

Future of News-Media Companies Just Survive or Thrive?

John A. Newby, *Truly-Local, LLC*

Baltimore

October 14, 2021



Truly-Local Upfront Points

- **Background**
- **We Reconnect Community & Media**
- **Every Initiative is All About the Revenue**
- **Requires Little New Resources, if Any**
- **Our Social Mission (B-Corp) Will Assist Your Financial Mission**
- **Presentation Only Touches the Surface of The Vast Possibilities & the “Truly-Local Community” National Designation”**

Do You Recognize This Industry?

- **Consistently Losing Revenue**
- **Increasing Expenses**
- **Losing Customers**
- **Growing Older Demographically**
- **Difficulty in Adapting to Change**
- **Slow to Adopt New Technology**
- **Struggle to Afford New Technology**
- **Outdated Internal Culture**

Answer – YOUR COMMUNITY

**Newly Forged Synergies between Communities & Local Media
Companies Equal a Path Forward TOGETHER!**

*The Results of Partnering Are Greater Than the Sum of Our
Individual Parts!*

Can: $1 + 1 = 4$?

**We MUST Identify and
Understand the Economics
of Our Community to Succeed!**

A perspective view of a dark asphalt road stretching towards a bright horizon over a vast green field. The words "FUTURE TRENDS" are painted in large, bold, white letters on the road surface. The sky is a clear, bright blue.

**FUTURE
TRENDS**

The Ultimate Battlefield is Main Street Vs. Wall Street



**News Media & Businesses working together in
a TRULY-LOCAL model create new synergy**



Keys to Media Success

- Being A Truly-Local Advocate is the Only Way
- Renew Status as the Information Town Square
- Be Your Community Ambassador to the Outside World
- Local Niches Thirst for Attention – They Will Respond
- Your Changes WILL Drive Revenue

HOW DO WE START?
CONTENT is a Starting Point!

Become the
Truly-Local
Go-To Place



Establish Your Business as a True Local Leader!

Stand out in our community as a premier locally-owned independent business through Midland Daily News' Buy True Local initiative. Identifying as a Buy True Local leader creates exclusive opportunities to generate more sales for your business through our print and digital media.

Buy True Local continues our rich history of informing residents by publishing professional editorial-style content and advertising that brands your business as a leading force in keeping our local market strong. This creates a prideful cultural shift where residents "think local" and make it a point to buy locally which supports your business, our community, and our economy.



Call (989) 835-7171 to Join the Buy True Local Movement

EXECUTIVE SPOTLIGHT

Gerard E. 'Jerry' Burke

President and CEO of Hillcrest Educational Foundation

By Tracy Donawick
The Berkshire Eagle

PITTSFIELD — In 1984, a for-profit Berkshire-based school for students with mental and emotional issues ran into financial problems and was taken over by the state. Avonlea School, founded in 1980 in Monterey, maintained a significant presence in the county. At its peak, the school had 100 employees and several campuses, according to state files.

The former Hillcrest Hospital stepped in to save the program, working out a deal with the state to buy the school. The hospital formed the not-for-profit Hillcrest Educational Foundation to manage what had been a private enterprise that was now heavily in debt. Three months after the sale took place, Gerard E. "Jerry" Burke arrived in the Berkshire in 1986 as part of the organization's new management team.

Today, Hillcrest Educational Foundation is an umbrella organization for four separate entities with a \$50 million budget and 500 employees.

Burke, who became Hillcrest's president and CEO in 1992, has been there for the entire ride.

Q How was the Hillcrest Educational Foundation formed?

A Avonlea School had seven or eight different sites, but all of them were a for-profit and ran into major financial problems. At the time, Hillcrest Hospital was looking for different diversification. They saw this as a way to save some jobs because there were a couple hundred people employed there, and a number of kids getting services. So, the intent was to maintain that environment for them to be successful.

Hillcrest Educational Foundation
788 South St., Pittsfield
413-499-7904
Hillcrest.org

Purpose: The foundation is a not-for-profit agency that serves as an umbrella organization for four separate subsidiaries: Hillcrest Educational Center; Hillcrest Academy; Hillcrest Dental Inc. and Berkshire County Kids Place. Hillcrest provides residential and day programs for students with complex psychiatric, behavioral, anxiety or developmental disorders, including autism, and general family dentistry in its dental division.

Total number of employees: 500
Budget: \$35 million

Q Was it difficult at first?

A It was a very risky investment. You were taking over something that was bankrupt. The only available financing was a junk bond at a 13.5 percent interest rate. Under the covenant of governance of finances, you couldn't take on any more debt.

Q How did you do it?

A Number one was trial and error. Our first 30 years, we were very restrictive on what we could do in regards to financing. After 30 years, we were able to finance our debt and drop our interest rate. We took out extra money and started to add dentistry, gymnasiums and really enhance the physical plant. Right around that time we opened up a new program as well. We got joint commission accreditation, so we upgraded what we were trying to accomplish. But, honestly, a lot of it was trial and error.

Q How were you able to get to where you are today?

A I think what we did was respond to what the needs of the marketplace were and we grew in very strategic ways. For instance, back in the '80s we had a lot of students who nobody locally would take care of their dental needs. So, we started our own dental clinic. Then the market really needed a program for autistic kids. We opened programs that way.

Q Your last big expansion occurred in 2016, when Hillcrest purchased the former St. Mark's School in Pittsfield for \$1.2 million. Is more expansion planned at this point?

A I think over the next couple of years, as the population stabilizes in the county, we'll be focusing our efforts on quality improvements, and increase our positive outcome studies, getting better at what we do while we wait the labor market changes.

Q How has the treatment for students with special needs changed since you came to the Hillcrest?

A It's evolved and continues to evolve in a lot of different ways. We understand more about people's disabilities. We understand more about learning styles, and we're always trying to figure out what the next area is that we can enhance to meet that need.

Q The students who attend Hillcrest are referred to your organization by their school districts. In your opinion, with public school budgets so tight, is it better for students who need special education services to receive them at a not-for-profit like Hillcrest?

A I think the public schools have done a phenomenal job developing programs and in some programs deal with a higher number of special education kids than they have in the past. But, they're getting to a percentage of kids that need more than what the public schools can give them. From our perspective, getting those kids established, and enhancing their academics, and getting them back into the public school system is our goal. Our goal is not to keep them long term. Now, unlike typically with the autistic kids, that may be the case. But when kids do come to our academy or the residential programs, we want that length of stay to be only what's necessary.

Q What's a typical length of stay?

A Back in the '80s and '90s we'd have kids five or six years. Now, we have them 15 to 18 months, maybe 24. Once again, it's depending on the severity. We help them with their skills and their coping mechanisms, how they react to stress and the challenges to be successful and then get them back into that environment as quick as we can.



STEPHANIE ZOLLISIAN
THE BERKSHIRE EAGLE

Celebrate
Your Local
Businesses

Educate
Community
on Economic
Vitality

**WHY GO
LOCAL?**

More Reasons: amiba.net/localhero

Economic Vitality!

Each dollar you spend at an independent business returns an average of 3 times more money to your community than spending at a chain -- a benefit we all can bank on.

© amiba.net

Educate
Community on
Conducting
Business
Locally

**WHY BANK
LOCAL AND
INDEPENDENT?**

amiba.net/bank

*Save
Money!*

Small banks typically charge lower fees and
are far more likely to offer free checking



© amiba.net

Educate
Community on
Why Local is
Healthier

**WHY BUY
LOCAL?**

More Reasons: amiba.net/localhero

A Healthier Environment!

Want less congested roads? A more walkable, bikeable community? Lower taxes? Independent businesses typically consume less land and locate closer to residents, lessening traffic, pollution and public infrastructure costs.

© amiba.net

Educate
Community on
Jobs &
Opportunities

WHY BUY LOCAL?

More Jobs & Opportunity!

Not only do independent businesses employ more people per dollar of revenue, they use local printers, accountants, media, farms, attorneys, artists, and others, expanding opportunities for local entrepreneurs.

Want Proof? 

©2014 AAIBAA
American Independent Business Alliance

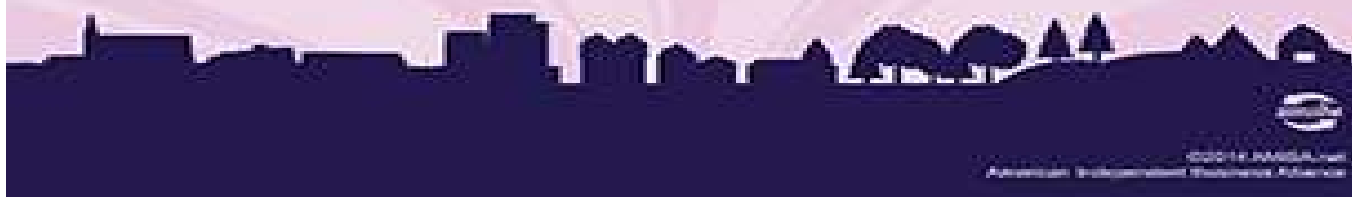
Shopping
Local
Benefits
Everyone

**WHY BUY
LOCAL?**

Build Community!

The casual encounters you enjoy at independent businesses and the public spaces around them nurture relationships, community cohesiveness, and smiles. They're the ultimate social networking sites!

**Need More
Reasons?**



Local
Businesses
Help Local
Residents



WHY BUY LOCAL? *Give Back to Your Community!*

More reasons:
amiba.net/localhero

Small businesses donate more than twice as much per sales dollar to local non-profits, events, and teams compared to big businesses.

© amiba.net

Build More
Confidence
in Public
Services



WHY GO LOCAL?
More reasons:
amiba.net/localhero

Enhance Local Democracy!

Local ownership of business means residents with roots in the community are involved in key development decisions that shape our lives and local environment.

© amiba.net

Everyone
Wins when
Money Stays
Local

WHY BUY LOCAL?

More reasons:
amiba.net/localhero

***Increase Wealth
of Residents!***

The multiplier effect created by spending locally generates lasting impact on the prosperity of local organizations and residents.

 amiba.net

Shopping
Local Keeps
Taxes Lower
for Everyone

WHY GO LOCAL?

More reasons:
amiba.net/localhero

Lower Taxes!

More efficient land use and more central locations mean local businesses put less demand on our roads, sewers, and safety services. They also generate more tax revenue per sales dollar. A greater percentage of local independent businesses keeps your taxes lower.

 amiba.net

LOCAL CALENDAR

**Every Local Feeds One
Community Calendar**

Events Anyone Can Do!

Start With "THE GATHERING"

- **Work With Current Events Such Farmers Markets and So Forth**
- **Work with other Events to Bring Under One Umbrella**
 - **Car Shows**
 - **Flea Markets & Garage Sales**
 - **Craft Fairs & Pop-Up Marekts**
 - **5K/10K Runs/Walks & Community Bike Rides**
 - **Local Food Trucks**
 - **Dozens of Other Options**

Generate Revenue from Partnerships to The Community Gathering

CHAMPS!

Celebrate Youth Achievement!

[estimated annual revenue = \$75,000]



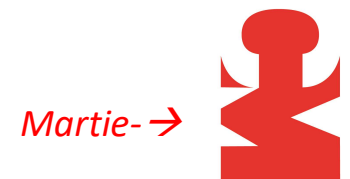
*We served our Nation with Honor;
We serve our Communities with Pride!*

[estimated annual revenue \$50,000]



Central Marketplaces for Community Commerce

[estimated \$10,000/month revenue]



Thank You

John Newby, Truly-Local, LLC

info@Truly-Localllc.com

815-326-9061