" and is home to some of the city's best karaoke, which they host every single night until 1 a.m. The Baltimore Sun named them one of the top 50 bars in Baltimore. Located at 3201 O'Donnell Street.

Just north of the harbor is the Mount Vernon neighborhood. This area is a bit more eclectic and artsy than the others, but if you find comfort in those things you might have a hard time leaving. Some say the Belvedere Hotel's 13th floor lounge on E. Chase Street offers the best view of the city at night. Some places to look forward to include:

Sugarvale – This is a spot known for being low-key and intimate with a soothing ambiance – a bit speakeasy-ish, if you will. Their list of cocktails, beer and wine is supreme. If you're hungry, expect to feed on foods like cheese and sourdough, hummus and avocado toast. Located at 4 W. Madison St.

Continued on page 18



We will all Grow Together

by Shane Goodman

I WAS 27 YEARS OLD. My waist was thin. My hair was thick. And my energy was endless. I was full of confidence, and I was proud to be the publisher of a community

newspaper group of both paid and free papers.

I attended my first state press association convention that year, eager to network with others and learn about the paid newspaper industry. Those things didn't happen, and I left that convention deflated. What I found was a bunch of old men telling each other how great they were and handing out awards to each other. They were arrogant. They were cold. And they were uninviting. The good ol' boys club that I had so often heard about but never seen was alive. And I had to write the press association a sizeable check for the experience. That was 22 years ago, and I have not attended one of their conventions since.

That same year, I attended a free paper conference in Des Moines. There were men and women of all ages in attendance from across the Midwest with a single focus — to improve. They introduced themselves to me, they shared ideas and they actually asked for my input, too. Imagine that. I was hooked, and I have been attending MFCP conferences ever since.

About that same time, I attended my first AFCP conference. The events were much different in those days. About 50 of us from around the country met in Chicago in a humble

setting without the pomp and circumstance we are fortunate enough to experience today. But I walked away from that experience reenergized about the industry and full of ideas to implement at the papers I managed.

As a young person, those experiences were quickly etched into my memory. I firmly believe that we tend to be like the people we spend the most time with, and I wanted to associate with great people who I could learn from and share experiences with. I am glad I made the choices I did.

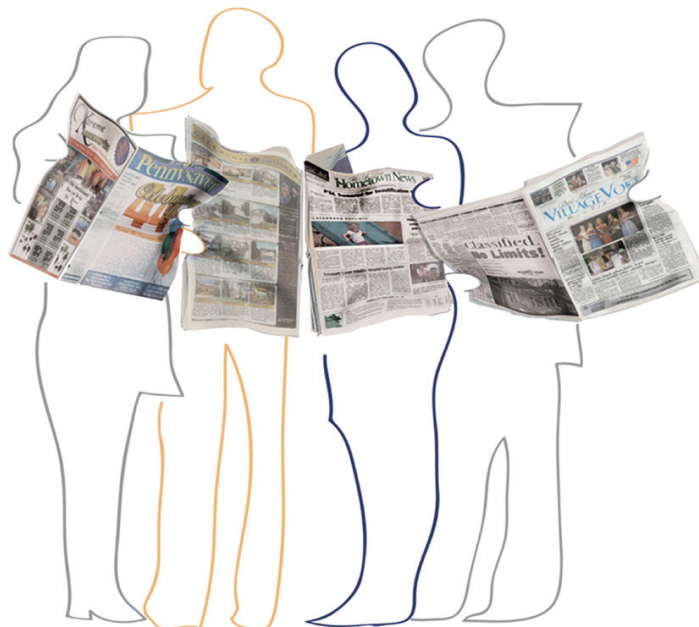
Today, I am one of the older people in the room. My waistline is thicker, and my hair is thinner, but I still have a lot of energy. And thanks to the wonderful people who I have had a chance to associate with — young and "experienced" — I am continuing to learn.

I want everyone in this industry to have similar experiences, but I especially understand the need to introduce young people to what we do. If we continue to reach out, share ideas and ask for input, we will all grow together.

This is exactly why our Rising Stars program is so important. In this issue of INK, you will learn all about the program and how you can nominate your younger staff members to receive this honor and attend our annual conference. I encourage you to take advantage of this and to be inviting to anyone and everyone who wants to be part of the free paper industry.

Thanks for reading. 

SHANE GOODMAN
AFCP PRESIDENT
CITYVIEW



5 Tech Tools to Grow Your Publishing BUSINESS

Publishers continue to face new challenges in the evolving industry of print publishing. However, new technologies are now giving publishers opportunities they never had. Here are a few technologies and services that can help you grow your business in 2017.



SiteSwan

What is it?

Super easy-to-use platform that lets you build beautiful, fully responsive websites for your advertisers and other local businesses.

How can it help you grow?

Open up a brand new revenue stream by offering affordable web design to your clients. Set your own prices and charge an upfront setup fee followed by a monthly service fee. Clients edit their sites themselves using a site editor branded for you. Sales training and marketing material is included, taking the guesswork out of how to sell digital. You even get your own marketing website to promote your services. Less than 50% of businesses have a website...you can change that and make money all at the same time.

How much does it cost: Plans start at \$99/mo
www.siteswan.com

Ideal Directories

What is it?

Turn-key business directory websites that can be branded for your publication and market. Choose from different directory "themes" including a general business directory, restaurant directory, wedding vendor directory and more.

How can it help you grow?

Offer your advertisers the best of both print and online with a listing on your local directory website. Businesses can even sign up and manage their listing themselves allowing you to generate a monthly revenue stream that is practically hands-off. You can create different pricing plans based on what features you want to offer, and money automatically gets deposited into your bank account.

How much does it cost: Plans start at \$99/mo
www.idealdirectories.com





PageFlip Pro

What is it?

A digital publishing platform that transforms your boring PDF's into high-definition, fully-responsive interactive Page-Flip Digital Editions.

How can it help you grow?

PageFlip Pro allows your readers to view your publication wherever they are. Now featuring a new responsive design for tablet and mobile viewing with lightning fast page load speeds, your website is always up-to-date with the latest version of your print publication. It's hands-off for you and advertisers love the added exposure the digital edition offers...plus it's all branded for you. You can also extend the shelf life of special sections. Recent updates to the platform include subscription management and banner ad integration.

How much does it cost: Pricing starts at just \$1 per page (based on volume).

www.pageflippro.com

Exchange Classified Ads Platform

What is it?

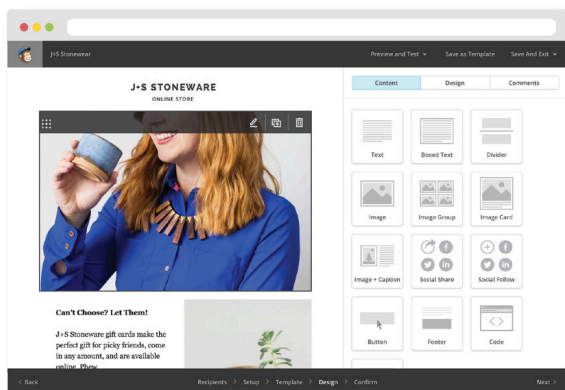
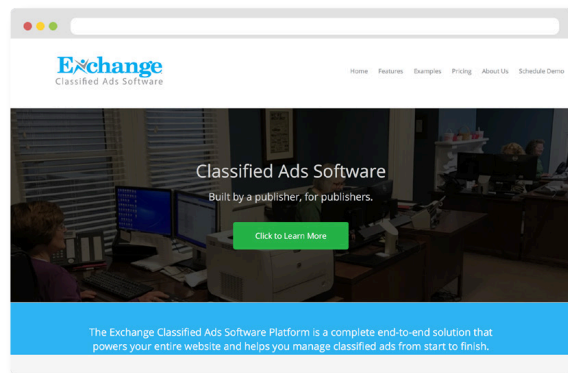
An incredibly robust, but simple-to-use software platform that powers your publication's website and classifieds system that can instantly boost classified ad sales.

How can it help you grow?

This system will act like an additional classified salesperson! People who place Classified Ads get reminded to renew their ads before they expire and miss the deadline. Automated upsell opportunities to add a photo to an ad significantly boost average ad cost. Your staff all have separate logins to proof incoming ads and customer credit cards are stored for more efficient renewals and re-orders. Save time, boost efficiencies, and put your publication's website & technology on par with major classified websites without making a huge investment.

How much does it cost: Plans starting at \$685/mo

www.classifiedads.software



Mailchimp

What is it?

An easy-to-use email marketing system that lets you send out thousands of emails at once.

How can it help you grow?

With a few clicks you can put together great-looking emails and blast them out to your readers and/or advertisers. Announce the latest Digital Edition is online, or feature a seasonal print promotion. You can even sell sponsorships inside of the email blasts!

How much does it cost: Paid plans starting at \$10/mo (based on subscriber list size)

www.mailchimp.com

Conference **details** are taking shape!

by Trevor Slette, 2018 Conference Committee Chair

ONE OF THE TASKS ASSIGNED TO ME AS

conference chair for Baltimore is to keep all of you informed about what you can expect to find at the conference in May. It sounded easy enough when they assigned it that I quickly said “no problem.”

Now I face the difficult task of sorting through all the events, people, places, opportunities and activities that are starting to take shape and figuring out how to describe them all in this small space. I realize having lots to talk about is far better than the alternative, so here we go. I will start this month with a couple of items I am excited about and then get into more details as we get closer to May.

I am really excited about this change since we get repeated requests for some form of the traditional “3 minute idea exchange” that helps us all go back home with a revenue-building idea. Stay tuned for details on our newest twist to this offering as we introduce the details of Shark Bank – The Ultimate Idea Sharing Event! This session is sure to prove there is money to be made both at conference as well as when you get home. Start thinking of the ideas you might want to present and watch the December INK for more details. This one is sure to be rewarding, exciting and most certainly entertaining!

One of the more impressive changes you are going to experience at conference this year is the opportunity to participate in professional development training if you choose. TLI will offer two different certifi-



cate programs in Baltimore that will offer attendees either a management-focused program or a sales-focused program. Details of these specific programs are being finalized now but I will warn you, there is limited seating in these programs and you will want to register earlier rather than later when the seats are all gone. Watch for the details on this exciting opportunity as they are announced.

The other thing I am excited about is partnering with MACPA for this event. With Baltimore’s proximity to many of the MACPA members and the great number of those that are both AFCP and MACPA members, attendance is sure to be high and large numbers mean more ideas to share over the three days of networking and education. With an excellent program, an exciting location and loads of free community participants, this is really going to be an amazing conference.

Watch for more specifics and make sure you plan to attend! **INK**

Baltimore wakes up at night!

Continued from page 14

G*A*Y Lounge – One of the city’s newest LGBT spaces is quickly making a name for itself as the place to go for strong mimosas/bloody Marys and delicious food like smoked gouda mac & cheese. If you’ll be in the city on Sunday, the drag brunch is being raved about as a must-see. Pay them a visit if you’re looking for something different. Located at 518 N. Charles St.

If you are trying to stay on your feet and off the Uber app, Inner Harbor has some promising venues to investigate, too, including dance clubs and a nice selection of bars:

The Elk Room – This speakeasy is also relatively new and appears to truly be one-of-a-kind. The décor is 1920s style and the location is actually difficult to locate on purpose – if you’ve reached an unmarked

black door, you’re probably there. Drinks can be on the pricey side, but that’s because cocktails are unique to the establishment and made with premium ingredients. There’s a good chance at being entertained by live music. Located at 1010 Fleet St.

Club Orpheus – This dance club makes good use of its downstairs dance floor and upstairs sitting/viewing area. If you feel like dancing until you can’t feel your feet, just be prepared for the cash-only bar. Located at 1003 E. Pratt St.

If Baltimore’s night life needs summed up in a word, “diverse” fits the bill. Every great bar seems to be equipped with something for everybody to try. If you’re looking for me during our first evening to explore the city, you’ll find me at One-Eyed Mike’s around 1:45 a.m. Cheers! **INK**

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!

"You don't make mistakes—mistakes make you! Mistakes make you smarter; they make you stronger and they make you more self-reliant...fall on your face; fail spectacularly. When you fail you learn; when you fail—you live!"

– Shirley MacLaine as Harriet in *The Last Word*

THE LAST WORD IS AT BEST A "B" MOVIE, BUT MY wife is a big fan of Shirley MacLaine so we decided to watch it. She plays "Harriet" a retired "control-freak" ad executive who hires a writer to do her obituary while she is still around to approve it.


She becomes a mentor to the young woman and teaches her the importance of taking risks. The line quoted above, "You don't make mistakes—mistakes make you," really hit home. This may be the product of a Hollywood screenwriter, but it resonates with what I've seen throughout my business career.

Paradoxically, the people who succeed in the long run are the ones who make the most mistakes along the way. The calluses they develop make them tougher and stronger than those who have chosen a safer, easier path. Most of all they learn from their mistakes.

I recently read a story about the legendary choreographer, Twyla Tharp. She loved Billy Joel's music and approached him about doing a show based on his repertoire. He agreed and she created the musical "Movin' Out." The show's opening in Chicago was an unmitigated disaster. The critics hated the show and Tharp's backers could see their \$7 million investment going down the drain.

A lot of people would have cursed the critics, questioned their aesthetic taste and blamed everyone but themselves. Twyla Tharp took a different approach. She collected all the criticism of her play. She even reached out to the critics to ask them to expand their feelings about Movin' Out. Then she rolled up her sleeves and went to work.

She took all the feedback she had collected and created a spreadsheet. This allowed her to see patterns and identify areas where the play needed improvement. Tharp then gathered her dancers, musicians and technical people in a rehearsal hall to rework the play.

By the time Movin' Out hit Broadway, it was a smash hit and continues to tour the country today. Instead of rejecting her critics, Twyla Tharp embraced them and used their feedback to become better. Because she learned from them, Twyla Tharp didn't make mistakes—ultimately, she let her mistakes make her a success! 



Getting to know **Donna Hanbery**

DONNA HANBERY SERVES AS THE EXECUTIVE DIRECTOR of the Saturation Mailers Coalition (SMC), which was formed in 1977 by a group of shared mailers that includes free paper publishers. Hanbery has been involved in every postal rate case since the early 80's.

For years she has played a key role with the members of the Association of Free Community Papers (AFCP), attending annual conferences and providing updates on postal issues. She is a regular contributor to Free Paper INK and to other free paper associations on postal topics and serves as a board member of PostCom.

She is the managing partner of her Minneapolis law firm, Hanbery & Turner, P.A., with a practice representing professional property owners and managers on landlord issues.

Hanbery is a native of Framingham, Massachusetts, where she recalls a rhyme her mother used to recite: "I was born in Boston, the home of the bean and the cod, where the Lowells speak only to the Cabots, and the Cabots speak only to God."

She credits her mother with her life in Minnesota. Her mother, a Minnesota native, considered Minneapolis the promised land.

By the time Hanbery was eight, her mother had managed to guide her dad's career path back to Hopkins, Minnesota, where she went to school.

Her grandparents' home, in her mother's family since 1940, is in Edina. That is where Hanbery lives today. Hanbery jokes, "My parents' home in Hopkins is still owned by one of my sisters. I am the eldest of four sisters and we all live within 15 minutes of each other. We like to keep everything in the family."

Jeff Albrecht and Hanbery celebrated 30 years together this summer on Labor Day. "We aren't married, but are 'close enough.' We have no children, but are going on our third dog together. Mr. Morgan, our five-year-old British Lab, is as spoiled, pampered and loved as most peoples' children," Hanbery said.

In the early days, Hanbery wanted to be a reporter or a journalist. She was accepted into the Master's program for journalism at the University of Minnesota. She recalls, "That was sort of the summer of 'love'. I was working nights, dating at least three or four guys (I had them on a schedule), and attending journalism classes with one of my best friends from college who went on to be a full-time journalist until the newspaper where she

worked laid her off a few years ago due to poor times. I was doing everything but study, but was still getting straight A's in my classes. It seemed too easy," Hanbery notes. Something was wrong. Maybe this was why there were too many people looking for journalism jobs. She discovered that persons working for newspapers on the editorial side were trying too hard and paid too little. She started thinking about another career.

Her father was an engineer (a child of the depression) and always lamented that lawyers made more money than engineers. He was a conservative who kept copies of Forbes magazine in the bathroom for reading. He noted that the downfall of society occurred when there were more lawyers than engineers.

To keep her father happy, Hanbery made a last-minute decision to apply for law school. Based on her grades and test scores, she was accepted. She is a magna cum laude, 1977 graduate of the University of Minnesota Law School.

It turned out getting a law job was not that easy. While still in law school she found employment at a bar that had a tough reputation. "Having that on my resume helped me get a clerkship," she said. "The senior partner of a law firm was curious to meet me. He probably thought I was six feet tall and over 250 pounds."

Hanbery was hired and began to work for a law firm that did some work for the nation's largest direct mailer, Advo-System, Inc. She got involved with the mail and with publishers based on the firm's representation of Advo.

Early on, she met the entrepreneurial owners of Advo and other people involved with free papers, including Dick Mandt and Harry Buckle. "Part of what intrigued me about the mail was how advertising could be a lifeline for small businesses, and how the owners of so many mail companies were entrepreneurs. People that loved what they were doing! I have always loved the written word, and how a letter, card, great graphics or a great ad, can have a huge impact. If I hadn't gone to law school, I think a career in advertising would have been fascinating," she said.

"In decades of working with Advo and its various owners, with other companies involved with saturation/shared mail, and with free papers, I have had an opportunity to see what the members of my association need for their businesses, and to try to make things happen for them with the Postal Service," said Hanbery.



An accomplished ballroom dancer, Donna takes a spin on the dance floor with her partner, Jeff Albrecht.

"Some of the things that I was involved in achieving or advancing for my shared mail members and free papers included the option to send 'simplified' or 'unaddressed' mail, allowing the detached address label (or DAL) to bear advertising, keeping the DAL at an affordable price as a postal addressing and product option for our members, persuading the Postal Service to change and improve its attitude towards 'standard' – now 'marketing' – mail as a valuable product and one that drives interest and opportunities for local businesses, advertisers, and consumers in the mail box, persuading the Postal Service to increase the break point from 3.3 to 4 ounces, fighting to keep the option for flat mail to be non-automated, and for the Postal Service to honor in-home dates as needed by weekly papers and shared mail programs, to win major advertisers to the mail and to offer postal service promotions and rate discounts to increase mail volume and innovation in mail pieces," said Hanbery.

Some of the key people within the free paper industry that she credits with having brought her to the business and kept her there include Dick Mandt, Harry Buckle, Carol Toomey, Pete Gorman, and many of the people who have received awards at annual AFCP meetings. "I am pleased to include and count as Steering Committee members for SMC people I enjoy 'playing with' every year, folks like Dan and Gayle Alexander, Steve Harrison, Carol Toomey, the great staffs at AFCP and the state and regional associations, and lots of other familiar faces and friends," she said.

For years at AFCP conference social events, when the music plays all eyes are on Hanbery who excels at dancing. "I am sort of like Rocky. If I could sing or dance I wouldn't be a lawyer. When I got out of law school, I wanted to take dance lessons. I took some ballroom classes from an ancient Vaudeville instructor, but realized that you needed a partner to dance. For years, I took belly dancing so I could solo, then took up soccer when I became a little bit more aggressive in my late 30's to 50's. In 1997 my mother passed away and it left a big hole in my life. I talked Jeff into taking dance lessons with me, and have been happy to take classes and pursue social, ballroom, Latin, free style wedding and party dancing in recent years," Hanbery said.

In her spare time, one of her newfound fun things to do is to go to the American Legion on weekends. The American Legion in Hopkins, the town where she grew up, has free music (free popcorn and happy hour too) on Friday and Saturday nights. The American Legion is very family friendly and her sisters, including one with a 20-year-old special needs son, can join her. For Jeff and her brother-in-law, the sports fans, there is always a game to watch above the bar. She considers the Legion like a family wedding – she can dance with or without partners, have a big night, and still be home and in bed before midnight.

The landlord-tenant law practice is growing as the postal work has become a smaller part of the practice.

With advocacy groups, and state and federal government programs getting more involved in telling landlords what they can and can't do, Hanbery has clients that keep her on speed dial. "My day-to-day legal practice involves a lot of letter writing telling tenants to 'knock it off' or telling someone that wants two dogs, a cat and a rat that they can't all be 'service animals', are things I do in a day's work. We have a saying in our office: "You can't make this stuff up," she said.

Hanbery is involved in volunteer work and training for the Minnesota Multi-Housing Association, and she writes a regular column, Trials and Errors, for their monthly magazine, The Advocate. "When it comes to community service work, I am embarrassed to say I don't do much more than try to write checks to a fraction of the many causes that are deserving of time and money," she said.

She has a cabin in Wisconsin where she and Jeff escape for weekends during the summer, and occasionally during the winter. As a Caribbean soul caught in a Minnesota zip code, as soon as the calendar turns to fall she is looking for warm places to escape to. She keeps motivated by getting away at least once a month during the Minnesota winters, which officially run from November through the end of May. **INK**

Why Baltimore?

Conde Nast Traveler names Baltimore one of "6 U.S. Cities to watch"



A Joint Conference with AFCP and MACPA



2018 Postal Prices: **No Promos**

by Donna Hanbery, Executive Director, Saturation Mailers Coalition

POSTALupdate



ON OCTOBER 6, 2017, THE POSTAL SERVICE filed its Notice of Postal Rate Adjustments for Market Dominant and Competitive Products, to be effective January 21, 2018. As previously explained to mailers and industry stakeholders in earlier meetings and announcements, the annual promotions that the Postal Service has included with price changes were not included in the price filing.

For free papers that distribute their papers by locally-entered, drop-shipped saturation mail, the rate adjustments were below the average price change of approximately 1.9% for market dominant products. Recognizing the price sensitivity of these products and their contribution to Postal Service revenues as a product that is largely drop entered, is subject to many competitive alternatives, and has historically made a significant contribution or “mark up” to Postal Service institutional costs, the overall “average” increase for high density and saturation flats was 1.1%. A chart showing the proposed rates for high density and saturation mail, and before and after price increases, accompanies this article.

Other changes in Postal Service products included a one cent increase in the first-class retail, or “forever” stamp, taking that price from 49 cents to 50 cents. There was no increase for additional ounces of first class mail, keeping that rate at 21 cents per ounce. The retail price for postcards increased from 34 to 35 cents. For competitive products, and shipping services including priority mail, the average increases were higher, averaging a 3.9% price increase.

In the Notice that accompanied the filing, the Postal Service announced that the filing was intended, as much as possible, to strictly comply with the current rate-making law and the authority that the Postal Service had received from the last independent Board of Governors Member remaining in office, to file a standard, CPI, price adjustment case. The Postal Service included with the price filing a Resolution that had been approved as of last November, 2016, when the last independent Board Member of the Postal Board of Governors had a term that came to an end.

As of that date, the Board of Governors apparently were concerned that the future Board of Governors would not have a new appointment, and the only Board Members remaining would be the “staff level” Board Members, including the Postmaster General and the Deputy Postmaster General. Under the law, changes in prices and products are to be approved by the Postal Board of Governors, including at least

one independent Board Member, in addition to the Postal Service staff of the PMG and Deputy PMG.

The Board Resolution gave the Postal Service limited authority to file a case that strictly complied with the increases allowed by the cumulative CPI, and authority for the Postal Service to make some adjustments in prices relating to work share discounts and products that were not covering costs, to comply with previous rulings and concerns of the Postal Regulatory Commission. Since that Resolution was passed, an entire year has gone by with no current nominees pending for consideration to fill the seats for independent Postal Board of Governors Members leaving the USPS without the authority under the statute to make changes in prices, classifications and products.

It is this lack of an independent Board of Governors that has caused the Postal Service to announce that it cannot file, or continue, the Postal Service promotions that have been included in postal rate filings and adjustments for the past several years. The Service had previously discussed postal promotions with the industry, and previewed promotions to be included in the 2018 price filing.

It has been generally rumored and discussed that the absence of any independent Board of Governors Members, and the potential risk that any price filing might be challenged if promotions were included, led the Postal Service to take the very conservative approach of taking promotions off the table and filing a price adjustment that made no structural, classification, or product changes, and keeping the overall price adjustments strictly within the limits of the CPI cap and in accordance with previous PRC rulings.

For free papers distributing by saturation mail, some highlights of the rate filing include:

- The USPS did not change the current breakpoint of 4 ounces.
- The “average” rate for mail drop shipped at the DDU, whether entered in the simplified (EDDM address format) or with an address, increased modestly by less than 1%.
- There was no change in the pound rate. In general, the rates for heavier mail, charged at the combination piece and pound rate, did not increase. With the exception of the increase reflected in the piece rate, the pound rate charged for pieces weighing over 4 ounces remained the same.
- The Detached Address Label surcharge increased from 3.5 cents to 3.6 cents.

Continued on page 28

Regular Standard Mail Flats Postage Rates--Enhanced Carrier Route
 (USPS Proposed Rates for January 21, 2018 Implementation)
 (All Rates Shown in Cents)

SUBCLASS/ Rate Category	For Pieces Weighing 4.0 Ounces or Less /1 /2				For Pieces Weighing More Than 4.0 Ounces /1 /2			
	Curr. Rate	Prop Rates	% Diff	Amt Diff	Current Rates		Prop Rates	
					Per Piece	PLUS Per Pound	Per Piece	PLUS Per Pound
ECR FLATS High Density /3	24.8	24.8	0.0%	0.0	9.4	61.5	9.6	60.9
NDC Entry	20.8	20.8	0.0%	0.0	9.4	45.4	9.6	44.8
SCF Entry	19.4	19.4	0.0%	0.0	9.4	39.9	9.6	39.3
Delivery Unit Entry	18.5	18.5	0.0%	0.0	9.4	36.3	9.6	35.7
ECR FLATS – High Density Plus	22.8	22.7	(0.4)%	(0.1)	7.4	61.5	7.5	60.9
NDC Entry	18.8	18.7	(0.5)%	(0.1)	7.4	45.4	7.5	44.8
SCF Entry	17.4	17.3	(0.6)%	(0.1)	7.4	39.9	7.5	39.3
Delivery Unit Entry	16.5	16.4	(0.6)%	(0.1)	7.4	36.3	7.5	35.7
ECR FLATS – Saturation	21.8	21.9	0.5%	0.1	6.4	61.5	6.7	60.9
NDC Entry	17.8	17.9	0.6%	0.1	6.4	45.4	6.7	44.8
SCF Entry	16.4	16.5	0.6%	0.1	6.4	39.9	6.7	39.3
Delivery Unit Entry	15.5	15.6	0.6%	0.1	6.4	36.3	6.7	35.7
EDDM ECR FLATS – Saturation	21.9	22.0	0.5%	0.1	6.5	61.5	6.8	60.9
NDC Entry	17.9	18.0	0.6%	0.1	6.5	45.4	6.8	44.8
SCF Entry	16.5	16.6	0.6%	0.1	6.5	39.9	6.8	39.3
Delivery Unit Entry	15.6	15.7	0.6%	0.1	6.5	36.3	6.8	35.7

Add \$0.036 (currently \$0.035) for each piece addressed using a Detached Address Label with no advertising or a Detached Address Label containing advertising (Detached Marketing Label).

Per piece maximum weight is 4.0 ounces before piece/pound rates apply.

This chart was prepared by Postal Consulting Services, Inc. (reproduced with permission) for the Association for Postal Commerce (Post Com).

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OUR DATA SPEAKS VOLUMES

Why Baltimore?

USA Today names Baltimore
one of "Five Underrated Food
Cities on the East Coast"



A Joint Conference with AFCP and MACPA

Let your ideas shine!

Baltimore 2018
ANNUAL CONFERENCE & TRADE SHOW
INNER HARBOR
May 3-5, 2018

Don't let this **opportunity** for career development pass you by!

by David Sickels, 2014 Rising Star

THE NOMINATION DEADLINE FOR the Rising Stars program is coming up quickly – December 1 to be exact – and this is an opportunity I can't recommend enough that publishers don't pass up.

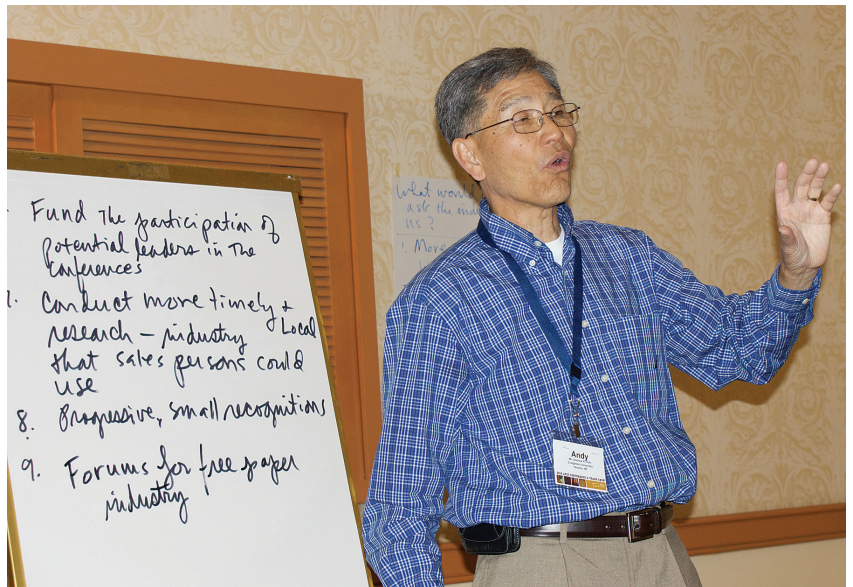
As a 2014-nominated Rising Star, I can truthfully say I have seen more benefits from this single program than from any other class or program I have been involved with in my career. AFCP has been incredibly generous in using this program to invest in each Rising Star's own personal development, as well as giving each access to a pool of peers from across the nation from which a member can seek advice and work closely with on a regular basis.

When one is accepted into the program, AFCP begins by offering nominees free conference registration, a meal plan, up to \$500 in travel reimbursements and specialized training sessions during the conference.

I leave every annual conference I attend refreshed, full of new ideas and ready to turn the free paper industry on its head. It's difficult to put a price on having the opportunity to spend several days speaking with leaders of the free paper industry.

It's not easy to say what aspect of the conference affects me most. What tends to stick out in my memory best nearly every year, though, are these specialized training sessions. I have written before in INK how these sessions, usually led by Creighton University Associate Professor of Management Dr. Andy Hoh, force me into critical thinking situations that would cause even the finest minds to spin, and I find them to be incredibly enlightening every year.

What is great about the Rising Stars program specifically is that after the conference reaches its end, members are expected to continue developing relationships with other Rising Stars via monthly conference calls and by taking on projects together throughout the year. Many have also taken advantage of the fact that a nominee can be selected up to



three times; so with enough conferences under his or her belt, a Rising Star could potentially accumulate nearly enough TLI credits to graduate – without ever having to pay to attend.

If you have an outstanding individual who you'd like to give opportunities to grow and be recognized, download the nomination form at www.afcp.org and nominate that young professional for selection into the program.

Recipients will be recognized during the 2018 conference in Baltimore, Maryland, where their training opportunities will begin. The nomination deadline is December 1, 2017. Nomination forms are available from the AFCP office or online at www.afcp.org.

These individuals should show the promise of, and a commitment to, impacting their publication and the industry in a positive manner through professional achievement. Nominees must also show they not only perform their jobs to a high standard, but they also have a commitment to furthering their knowledge and abilities. Nominees must actively work in the free paper industry for a member or associate member of AFCP and are required to have been employed for more than one year. Nominees must not be older than 35 as of December 31, 2017. **INK**



2018

CLEARWATER BEACH, FL :
JANUARY 26-27, 2018

Independent Free Papers of America (IFPA). Publishers Summit, Holiday Inn at Clearwater Beach, Florida. For information contact Douglas Fry at douglas@ifpa.com.

WISCONSIN DELLS, WI :
APRIL 6-7, 2018

Community Papers of Wisconsin (WCP). Annual Conference, Chula Vista Resort in Wisconsin Dells, Wisconsin. For information contact Janelle Anderson at janderson@pdsadnet.com.

BALTIMORE, MD :
MAY 3-5, 2018

Association of Free Community Papers (AFCP) and Mid-Atlantic Community Paper Association (MACPA). Joint Conference and Trade Show, the Baltimore Inner Harbor in Baltimore, Maryland. For information contact Loren Colburn (loren@afcp.org) or Alyse Mittlen (info@macpa.net).

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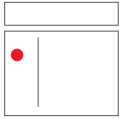
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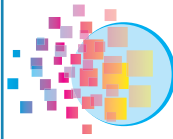


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GRAPEVINE

THE PIONEER NEWS GROUP

Co. announced that it is selling its media division assets to family-owned Adams Publishing Group. The sale is expected to be finalized on November 1.

The Pioneer News Group is a family media business owned by members of the Scripps family. The Scripps family has a long history in newspapers, starting with E.W. Scripps who started the Detroit Evening News in 1873 and the Cleveland Penny Press in 1878, which led to a bigger chain of newspapers that included the St. Louis Chronicle and Cincinnati Post.

Pioneer Newspapers was formed by James G. Scripps in 1986. The company is owned by Leighton Wood and his children – Stedem, Marnie, Heather, Laura – and eight next-generation family members. Marnie Roozen is chairwoman of the company's board of directors.

"It has been an honor for my family to serve our communities over these many generations," said Roozen. "We cherish the friendships we have created with our employees and truly feel we are a family. It is because of our dedication to our communities and employees that we are so pleased that Adams Publishing Group is purchasing our media division. Adams shares our values as well as a deep commitment to the future of community newspapers. It is heartening to know our papers

will be in very capable hands."

The company was recently renamed Pioneer News Group to reflect its expansion to produce news and advertising, both in print and expanding digital formats. Mike Gugliotto is president and CEO of Pioneer.

"I'm very proud of the outstanding work Pioneer employees have produced as our industry continues to evolve, facing related challenges and exciting new opportunities," said Gugliotto. "It's been a privilege to work with some of the most dedicated, determined and creative people in the business, with the unwavering support of the Wood family."

Adams Publishing Group owns and operates 100 community newspapers in 11 states, including the acquisition of five newspaper publishing companies in 2016. The company is based in Minneapolis, Minnesota. In addition to its community newspaper company, the Adams family owns radio stations, outdoor advertising companies, a wine distribution business, label printing companies, and a large interest in Camping World Holdings, a publicly traded national network of RV dealers, affinity programs, the Good Sam Club, and other RV related products and services.

"We're very excited to welcome the Pioneer group of community newspapers, commercial print

WHAT'S GOING ON...

facilities, and other print and digital products and services to APG. We're especially pleased to welcome Pioneer's over 500 dedicated associates to our community newspaper group," said Steve Adams of the Adams Publishing Group. "The Wood family, along with Pioneer's dedicated employees and management team, has done a stellar job of creating new and compelling products and services, both in print and digital, in the face of an ever changing media landscape. We commend their efforts, and look forward to continuing their proud journalistic tradition in the communities Pioneer serves."

Pioneer newspapers in the sale include The Ellensburg Daily Record, The Klamath Falls Herald and News, The Lake County Examiner, The Klamath Falls Nickel, The Skagit Valley Herald, The Anacortes American, The Burlington Argus, The Sedro-Woolley Courier-Times, The Stanwood Camano News, The Logan Herald Journal, The Tremonton Leader, The Bozeman Daily Chronicle, The Belgrade News, The Idaho Press Tribune, The Idaho State Journal, The Kuna Melba News, The Meridian Press, The Emmett Messenger Index, The Montpelier News-Examiner, The Preston Citizen, The Rexburg Standard Journal and The Teton Valley News.

Terms were not disclosed. John Cribb and Randy Cope represented the sellers in the transaction. **INK**

2018 Postal Prices: No Promos

Continued from page 22

In its Notice of the Price Adjustment, the Postal Service expressed optimism that the 10-year rate review will conclude with a decision in favor of the Postal Service's efforts to break free of the current price cap requirement. The Service begrudgingly announced that it was filing this case to comply with current law, but was outspoken in stating that, "The Postal Service maintains that the rate-making system must change to meet the mandatory statutory objectives, including assuring the

Postal Service's financial stability and providing funds needed for investment in efficiency, service quality, and mail security. . . Indeed, this is likely the last market dominant price adjustment case that will be reviewed under the current system."

The 10-year rate review has, as of the writing of this article, not concluded. Although the PRC had signaled its goal of completing the review by "early fall", it now appears that a final decision may not be available until November. **INK**

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