Integrated Communications & Marketing Plan

A Statement of Planned Communications for 2018

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Executive Summary

With this integrated communications and marketing plan, the Bowling Green Area Chamber of Commerce will successfully execute communication and marketing efforts that support the mission and vision of this Chamber, as well as evaluate the effectiveness of those efforts. This plan will ensure consistent themes, messages, tones, visuals and organization in all communication and marketing efforts, and it will assist in increasing overall awareness in the minds of the target audiences, consistently demonstrating the Chamber’s tremendous efforts to improve the economic environment and quality of life in South Central Kentucky.

This integrated communication and marketing plan is designed to improve the overall success of how we sell the Chamber’s brand. To maintain relevance and effectiveness, this plan should be reviewed and modified at least once a year or as needed.
Overview

The goal of the integrated communication and marketing plan is to raise the profile of the Bowling Green Area Chamber of Commerce both externally and internally while promoting its mission, objectives and image as outlined by the Chamber Board of Directors.

Like the Chamber’s strategic plan, this document provides a roadmap for the communication and marketing efforts that are put forth by the Chamber. This plan provides a strategy and action outline for communication and marketing at the Chamber by addressing the following components:

- Strategic communication goals and objectives
- Messages
- Audiences
- Media
- Responsibility assignment
- Budgets
- Measurements and evaluation

These communication efforts will support the Chamber’s business by illustrating and furthering the Chamber’s mission so that our strategic objectives are communicated in a credible, compelling and consistent manner.
The Present Situation

The following provides an analysis of the current situation for the Chamber.

Situational Analysis

The Bowling Green Area Chamber of Commerce experienced another great year in 2017; however, issues remain that should be addressed in 2018. These points are summarized as follows:

- Staff, Ambassadors and the Chamber Board should receive clear, consistent communications about all events, programs and issues in order to maintain awareness about Chamber happenings, as well as to provide accurate information to the partnership and community.

- Partners should continue to receive timely, accurate, and effective communications about the benefits they receive.

- As the economy grows and our current workforce begins to retire, we find that we are facing a shortage in the workforce due to a low employment rate. The Chamber is working to ensure our industries have the workforce they need in order to operate.

- The Chamber finds it increasingly important to communicate the value of Chamber partnership to current and potential partners.

Key Information

Although significant strides have been made in the area of public relations and marketing, a more strategic approach is needed to effectively and consistently communicate the Chamber’s role and impact on the community.

Internal Factors: Employees, Chamber’s Culture

The dynamic nature of Chamber committees and staff workload increases the need for efficiency in all communication.

The Chamber Board of Directors must approve all stances that the Chamber takes regarding public issues.

External Factors: Market, Customers, Competition

On average, 20 to 30 e-mail communications are sent to partners each month.

The Chamber continues to gain more exposure through publicity, but as always, more is needed. The Chamber distributed 83 news releases in 2017.
**Goals and Objectives**

The communication process involves the transfer of information and knowledge, as well as the exchange of influencing efforts, which reflect the purposeful nature of organizational communication as it seeks to evoke action or effect change in understanding, attitude and behavior. Therefore, all communications should be directly linked to a desired action or behavior that is consistent with the Chamber’s mission.

This plan is particularly mapped to the mission of the Chamber’s communication and marketing activities, which is to provide consistent, appropriate communication about the Chamber and to help build relationships between the Chamber and the public it serves. The plan will also provide a strategy and process for promotion of Chamber events, as well as the Chamber’s role in affecting legislation, education and infrastructure improvement projects.

**Communication Objectives**

- Create awareness of Chamber partnership benefits in order to promote partner recruitment and retention.
- Generate financial support/sponsorship of Chamber events.
- Generate positive media coverage of the Chamber and its various areas of influence.
- Establish the Bowling Green Area Chamber of Commerce as the go-to organization for local media when pursuing news interviews relating to quality of life, business, economic development or legislative issues.

**Communication Goals**

- Increase awareness/visibility.
- Produce consistent, credible and compelling communications focused on the strategic imperatives of the Bowling Green Area Chamber of Commerce.
- Communicate the wildly important goal (WIG) of the Chamber.
- Positively impact the reputation of the Chamber.
- Create a process of high-performance, two-way communications to facilitate the sharing of vital information, issues and ideas among all stakeholders.
- Ensure that our key audience groups are well-informed about the role and value of the Chamber.
- Develop and promote a clear strategy for social media, focusing on Facebook, Twitter, Instagram and YouTube via textual, visual and video messaging.
- Produce communications and processes that help create a positive and respectful organizational culture of trust and connection across teams (internal).
Audience and Message

The following outlines the audiences and messages that the Chamber will utilize in its communications.

Stakeholders and Audiences
Communication and marketing occur between, and are intended to respond to, educate and influence, the Chamber’s stakeholders and target audiences. Each of these groups might have different needs, issues and/or interests, which might require special messages delivered by various communication vehicles.

Internal Stakeholders/Audiences
- Board of Directors
- President & CEO
- Staff
- Committee leadership and members
- Chamber partners

External Audiences
- Elected officials
- Large business owners/CEOs
- Small business owners
- Potential partners/business owners
- Residents of South Central Kentucky
- Local school systems, including WKU and Southcentral Kentucky Community & Technical College
- Community organizations
- Other chambers of commerce
- The media
- Government agencies
- Vendors and suppliers
- Visitors
- Those relocating to the area

Themes and Messages
The overall themes that define the Bowling Green Area Chamber of Commerce are critical in implementing a strategic and integrated approach to communication and marketing efforts. The following basic theme points, or platforms, helped shape the messages identified in this section. Understanding our key messages and how they relate to the Chamber’s mission is a full-circle approach to identity creation.

Some of the hallmark themes:
• Engaged with the community.
• Proactively involved with the community in affecting legislation, education and infrastructure improvement pursuits.
• Not afraid to take risks.
• Honest broker of information on issues of local, state and national importance that impact our partners and community.
• Enterprising, innovative, decisive and competitive.
• Provides a network that fosters accomplishments.
  • Strives to develop qualities of leadership in partners and in the community through programs such as Leadership Bowling Green and Leadership South Central Kentucky.
  • Becomes relevant and/or maintains a state of relevance in the lives of partners.
  • Provides services to support and grow their business and positively impact their community as a whole.

Primary Messages

All Audiences: The Bowling Green Area Chamber of Commerce is the driving force for economic development in South Central Kentucky, working to foster and improve business and economic development while upholding the highest standards of all aspects of education, transportation and the general welfare of our community.

Media: The Bowling Green Area Chamber of Commerce is the go-to organization when pursuing news interviews relating to quality of life, business, economic development and/or legislative issues. The Chamber serves as a proactive, honest broker on issues of local, state and national importance and is available to the media to address these issues.

Partners and Community: The Bowling Green Area Chamber of Commerce is a vital partner who advocates for partners and our community by affecting legislation, education and infrastructure improvement pursuits that impact South Central Kentucky’s businesses and citizens.

Partners: Through a partnership with the Bowling Green Area Chamber of Commerce, industries/businesses/non-profits/individuals are an integral part of a vibrant support network dedicated to grow business and positively impact the community as a whole.
Media & Vehicles

The following outlines the media policies and the communications vehicles utilized by the Chamber to reach our audiences.

**Media Relations/Publicity Strategies & Guidelines**

News releases should be produced and distributed to appropriate media outlets as often as possible. Ideally, the Bowling Green Area Chamber of Commerce should distribute at least four news releases every month.

News releases that promote events or programs sponsored/endorsed by the Chamber and its Board of Directors should be produced and distributed on an as-needed basis to reflect the timing and importance of such events.

Chamber positions and resolutions will be automatically sent to the media in the form of news releases after approval from the Executive Committee or Board of Directors.

The Marketing and Communication Coordinators will address and brainstorm unique upcoming press opportunities with other staff on a regular basis. Staff will discuss marketing opportunities at weekly staff meetings and on a case-by-case basis.

The Marketing and Communication Coordinators will be dedicated to fostering new and meaningful relationships with publishers, editors and reporters from local and area newspapers, news directors and reporters from local and area television and radio stations, and producers of community talk shows.

**Media Policy**

The CFO/CEO will be the primary contact for all media sources, while Marketing and Communications Coordinators will be secondary. Talking points regarding any sensitive issue affecting the community shall be discussed and reviewed by the president and CEO, chair, Marketing and Communication Coordinators and any other relevant party prior to any statement(s) being made or issued on behalf of the Bowling Green Area Chamber of Commerce.

Board members or partners-at-large may speak to the media at any time regarding positions taken by the Chamber, provided they disclaim the fact that they are not speaking on behalf of the Chamber and that he or she is speaking as a private citizen.

**Media Appreciation**

The Marketing and Communication Coordinators will coordinate an annual press appreciation event or activity in an effort to establish a stronger rapport between the media and the Chamber. Based on attendance at recent media receptions, the Marketing and Communication Coordinators should brainstorm different activities to thank the media for their work (gift baskets, drop-in meetings, etc.)
The Marketing and Communication Coordinators will extend regular recognition to media contacts in the form of verbal, written and face-to-face communication on an ongoing basis for coverage and media assistance. The Marketing and Communication Coordinators will involve other Chamber staff and the Board of Directors as needed.

**Vehicles and Media Mix**

With the goal to overcome the information overload that the Chamber’s target audiences experience on a daily basis, the Chamber will carefully strategize publicity and relationships by choosing the best message and marketing medium to reach the target audience.

Media will be selected in relation to the following criteria and considerations:

- The appropriateness of media for the **message**
- The appropriateness of media for the **audience**
- The appropriateness of media to **time**
- The appropriateness of media to **cost**

**Internal Vehicles**

- *Chamber Connection* monthly newsletter
- Chamber Message Board electronic newsletter
- ED Messenger
- Website
- Direct mail to partnership
- Social media
- Events (promotional materials distributed at tables)
- Face-to-face interactions
- Telephone interactions

**External Vehicles**

- Collateral materials produced by the Chamber (*Bowling Green & South Central Kentucky Magazine*, City/County Map, brochures, Cost of Living, Relocation Packets, etc.)
- *Chamber Connection* monthly newsletter
- Chamber Message Board electronic newsletter
- Television news and public affairs programming
- Radio news and public affairs programming
- Newspapers
- Internet/website
• Social media
• Company newsletters
• Community meetings and organizations
• Direct mail
• Face-to-face interactions
• Telephone interactions

**Media Mix**

When marketing an event, program or the Chamber itself, multiple forms of media will be considered in order to increase exposure. For example, the marketing and communications coordinator may distribute a news release about a Chamber program or event while also promoting the same program or event on the Chamber Monthly Magazine or in social media form.

**Crisis Communication Policy**

The first and foremost goal during a crisis situation is to protect the integrity and reputation of the Bowling Green Area Chamber of Commerce. When a crisis arises, the first step should be the establishment of a crisis communication team, which is essential to identify what actions should be taken and should be comprised of individuals who are integral to the situation. At a minimum, the team should consist of the president and CEO, COO/CFO, marketing and communications coordinators, chair of the Board of Directors, immediate past and/or incoming chairs and anyone else who might contribute their perspective on an issue.

This team will determine a plan of action and decide on a spokesperson. Once the crisis team is selected, a list will be made of the people on the team and the responsibilities of each team member. The CFO/COO will provide a formal statement to the Chamber staff and Board of Directors.
Implementation

The Chamber’s communications and marketing plan includes the following strategies:

- Implement professional public relations and marketing programs that support the goal of conveying the message of the Chamber and its Board of Directors to the community at large.
- Develop an integrated campaign of public relations efforts, bartered PSA air time and space, and paid advertising, designed to deliver key messages and future messages of topical importance as defined by the Chamber and its Board of Directors to the largest possible target audiences.

Internal Communication

The CFO/COO will meet with Chamber leadership, committee chairs, etc. as to share communications policies and procedures on an as-needed basis (i.e., communications crisis).

Media Relations

The Marketing and Communication Coordinators will aim to distribute at least four news releases each month. They along with CFO/COO will continue contact with local reporters, regularly communicating the Chamber’s efforts and accomplishments to the local media via a series of scheduled and unscheduled news releases, which should establish the Chamber as the preeminent local organization for enhancing the economy and improving the quality of life in South Central Kentucky.

- Follow media relations strategies in previous section.
- Host an annual media relations appreciation event or coordinate a similar activity. The Marketing and Communications Coordinators will handle this effort.

Collateral Materials

To promote the Chamber’s mission, the Marketing and Communication Coordinators will

- Oversee and continually strive to improve the editorial content and production of the *Chamber Connection* monthly newsletter, the Chamber Message Board, the *Bowling Green & South Central Kentucky Magazine*, and the Bowling Green City/County Map, in addition to other collateral materials to be used for the recruitment and retention of partners.
- Integrate the Board Chair’s theme for the year into the messaging of the Chamber. Demonstrate its importance as well as that of “Central for Business. Southern for Living.” to partners, the media and the community at large.

Websites

To enhance and continually improve [www.bgchamber.com](http://www.bgchamber.com) and [www.southcentralky.com](http://www.southcentralky.com) and the information included there, the Marketing and Communication Coordinators will:
• Continue to update, modify and improve the Chamber’s websites as tools for disseminating the benefits of partnership with the Chamber, including economic development successes.

• Demonstrate the value and attributes of the Bowling Green community (and South Central Kentucky) to visitors and those looking to relocate.

• Aid in the creation of a new website design to match the new brand.

**Electronic Media and Messages**
To provide adequate, effective and timely communications with the partnership, the Marketing and Communication Coordinators will

• Enhance the Weekly E-News and other electronic newsletters by utilizing Constant Contact, tracking our communication efforts and evaluating the best methods of contacting our partnership.

• Use Constant Contact to distribute news releases so that open rates may be tracked and evaluated. Use other content management systems to post news releases to all websites.

• Post links and messages (textual and video) to social media outlets.

**Social Media**

Coordinate marketing initiatives and campaigns on social media platforms to increase awareness, generate revenue, and continue to create overall knowledge of the brand.

• Showcase success of partners ie. ribbon cuttings, ground breaking's, expansions, etc.

• Stay up to date with current events ie. election, holidays, announcements, and giveaways to engage current and potential partners.

• Publicize events put on by the chamber and our partners ie. Annual Dinner, Let's Do Lunch, TB&I Month, Small Business Saturday, ribbon cuttings, etc.

• Consistently engage audience in chamber activities both internal and external.
Quality/Brand Assurance

To maintain the Chamber’s brand and assure quality publicity, its logo/brand must be established with continuity and integrity through monitoring brand usage (font, size, colors) in all publications.

Brand Details – Logo

The current logo is an identifying mark of the Chamber, approved by the Board of Directors, consisting of graphic/text PMS colors Pantone 654 C, Pantone 7540 C and Pantone 7540 C (50% Tint). Only Chamber partners in good standing may use the Chamber logo in advertising with the approval of the Chamber’s CFO/COO. The Chamber provides the logo that is available for partnership use, and this logo may not be redrawn, re-proportioned, modified or altered in any way. The Marketing and Communication Coordinators and vice president, partnership sales must approve the context of logo usage prior to any ad being published. The Chamber reserves the right to revoke the privilege of using the Chamber logo at any time if it is believed to adversely affect the image of the Chamber or if the partner falls out of good standing.

For any printed applications, the Chamber logo should be provided to the printer in .eps format. This format is created specifically for printing. The quality of the final output will be greatly reduced if another format such as .jpg, .tif, .bmp, etc. is used for printing. For any electronic applications, the Chamber logo should be provided for output in either .jpg or .gif format. These formats are created specifically for electronic media and should never be used for any printed materials. Logos in the formats specified here can be found on the Chamber’s Shared Drive under: LOGOS>Chamber Brand 2018>Chamber Stationary>Logos.

The Chamber’s Style Guide expands upon the visual identity and guidelines for communications (including grammar/punctuation points) to ensure uniform, consistent usage of brand and messages across all staff, Board members, volunteers, etc.

Instructions for the brand and usage of South Central Kentucky’s economic development efforts are provided in a separate document.
Scheduling and Budgeting

The following outlines the scheduling and budgeting processes for the Chamber’s communications.

**Scheduling of Collateral Materials**

Editorial content and production of monthly and/or annual publications such as the *Chamber Connection*, maps or any other publication endorsed by the Chamber shall be specifically maintained to meet all necessary deadlines.

**Budgeting**

Some of the vehicles identified in this plan will require expenditures to secure placement of the message(s) and shall be identified as budget items on the Chamber’s annual budget.

**Budget Recommendations**

It is the practice of this organization that all events must raise funds through sponsorships to cover the desired publicity for the event (i.e. commercial production and inventory costs, print ad costs, etc.).

General, consistent, top-of-mind awareness advertising is important to the continued branding of the Chamber, as is a small investment to preserve quality and quantity of promotions. It is recommended that a percentage of annual revenue be earmarked for advertising and communications, to be determined by the Board of Directors; president and CEO; vice president, partnership services; vice president, economic development; CFO and communications director.
Roles and Responsibilities

The Marketing and Communication Coordinators are primarily responsible for marketing and communications for the Chamber, South Central Kentucky and the Intermodal Transportation Authority, as well as website maintenance and updates. Additional responsibilities include:

- Create and distribute news releases and fact sheets.
- Ensure coverage of all Chamber activities and positions in the *Chamber Connection*.
- Monitor and produce all Chamber publications (i.e. City/County Map, *Bowling Green & South Central Kentucky Magazine, Chamber Connection, Chamber Message Board*, etc.).
- Continue to develop relationships with area media.
- Manage the Chamber’s governmental affairs (Under the digression of CFO/COO)
- Ensure all economic development activities are covered adequately by local and national media, as needed.
- Provide strategic planning for brand messaging on economic development initiatives, as needed.
Appendix 1: Values, Mission and Vision Statements

The following values statement was approved by the Chamber Board of Directors in 2009. The following mission and vision statements were approved by the Chamber Board of Directors in 2007 and are reviewed annually.

**Values Statement**

Values are the standards that influence every aspect of our lives. Values provide the direction to decisions that are made by our organization. In all that we do, let us demonstrate our core values:

*Inclusiveness*

We embrace behavior and actions that respect and honor the background, diversity and contributions of all in our community.

*Integrity*

We believe in demonstrating the strength, moral principles, honesty and ethics that warrant the trust of the community.

*Leadership*

We believe that the community can only grow and prosper if we have the courage to be bold in our vision and stand by our convictions.

*Service*

We value a commitment to service and believe responsibility and duty are imperative to enrich the community.

**Mission Statement**

We provide valuable services to our partners, advocate a positive business environment and stimulate economic development for South Central Kentucky.

**Vision Statement**

The Bowling Green Area Chamber of Commerce is the driving force for South Central Kentucky’s business community.
Appendix 2: Backgrounder\textsuperscript{1}

Incorporated in 1935, the Bowling Green Area Chamber of Commerce is proud to be the 2009 Chamber of the Year, as named by the American Chamber of Commerce Executives. The Chamber was honored with 5-Star Accreditation in 2009, the highest honor bestowed by the U.S. Chamber of Commerce. As the fourth largest chamber in Kentucky, the Chamber serves as a premier business advocate for its more than 1,350 partners and is the driving force for economic development in South Central Kentucky. Its primary goals are to promote growth and success in the business community, reaching its small business partners and those in large industries alike. With leadership programs, governmental relations projects, educational initiatives and involvement opportunities, the Chamber aims to support the community and its neighbors in order to enhance the business climate and continue to grow the region.

\textsuperscript{1} To be used at the end of all news releases
Appendix 3: Media and Communications Calendar

Below are the planned communications for 2018. This schedule is subject to change and can be added to as deemed necessary by Chamber Board and staff.

Media advisories (MA) are sent to media contacts, local and, if relevant, state and national contacts.

News releases (NR) are sent to the Chamber partnership and media contacts. They are posted on www.bgchamber.com and, if relevant, www.southcentralky.com. Additional news releases (depending on dates) will include the following:

- Chamber Annual Dinner
- Excellence Awards
- ATHENA/Small Business Person of the Year
- Targeted Business & Industry Appreciation Month
- Targeted Business & Industry Appreciation Banquet
- Industry of the Year
- Legislative Updates
- Legislative Wrap-Ups

The Chamber Message Board is distributed to the Chamber partnership on the 1st and 3rd Thursday of the month.

The production schedule for the Chamber Connection can be found in Appendix 4.
Appendix 4: 2018 Chamber Connection Production Schedule

February Chamber Connection
January 28 Materials due to Communications and Public Policy Director.
January 29 Materials delivered to Gerald.
February 3 Chamber begins proofing.
February 5 Chamber approves newsletter.
February 6 Newsletter goes to press.
February 7 Newsletter goes to Effective Mail Marketing/Chamber.
February 10 Newsletter is delivered.
February 24 Coffee Hour is held.

March Chamber Connection
February 10 Materials due to Communications & Public Policy Director.
February 12 Materials delivered to Gerald.
February 17 Chamber begins proofing.
February 24 Chamber approves newsletter.
February 25 Newsletter goes to press.
February 27 Newsletter goes to Effective Mail Marketing/Chamber.
March 3 Newsletter is delivered.
March 21 Coffee Hour is held.

April Chamber Connection
March 10 Materials due to Communications & Public Policy Director.
March 13 Materials delivered to Gerald.
March 17 Chamber begins proofing.
March 24 Chamber approves newsletter.
March 25 Newsletter goes to press.
March 27 Newsletter goes to Effective Mail Marketing/Chamber.
March 31 Newsletter is delivered.
April 25 Coffee Hour is held.

May Chamber Connection
April 7 Materials due to Communications & Public Policy Director.
April 9 Materials delivered to Gerald.
April 14 Chamber begins proofing.
April 21 Chamber approves newsletter.
April 22 Newsletter goes to press.
April 24 Newsletter goes to Effective Mail Marketing/Chamber.
April 28 Newsletter is delivered.
May 30 Coffee Hour is held.
June/July Chamber Connection
June 16    Materials due to Communications & Public Policy Director.
June 18    Materials delivered to Gerald.
June 23    Chamber begins proofing.
June 27    Chamber approved newsletter
June 30    Newsletter goes to press.
July 2     Newsletter goes to Effective Mail Marketing/Chamber
July 7     Newsletter is delivered.

August Chamber Connection
July 14    Materials due to Communications & Public Policy Director.
July 16    Materials delivered to Gerald
July 21    Chamber begins proofing.
July 28    Chamber approves newsletter.
July 29    Newsletter goes to press.
August 1   Newsletter goes to Effective Mail Marketing/Chamber.
August 4   Newsletter is delivered.
August 29  Coffee Hour is held.

September Chamber Connection
August 11  Materials due to Communications & Public Policy Director.
August 13  Materials delivered to Gerald
August 18  Chamber begins proofing.
August 25  Chamber approves newsletter.
August 26  Newsletter goes to press.
August 28  Newsletter goes to Effective Mail Marketing/Chamber.
September 2 Newsletter is delivered.
September 26 Coffee Hour is held.

October Chamber Connection
September 8 Materials due to Communications & Public Policy Director.
September 10 Materials delivered to Gerald
September 15 Chamber begins proofing.
September 22 Chamber approves newsletter.
September 23 Newsletter goes to press.
September 25 Newsletter goes to Effective Mail Marketing/Chamber.
September 29 Newsletter is delivered.
October 31 Coffee Hour is held.

November/December Chamber Connection
November 3  Materials due to Communications & Public Policy Director.
November 5  Materials delivered to Gerald.
November 10 Chamber begins proofing.
November 17 Chamber approves newsletter.
November 18 Newsletter goes to press.
November 20 Newsletter goes to Effective Mail Marketing/Chamber.
November 24 Newsletter is delivered.
## Appendix 5: Local Media Contact List

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact</th>
<th>Phone/Fax</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Daily News</td>
<td>Daniel Pike</td>
<td>783-3235</td>
<td><a href="mailto:dpike@bgdailynews.com">dpike@bgdailynews.com</a></td>
</tr>
<tr>
<td></td>
<td>Managing Editor</td>
<td>783-3237 Fax</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Don Sergent</td>
<td>783-3262</td>
<td><a href="mailto:dsergent@bgdailynews.com">dsergent@bgdailynews.com</a></td>
</tr>
<tr>
<td></td>
<td>Business Reporter</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Mark Mahgan</td>
<td>783-3233</td>
<td><a href="mailto:mmahagan@bgdailynews.com">mmahagan@bgdailynews.com</a></td>
</tr>
<tr>
<td></td>
<td>Advertising Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobe Publishing</td>
<td>Jeff Jobe</td>
<td>786-2676</td>
<td><a href="mailto:jobe@jobeinc.com">jobe@jobeinc.com</a></td>
</tr>
<tr>
<td></td>
<td>Owner</td>
<td>590-6625</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jessica O'Banion</td>
<td>786-2676</td>
<td><a href="mailto:print@jpinews.com">print@jpinews.com</a></td>
</tr>
<tr>
<td></td>
<td>Marketing/Sales</td>
<td></td>
<td></td>
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<tr>
<td>SOKY Happenings</td>
<td>Tim Hurst</td>
<td>842-0590</td>
<td><a href="mailto:Tim@SOKYHappenings.com">Tim@SOKYHappenings.com</a></td>
</tr>
<tr>
<td></td>
<td>Owner</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Twila Hurst</td>
<td>842-0590</td>
<td><a href="mailto:Twila@SOKYHappenings.com">Twila@SOKYHappenings.com</a></td>
</tr>
<tr>
<td></td>
<td>Co-Owner/Art Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WKYU-FM</td>
<td>Barbara Deeb</td>
<td>745-5489</td>
<td><a href="mailto:barbara.deeb@wku.com">barbara.deeb@wku.com</a></td>
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<tr>
<td></td>
<td>Producer</td>
<td>745-6272</td>
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<tr>
<td></td>
<td>Colin Jackson</td>
<td>745-8826</td>
<td><a href="mailto:colin.jackson@wku.com">colin.jackson@wku.com</a></td>
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<tr>
<td></td>
<td>News Producer</td>
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<td></td>
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<tr>
<td></td>
<td>Molly Swietek</td>
<td>745-6488</td>
<td><a href="mailto:molly.swietek@wku.edu">molly.swietek@wku.edu</a></td>
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<tr>
<td></td>
<td>Director of Development</td>
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<tr>
<td></td>
<td>Lisa Autry</td>
<td>745-5348</td>
<td><a href="mailto:lisa.autry@wku.edu">lisa.autry@wku.edu</a></td>
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<tr>
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<td>News Producer/Reporter</td>
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<tr>
<td></td>
<td>Laura Holderfield</td>
<td>745-6487</td>
<td><a href="mailto:laura.holderfield@wku.edu">laura.holderfield@wku.edu</a></td>
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<tr>
<td></td>
<td>Corporate Support Officer</td>
<td></td>
<td></td>
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<tr>
<td>WGGC</td>
<td>Darrin Evans</td>
<td>782-9595</td>
<td><a href="mailto:darrin@wggc.com">darrin@wggc.com</a></td>
</tr>
<tr>
<td></td>
<td>Owner</td>
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<tr>
<td></td>
<td>Greg Almond</td>
<td>782-9595</td>
<td><a href="mailto:greg@wggc.com">greg@wggc.com</a></td>
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<td></td>
<td>Program Director</td>
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<tr>
<td></td>
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<td>Executive Dir/Co-Host</td>
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<tr>
<td></td>
<td>Community Partnership Coordinator</td>
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<td>WPTQ 103.7</td>
<td>Derron Steen Bergen</td>
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<tr>
<td>SAM 100.7</td>
<td>EVP/General Manager</td>
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<tr>
<td>WOVO 105.3</td>
<td>Greg Bowen</td>
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<td></td>
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<tr>
<td>Station</td>
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<tr>
<td>107.1 WUHU 96.7 WBVR</td>
<td>Christine Hillart</td>
<td>President/CEO</td>
<td>843-0170</td>
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<tr>
<td>96.7 WBVR</td>
<td>Alan Austin</td>
<td>Sales/Manager</td>
<td>843-3333</td>
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<tr>
<td>WBGN 1340</td>
<td>Kurt Patrick (WUHU &amp; WILLY)</td>
<td>Sales/Manager</td>
<td>843-3333</td>
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<tr>
<td></td>
<td>Doc Kaelin</td>
<td>National Sales Manager</td>
<td>202-9351</td>
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<tr>
<td>WKCT/WDNS</td>
<td>Alan Cooper</td>
<td>General Manager</td>
<td>781-2121</td>
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<td></td>
<td>Chad Young</td>
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<td></td>
<td>Al Arbogast</td>
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<tr>
<td>WNKY</td>
<td>Julie Milam</td>
<td>Station Manager/Sales</td>
<td>781-2140</td>
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<td></td>
<td>Greg Fotos</td>
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<td>WBKO</td>
<td>Brad Odil</td>
<td>General Manager</td>
<td>781-1313</td>
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<tr>
<td></td>
<td>Gene Birk</td>
<td>Managing Editor</td>
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<td></td>
<td>Lauren Hanson</td>
<td>Assignment Editor</td>
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<tr>
<td></td>
<td>Laura Serbon</td>
<td>National Sales Manager</td>
<td>467-0312</td>
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<td></td>
<td>Dave Thomas</td>
<td>National Sales Manager</td>
<td>467-0306</td>
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<tr>
<td>WKYU-PBS</td>
<td>David Brinkley</td>
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<td>745-2400</td>
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