



2017 Focus Plan

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Overview

General Background

The Kentucky Press Association (KPA), founded January 13, 1869 in Frankfort, KY, is the nation's 10th oldest state press association. A non-profit membership organization, its primary constituents are community and university newspapers published across the Commonwealth. Its mission is to be a source of excellence in the gathering, dissemination and facilitation of news and information through multiple platforms. In addition to promoting media ethics, member collaborations and advocacy within Kentucky's legislative General Assembly, KPA also provides:

- News Content through KY Press News Service
- Educational Seminars/ Industry Networking Events
- Career Development
- Legal Services
- Speaker's Bureau
- Media Passes
- Internship Stipends
- Disaster Response Plans (for news media)

A shared mission exists with its for-profit partner, the Kentucky Press Service (KPS.) KPS provides and promotes centralized advertising opportunities on behalf of KPA Member newspapers to contiguous states and the Southern US region.

In 2008, KPA began a full Strategic Plan to identify mission enhancement opportunities. Over the following two-years, most of the plan's recommendations were successfully implemented, and in 2017, KPA's Board Chair called for a plan update. The Board's Executive Committee met to discuss current challenges faced by KPA and its Members, and identified three priority issues: **Technology**, **Advertising** and **Government Relations**. A fourth, larger-scale issue was added to the workplan due to its impact on the entire industry; that is, the public's adversarial perception of the media.

Following the recommendation of consultant Jeannie Brewer, the Executive Committee approved the idea of using a Focus Plan to address all four issues.

Focus Plan

Comparable to a strategic plan, a Focus Plan develops strategies for a limited number of issues. Because of its concentrated nature, a Focus Plan helps an organization fine-tune current practices and align more immediately with its mission. Components of a Focus Plan include:

Objectives and Outcomes: The specific goal(s) to be achieved and their respective measurable results.

Stakeholders: Individuals and organizations impacted by or influential to the plan's Outcomes.

Scope of Work: The specific work required to accomplish the plan's Objectives.

Schedule of Activities: The sequence and duration of the plan's Activities.

Cost Projections: The costs of implementing the plan's Activities, and their transition costs to annual operating expenses (if required.)

Staffing Responsibilities: The people manage and complete the plan's Activities.

Quality Assurance: The measurements used to determine if the plan's Outcomes have met their basic requirements.

Risk Factors: The threats or opportunities associated with any of the plan's elements.

Communications: The process of sharing information with Stakeholders.

Stakeholders

Stakeholders are defined as individuals and organizations impacted by or influential to the plan's Outcomes. They have diverse requirements (needs) and expectations (of the plan's impact), and actively participate in all stages of the plan's life cycle. Stakeholders can be an asset or liability, depending upon how thoroughly their requirements and expectations are met.

KPA's primary stakeholders are its Members, the personnel of 175 community, university and online news publications throughout the Commonwealth. More specifically, they are the publishers, editors, advertising managers and other senior staff within the publications.

A second membership tier is that of Associates. They represent state government agencies, journalism schools, industry associations, public corporations and civic organizations who use KPA's advertising and placement services.

A Stakeholder Register for the 2017 Focus Plan can be found in the Attachments* (*This specific register contains all KPA Members, but only a cross-section of Associate Members.)

Scope of Work

The scope of work determines the plan's objectives and measurable outcomes. A Focus Plan's completion is determined when all outcomes have been successfully achieved.

A. Objectives and Outcomes

1. Technology Overview

A widespread challenge, especially for Members in smaller communities with limited broadband access or outdated tools. Part of KPA's mission is to develop opportunities that link Members with technology resources to better serve their consumers.

With emerging digital marketplaces, consumer preferences are changing. One KPA response has been to offer membership privileges to online publications (OLP's), though residual tension exists with some Members due to historic print-only constituency of KPA. Validating the potential contributions of OLP's and other digital media is an emerging challenge for KPA, and replicates a similar circumstance in 1988 when community publications were considered (and ultimately approved) for new membership status.

Objectives

- To help KPA Members access technology resources that can increase their marketplace presence and revenue potential.
- To substantiate the value that OLP's bring to KPA.

Outcomes

- An online guide of general technology resources used within the news media. A roster of subject area mentors will be identified and included.
- A data report highlighting the exponential growth of the digital marketplace. A summary document reviewing the contributions by community publications to KPA since their 1988 membership status, and similar challenges facing OLP's in 2017.

2. Advertising Overview

KPA is losing ground on advertising revenue with print-only options. The traditional client base of advertising agencies, state agencies, civic organizations, etc. are redirecting their resources to mediums which offer digital advertising options. No new organizations are replacing them. Compounding the issue is KPA's small advertising staff with limited technical skills, and the lack of an organizational marketing plan to promote KPA's services.

Objectives

- To develop a digitally-based advertising model that responds to accelerating market demands.
- To develop training tools for the new digital model, and revise correlating staff performance standards.
- To develop promotional ideas and outreach methods for KPA advertising services.

Outcomes

- A collection of blended print/digital advertising materials and support documents, such as implementation training, best uses, cost advantages and other elements.
- A training manual for KPA Ad staff to learn basic digital advertising practices and terminology. A peripheral activity will be the revision of staff Performance Standards and Commission Structures.
- A marketing plan which encompasses KPA current constituents and industry prospects likely to use KPA's new advertising materials.

3. Government Relations Overview

Two elements of KPA's mission are to develop strategic partnerships and advocacy within Kentucky's General Assembly. KPA's location in Frankfort provides both opportunities, as it's the centralized headquarters for state agencies and site of the annual legislative gathering. In past years, many state agencies registered as KPA Associate Members to access public notice and advertising services. A reverse trend is now occurring as state budgets decrease, and state agencies are cutting this non-essential expense.

KPA's advocacy within the General Assembly has successfully preserved two critical statutes for Members: the Public Notice requirement for state/federal agencies, and the Open Meetings/Open Records policy. Members have generally not participated in lobbying processes due to geographic distance and varying comfort levels of interaction with legislators. KPA seeks higher engagement by Members, as legislators are more likely to respond to their constituents' needs than those of paid lobbyists.

Objectives

- To improve communication and interaction with state government agencies that encourages their enrollment as a KPA Associate Member;
- To engage KPA Members more actively in the lobbying process.

Outcomes

- A communications and outreach plan to publicize KPA's services with all state government agency's Public Information Officers (PIO's.)
- A summary document emphasizing the value of Member participation in KPA lobbying efforts. A roster of District Representatives' contact information, and a list of outreach opportunities with legislators will be developed.

4. Public's Adversarial Perception Overview

Of great concern to all media organizations is the growing distrust and antagonistic attitude by the public toward the industry. The source and timeframe of this issue is difficult to pinpoint, but has now reached a critical level by threatening the value that journalism provides to the public. KPA is both aware and concerned about this issue, and seeks a feasible response plan to supports Members' efforts locally and industry initiatives at the regional and national levels.

Objective

- To develop preliminary response activities to this widespread industry issue.

Outcome

- An initial response plan for three root causes as identified by Member and Associate survey results.

B. Validation of Scope

To authenticate the plan's objectives, Members and key Associates were identified and listed in a Stakeholder Register. Each registrant was invited to participate in a multiple-choice survey about the four areas. General conditions were as follows:

KPA Members Survey

236 invitations were issued to individuals representing publishers, editors and advertising managers of statewide and university newspapers; current KPA Board members; and past KPA Board Presidents. 79 survey replies were received for a **response rate of 33.4%**.

KPA Associates Survey

55 invitations were issued to organizational representatives from advertising agencies; journalism schools; state government agencies; professional associations; a lobbying firm; and the KPA staff. 18 survey replies were received for a **response rate of 32.7%** (*Note: Associates were given an amended Member survey with only Advertising, Government Relations and Public's Adversarial Perception questions included. All Technology questions were omitted.*)

Technology summary

Most Member newspapers provide online reader access and digital advertising options. Digital options are generating revenue increases at many Member papers.

Access to breaking news and article source content provide the primary technology benefits to Members.

The diversity of technology applications and frequency of their use vary greatly among Members. The most common challenges for Members not using technology regularly are insufficient Internet access, outdated hardware or lack of current software versions.

Advertising summary

Members and Associates overwhelmingly want KPA to develop a blend of print and digital advertising materials. A variety of formats is the priority need for Associates, while implementation training is most important to Members.

Members and Associates agree that KPA Ad staff are expected to have basic competency in general digital practices, demonstration abilities for the new KPA materials and corresponding adaption skills. Furthermore, Members want KPA to provide digital advertising training to their respective newspaper staffs.

Priority industries identified by Members and Associates for new advertising prospects are the Public Sector and Hospitality.

Government Relations summary

Networking with PIO's, and strengthening the alliance with the Government Communications Association are considered the most effective ways for KPA to improve interaction with state agencies.

Members are somewhat evenly divided between their willingness to personally interact with legislators on KPA lobbying efforts, or use less personal outreach methods such as written correspondence.

Public's Adversarial Perception summary

No single root cause was identified by either Members or Associates, although the most common survey choice for both groups was "the attitude shift among readers caused by social media and the fragmentation of traditional media (i.e. cable TV news.)"

Suggested responses varied, but common themes included reducing bias in reporting, maintaining the integrity of facts and educating the public on the value of journalism.

Full results of both surveys can be found in the Attachments section.

Schedule of Activities

	Activity	Start Date	End Date	Staffing Responsibility
2017				
Nov	A data report documenting the exponential growth of the digital marketplace in general, and within the media industry specifically.	11/1/17	11/30/17	News Media Alliance, David Thompson
	A summary report of digital advertising materials used by other state Press Associations, their success rates and what can be feasibly replicated in KY.	11/1/17	11/30/17	Kim Woods
Dec	A summary report of commonly-used technology resources within the media industry.	12/1/17	1/15/18	News Media Alliance, David Thompson
2018				
Jan	A revision of Performance Standards and Commission Structures for KPA Staff.	1/1/18	2/28/18	KPA Executive Committee/Board
	A training manual of basic digital advertising practices and terminology.	1/1/18	2/28/18	Heather McGinnis, Lexington Herald-Leader staff
	A summary document emphasizing the value of KPA Member participation in lobbying efforts. A roster of District Representatives' contact information. A list of outreach opportunities with legislators.	1/1/18	4/15/18	Top Shelf Lobby (Danny Slaton, Travis Phillips), David Thompson

	A KPA newsletter article on the value of regular Legislative Research Committee (LRC) website checks.	1/1/18	2/15/18	David Thompson
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Feb	A roster of the Government Communications Association members. KPA will request a luncheon speaker opportunity.	2/1/18	2/15/18	David Thompson
	A roster of all state government agency's Public Information Officers (PIO's) or designated staff. PIO's will have their contact information added to a newly established KPA listserv for weekly newsletter distribution, announcements and notification of the annual Winter Convention dates.	2/1/18	3/1/18	KPA Staff
	A roster of advertising mentors willing to assist KPA Ad staff with training, skills evaluation, sales presentations, and development of digital materials.	2/1/18	4/30/18	KPA Board Committee - Ad Division, Heather McGinnis, Lexington Herald-Leader staff

March	A communications and outreach plan for state government agency PIO's.	3/1/18	4/1/18	KPA Ad Staff
	A collection of blended print & digital advertising materials.	3/1/18	04/15/18	Susy Parry, Teresa Revlett, KPA Mentors

April	An implementation training manual for the new advertising materials.	4/1/18	4/30/18	KPA Ad Staff
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	A comprehensive marketing plan to promote KPA services.	4/1/18	06/30/18	KPA Board Committee - Ad Division, KPA Ad Staff, David Thompson
	A preliminary response plan for three root causes of the public's adversarial perception of the media.	4/1/18	6/30/18	Brad Hughes, State Gov't contacts

May	A list of national advertising publications and expert websites for KPA Ad staff to research/develop promotional ideas for new advertising materials.	5/15/18	6/15/18	All KPA Staff
	A summary document highlighting the contributions of community publications to KPA since 1988 membership privileges, and similar challenges facing new OLP members.	5/15/18	5/30/18	David Thompson

June	An online resource guide of media technology resources. A roster of subject area mentors.	6/15/18	7/15/18	KPA Board Committee - New Media Division, Charles Myrick
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Sept.	Content development for Winter Convention 2019 panel on the roles/merits of print and digital media.	9/1/18	1/27/19	KPA Board, David Thompson
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2019

Jan	A KPA sponsored reception during 2019 General Assembly.	1/15/19	2/28/19	Top Shelf Lobby, David Thompson
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Quality Assurance

Quality Assurance measures the degree to which a plan's outcomes fulfill their basic requirements. These measurements can define acceptable performance levels for Stakeholders, and help reduce inefficiencies or wasted expense. Typically, industry metrics are used for quality assessments; however, KPA's Focus Plan addresses more subjective issues, and therefore doesn't require such formal processes.

Technology

Outcome # 1: Online guide of general technology resources used within the media industry/Roster of subject area mentors.

- Compare online guide's content with resource lists at News Media Alliance, other state press associations or nationally recognized publications (i.e. NY Times.)

Outcome # 2: A data report on the growth of the digital marketplace/Summary document substantiating the value of OLP's.

- Compare data report's depth with those generated by national online media associations, News Media Alliance or the American Marketing Association.
- Compare the strength of the summary document's "case for support" with the 1988 announcement to Members regarding the merits of offering community publications membership privileges.

Advertising

Outcome # 3: A collection of digital advertising materials and support documents.

- Compare corresponding materials at larger metropolitan KY newspapers (Lexington, Louisville and Covington/Cincinnati.)

Outcome # 4: A training manual for basic digital advertising practices/Revision of staff Performance Standards and Commission Structures.

- Compare the content of training manual with comparable materials at respected media training sites (journalism schools), national marketing organizations (American Marketing Association) or technology training sources (Adobe.)
- Compare Performance Standards and Commission Structure with those from a cross-section of KY newspapers and other state press associations.

Outcome #5: A marketing plan to promote KPA services.

- A 10% increase per month in advertising sales by the end of 2018; a 5% increase per month by the end of 2019.
- Compare the depth of KPA's plan with templates at expert marketing sources (American Marketing Association.)

Government Relations

Outcome # 6: A communications and outreach plan to state government agency's PIO's.

- A 20% increase in state agency Associate Membership by the end of 2018; a 50% increase by the end of 2019.
- Measure % increase of all KPA services used by state agencies and overall revenue changes.
- Measure % of PIO participation in KPA sponsored events or membership status on KPA committees.

Outcome # 7: A summary document emphasizing the value of KPA Member participation in lobbying efforts/ List of outreach opportunities with legislators.

- A 10% increase of Member participation in lobbying efforts by the end of 2018; a 20% increase by the end of 2019.
- Document the % participation rate of Members, their outreach method and timespan (start and end dates) of successful lobbying efforts.

Public's Adversarial Perception

Outcome # 8: An initial response plan for three root causes.

- Measure engagement level of the public in response activities (i.e. attendance at a plan's activities, newspaper subscription changes, number of letters to the Editor.)
- Conduct a survey 6 – 12 months after the response plan's implementation to assess any changes in public opinion.

Cost Projections

Technology

A data report highlighting the exponential growth of the digital marketplace.	\$0	\$0
A summary document substantiating the value of OLP's.	\$0	\$0
An online guide of media technology resources. A roster of subject area mentors.	\$0	\$0
A Winter Convention panel discussion on the roles/merits of print and digital media.	\$100 (speaker lunches - 5/\$20 per)	\$0

Sub-Total

\$100

\$0

Advertising

A summary report of digital advertising materials used by other state Press Associations.	\$0	\$0
A training manual for basic digital advertising practices.	\$900 (American Marketing Assoc./ Digital Training Package - 6 modules/ 2 @ \$450)	\$0
A roster of advertising mentors.	\$1,500 (3 consultants @ \$500 per)	\$1,000 (2 consultants @ \$500 per)
A collection of blended print and digital advertising materials.	\$ 300 (Adobe II Photoshop @ \$150/ 2nd specialty software (i.e. flash) @ \$150)	\$100 (KPA ad placements in trade pubs - ex: KY Society of Assoc. Execs)

An implementation training manual for the new advertising materials.	Training webinars - \$100 (@ \$35 per webinar/ 3 webinars)	\$100 (training webinars @ \$35 per webinar/2-3 webinars)
A comprehensive marketing plan for KPA services.	\$0	\$500 (annual implementation activities)
A list of national expert publications and websites in the advertising industry.	\$0	\$300 (3 subscriptions/\$100 per)
Sub-Total	\$2,800	\$2,000

Government Relations

A revision of Performance Standards and Commission Structures for KPA Staff.	\$0	\$0
A summary document on the value of KPA Member participation in lobbying efforts. A roster of District Representatives' contact information. A list of outreach opportunities with legislators.	\$0	\$0
A KPA sponsored reception during the 2019 General Assembly.	\$2,000	\$2,000 (budgeted every 4-5 yrs.... not added to Subtotal below for annual expense)
A newsletter article on the Legislative Research Committee (LRC.)	\$0	\$0
A roster of all Government Communications Association members.	\$0	\$0
A roster of state government agency's PIO's or designated staff.	\$0	\$0
A communications and outreach plan for state government agency's PIO's.	\$0	\$450 (promotional costs such as pens, KPA Directory)
Sub-Total	\$2,000	\$450

Public's Adversarial Perception

An initial response plan to three root causes.	\$250 (consulting fee to write plan)	\$300 (Public Service Announcements)	
	Sub-Total	\$250	\$300
	Total	\$5,150	\$2,750

Project Costs: One-time expenses for a project activity.

Operations Costs: Ongoing expense to maintain (or expand) a project activity. These expenses should be included during annual budget processes.

Risk Factors and Responses

Risk is inherent in all plan implementations. These known and unknown conditions can interfere with a plan's progress, most commonly in the areas of time and money. Developing advance response plans and attentive monitoring of these factors can reduce the probability of significant negative impact. In equal measure, opportunities can emerge from unknown resources that have the potential to expand an organization's capacity.

Technology

Outcome # 1: Online guide of media technology resources/ Roster of subject area mentors.

Risk Factor #1: Insufficient breadth of knowledge areas within the online guide.

Urgency of Response: Medium/High

Response: Use Member survey results of helpful technology resources as the starter content. Poll Members on additional needs. Add corresponding content and ask mentors to review the guide for omissions/suggestions before Member distribution.

Response Cost: \$0

Risk Factor # 2: Lack of sufficient expertise by mentors.

Urgency of Response: Low/Medium

Response: Addressed in Quality Assurance section (collect resumes/references.)

Response Cost: \$0

Opportunity: New technology services and mentors continually identified.

Advantage: Mentors can provide sources and contact information.

Response Cost: \$0

Outcome # 2: A data report on the growth of the digital marketplace/ Summary document substantiating the value of OLP's.

Risk Factor: The data report and summary document don't sufficiently communicate the value/potential benefit that OLP's bring to KPA Membership.

Urgency of Response: High

Response: Use credible national sources to confirm data's depth. Draft a compelling "case for support" and highlight contributions of community publications to KPA since their 1988 membership inclusion.

Response Cost: \$0

Opportunity: Recruiting more OLP's into KPA membership.

Advantage: OLP's can help KPA develop digital processes and training. Higher OLP membership increases revenue and demographic diversity.

Response Cost: \$0

Advertising

Outcome # 3: A collection of digital advertising materials and support documents.

Risk Factor # 1: Insufficient diversity/incomplete development of digital materials.

Urgency of Response: High

Response: Mentors review and test all materials before initial release. Complete a trial run with KPA Members before public release.

Response Cost: Additional software (\$150)

Risk Factor #2: Insufficient technical support for new materials.

Urgency of Response: High

Response: Conduct extensive training with KPA staff on material content, various usages and adaptations. Create technical support processes (i.e. designated staff, established operating hours) that are easily accessible to Members.

Response Cost: \$0

Opportunity: New advertising partners.

Advantage: Publicizing KPA's new digital options can encourage interest/inquiries from commercial prospects. New partners provide higher revenue potential and expanded networking opportunities.

Response Cost: First-time ad fee discounts to new clients? (TBD)

Outcome # 4: A training manual for basic digital advertising practices/ revised KPA staff Performance Standards and Commission Structures.

Risk Factor # 1: Insufficient core components in the training manual.

Urgency of Response: High

Response: Mentors review manual prior to staff training session. Secure the services of a strong training facilitator with previous technology experience. Include creative thinking/group problem solving exercises as a core training component. Require annual skills test for KPA Ad staff.

Response Cost: Additional training materials (\$250)

Risk Factor # 2: Staff resistance to learning new digital practices.

Urgency of Response: Medium/High

Response: Performance reviews by supervisor and KPA Ex. Director to monitor staff production levels. Consider developing an incentive program.

Response Cost: TBD

Risk Factor # 3: Revised Performance Standards/Commission Structure are not endorsed by staff.

Urgency of Response: Medium/High

Response: Draft a comparison spreadsheet of similar standards used at other state press associations and within a cross-section of KY newspapers.

Response Cost: \$0

Opportunity: Staff restructuring as new skills are developed.
Advantage: More contemporary practices and efficiency within KPA's Ad department.
Response Cost: \$0

Outcome # 5: A marketing plan for KPA services.

Risk Factor # 1: Plan isn't broad-based enough to create significant impact.
Urgency of Response: Medium/ High
Response: Research comparable plans at larger metropolitan area print media (Lexington/Louisville), other state press associations or national sources (American Marketing Association.) Ask mentors to review the plan for omissions/ suggestions. Determine measurements for a successful impact.
Response Cost: \$0

Risk Factor # 2: Partial implementation of plan.
Urgency of Response: High
Response: All plan components should be as detailed as possible with a timetable, assigned responsibilities and regularly scheduled progress reports.
Response Cost: \$0

Opportunity: New marketing practices are identified.
Advantage: Once learned, staff can more effectively promote KPA services. New practices can generate new advertising partners for higher revenue potential.
Response Cost: \$0 to minimal.

Government Relations

Outcome # 6: A communications and outreach plan for state government agency's PIO's.

Risk Factor: Governor's directive to limit state employee interaction with the media.
Urgency of Response: Low/Medium
Response: Collect information from Government Communications Alliance on Governor's office latest initiatives. Outreach to PIO's in state agencies impacted by those initiatives for placement needs or media support.
Response Cost: \$0

Opportunity # 1: PIO's join KPA Board Committees.
Advantage: PIO's can help recruit more state agencies for KPA Associate Member status.
Response Cost: \$0

Opportunity # 2: Collaborative public-service media campaign with targeted state agencies.

Advantage: Builds networking relationships with PIO's and increases public awareness of KPA.
Response Cost: \$0

Outcome # 7: A summary document emphasizing the value of Member participation in lobbying efforts/ List of outreach opportunities with legislators.

Risk Factor: Insufficient list of opportunities with legislators.

Urgency of Response: Medium

Response: Develop diverse outreach options that respond to varying Member comfort level with personal interaction. Use Members strategically to avoid the fatigue factor. Create and maintain a spreadsheet of Member outreach efforts.

Response Cost: \$0

Opportunity: Acknowledge and thank Members who contributed to successful lobbying efforts.

Advantage: Member confidence grows with successful results and increases the odds for their continued participation.

Response Cost: \$0

Public's Adversarial Perception

Outcome # 8: An initial response plan for three root causes as identified in Member and Associates survey results.

Risk Factor: Incomplete or lack of coordinated efforts with the public.

Urgency of Response: Very High

Response: KPA and Members should engage in thoughtful, inclusive activities that are well-organized and fully implemented. Consistent communication with the public before, during and after these activities should be continually practiced.

Response Cost: TBD

Opportunity: Educating the public on the general value of journalism.

Advantage: A component of the plan can highlight journalism's reporting efforts when historic events presented a public threat (i.e. Watergate, Bernie Madoff, etc.)

Response Cost: \$0

Future Risks

As plan implementation continues, new risks and opportunities will emerge. KPA is encouraged to identify them, assess their impact and what risk level is tolerable to the organization. Root causes should be determined and a response plan developed that includes a timetable and assigned responsibilities. All response plans should be actively monitored for timely resolution, and records kept in the plan's files.

Communications Plan

Effective communication of the plan's implementation and progress can greatly improve its odds for success. By keeping Stakeholders informed, KPA can generally reduce (but, not eliminate) significant risks for schedule delays or cost overruns due to Stakeholder confusion or concerns. Not all Stakeholders share the same level of interest or influence in the plan's outcomes, so offering several options for information exchange respectfully responds to those variances.

At the recommendation of KPA, the 2017 Focus Plan will be shared with Stakeholders through the following communication methods:

Hard copy review of 2017 Focus Plan with Consultant/KPA Staff

KPA Board of Directors
Training Facilitators
Mentors

Mailed hard copy of 2017 Focus Plan

KPA Members
Past Board Presidents

Email invitation to access 2017 Focus Plan through KPA website link

KPA Associate Members
Intercollegiate Press Association Division Members
New Advertising Prospects
Other State Press Associations
State Agency PIO's
Corporate newspaper offices
Non-Member privately owned newspapers
Community Leaders (experienced business owners)

Additional Recommendations

Technology

While KPA can't impact a Member's Internet access, the organization can help Members brainstorm solutions for software exchanges (within licensing permission) or secure hardware donations (KPA's non-profit status allows such equipment donations.)

The technology mentors may be able to develop a KPA platform as an alternate Internet access point for Members with limited broadband capacity in their home communities. Depending upon the training needs of KPA Staff and Members, more funds for this purpose may be required in Cost Projections.

Continue to offer creative technology projects with KIPA/KHSJA to help these younger KPA constituents develop their personal technology skills.

Advertising

As the comprehensive marketing plan is developed, KPA should include strategies to effectively engage the Public Sector and Hospitality industries (identified in Member and Associates survey results.)

Consider adding timely progress check-ins for the metric goals (ex: 10% by Year 1, etc.) to evaluate whether tactics/personnel changes are needed.

Consider whether sufficient financial resources have been allocated in this Cost Projections area to achieve significant market impact.

Government Relations

Identify as many KPA networking opportunities with state agencies as possible that bring genuine value to both parties. Strive for quality, not quantity and poll Members on their willingness to **engage in** (not just support) a joint public-service campaign.

Build state government agency trust in KPA by developing a reputation for consistent, cooperative practices in all networking activities.

Public's Adversarial Perception

Include KPA Associates as often as possible in the response plan. They can be good barometers for progress, as they are somewhat vested in KPA's success and able to share public opinion without significant bias. Recruit diverse Associate demographics (advertisers, PIO's, lobbyists) as part of the KPA committee that develops the response plan.

Identify KPA services that can support Member initiatives in their home communities. When possible, local efforts should coordinate with activities that have been confirmed in the larger response plan.

Final Thoughts: Consumer expectations have changed significantly in the past decade. Immediate access to information is now commonplace by way of multiple devices; broadcast media 24-hour news programs and Internet social media sites provide information in real-time. These factors challenge the value of printed materials to consumers; however, the fact remains that consumers will always want access to news by whatever convenient means are available.

It's likely that a small, dedicated group will remain who want the tangible experience of reading a newspaper even when online options exist. The challenge of finding a balanced use of technology with both demographics is enormous and understandably emotionally charged. So, how does one tackle such an overwhelming issue? In simplified terms, most resolutions begin with education... gathering Stakeholders together to identify an issue's elements and characteristics, prioritizing those elements and then developing response strategies. This process typically can't be achieved in a single gathering, but over time with opportunity for reflection, revision and new awareness.

Given the geographic spread of KPA Members, such repeated Stakeholder gatherings are an obstacle. One opportunity to circumvent this challenge is the Winter Convention. It's a favorable setting in which all four issues can be further discussed through workshops, luncheon table topics or other means, KPA should leverage this gathering to share the Focus Plan, and collect more Stakeholder data.

After the convention, review and analyze that data. Organize a committee of KPA officials and active Convention participants to review the Focus Plan for adjustments. Determine if new risks would emerge with those adjustments, and develop an advance response plan. Determine how success will be measured for any new objectives or outcomes. Set a timetable for implementing changes, and assign responsibilities to individuals for any new Activities. Develop a communications plan that keeps all Stakeholders updated the plan's progress. Monitor progress and record lessons learned along the way. And then, celebrate... for you have made a good-faith effort to walk KPA's mission of "understanding the needs and interests of its consumers."

Attachments

2017 Members Survey Results

Technology

1 Which of the following technology resources would be most helpful to you?

<input type="checkbox"/> Mentoring by an expert with specific technology skills	41%
<input type="checkbox"/> Digital training tools	29%
<input type="checkbox"/> Digital advertising templates	22%
<input type="checkbox"/> Other	8%

Comments: All of the above...more advertising sales ... web design expert

2 Do you already access any of those resources?

<input type="checkbox"/> Yes	46%
<input type="checkbox"/> No	54%

3 If Yes, how often do you use them?

<input type="checkbox"/> Daily	16%
<input type="checkbox"/> Weekly	33%
<input type="checkbox"/> Monthly	51%

4 Which of the following elements from technology resources provides you the most benefit?

<input type="checkbox"/> Real-time news updates	46%
<input type="checkbox"/> Templates for news stories or advertising	26%
<input type="checkbox"/> Video production or editing tools	17%
<input type="checkbox"/> Other	11%

Comments: All of the above...pagination tutorials...apps & plug-ins... live support web page

5 If you don't currently use any technology resources, what tools do you need to access them?

<input type="checkbox"/> Hardware	8%
<input type="checkbox"/> Software	21%
<input type="checkbox"/> Internet or Wi-Fi access	10%
<input type="checkbox"/> Community broadband capacity	9%
<input type="checkbox"/> N/A... I already use technology resources	52%

6 Can readers access your paper online?	
___ Yes	84%
___ No	16%

7 If so, what % change has there been in circulation/subscription #'s over the	
___ No increase	46%
___ 10% or less increase	31%
___ 10% - 25% increase	16%
___ 25% - 50% increase	3%
___ 50% or more Increase	4%

8 Do you offer digital advertising options?	
___ Yes	78%
___ No	22%

9 If so, what effect has it had on your overall revenue?	
___ Increased revenue	45%
___ Decreased revenue	6%
___ No change to revenue	49%

10 As new mediums (ex: blogs, social media, etc.) emerge in the media marketplace, for which of the following areas do you use Online Publications (OLP's) outputs as a content source?	
___ For Feature articles	30%
___ For Editorial page articles	9%
___ For General News articles (ex: public opinion comments)	38%
___ Replicating their technology (ex: flash, interactive, video)	3%
___ Other	20%

Comments: All of the above...no blogs...features/ editorials/gen'l news...breaking news... all available sources....no staff time to manage...subscription campaigns.

Advertising

11 Which of the industry sectors noted below should be the <u>highest</u> priority area for KPA to develop new advertising alliances?	
___ Public sector (government, education, health care, etc.)	42%
___ Service industry (retail, transportation, food services, etc.)	17%
___ Hospitality (recreation, tourism, hotels, etc.)	30%
___ Professional & Business Services (law, finance, architects, etc.)	11%

12 Which is the most effective method for KPA to connect with potential advertising partners?

<input type="checkbox"/> Personal outreach to individual prospects	71%
<input type="checkbox"/> Direct mail campaign of KPA sample materials	5%
<input type="checkbox"/> Membership is communication industry networks	7%
<input type="checkbox"/> Establishing a listserv of communication professionals & sharing other KPA materials.	13%
<input type="checkbox"/> Other	4%

Comments: All of the above

13 Which is the most effective method for KPA to share new digital advertising offerings with Member newspapers?

<input type="checkbox"/> KPA website links	60%
<input type="checkbox"/> Listserv announcements	25%
<input type="checkbox"/> Direct mail with sample materials	14%
<input type="checkbox"/> Other	1%

Comments: Individual promotion for that sector

14 What should KPA's digital offerings include?

<input type="checkbox"/> Implementation training	39%
<input type="checkbox"/> Various formats (ex: flash, interactive)	22%
<input type="checkbox"/> Digital adaption abilities (for banners, buttons, etc.)	26%
<input type="checkbox"/> Other	13%

Comments: All of the above... email blasts.... general support ... I don't know

15 What mediums do you prefer for KPA advertising?

<input type="checkbox"/> Print only	20%
<input type="checkbox"/> Digital only	5%
<input type="checkbox"/> Blend of print & digital	75%

16 What skills do you expect KPA staff to acquire in relation to new digital advertising offerings?

<input type="checkbox"/> Basic understanding of digital advertising's gently terminology & applications	24%
<input type="checkbox"/> Basic competency in explaining & demonstrating elements of each KPA offering	31%
<input type="checkbox"/> Creative thinking abilities to adapt KPA offering	35%
<input type="checkbox"/> Other	10%

Comments: All of the above... web training

17 Should KPA offer digital advertising training to Members' newspaper staff?	
___ Yes	97%
___ No	3%

18 If Yes, what would be the <u>most</u> important skill to be taught?	
___ General implementation training	31%
___ Best uses of a particular format (ex: flash, interactive)	8%
___ Blending print & digital content	41%
___ Ad placements on websites/social media	14%
___ Other	6%

Comments: All of the above

Government Relations

19 What lobbying outcomes by KPA in the past two years have been the <u>most</u> beneficial to you?	
___ Protection of public notice requirements in newspapers	78%
___ Revisions to Workers Comp./Unemploy. Insurance laws	1%
___ Protecting access to Open Meetings/Open Records policy	21%

20 What's the <u>most</u> comfortable interaction method for you if asked to assist with a specific lobbying effort?	
___ Letter or e-mail to my Legislator	32%
___ Phone call to my Legislator or decision maker	18%
___ Personal visit with my Legislator or decision maker	3%
___ All of the above	46%
___ None of the above	1%

21 What practices can KPA use to better communicate with state government agencies?	
___ Establishing a listserv of all state agencies for KPA news	17%
___ Group emails to targeted agencies for KPA related news on a shared issue (ex: health, public services, etc.)	20%
___ Personal contact (by email, phone or direct interaction)	55%
___ Other	8%

Comments: All of the above

22 What interaction opportunities should KPA cultivate with state government agencies?

- ___ Developing stronger ties with state's Gov. Communications Assoc.
- ___ Joint public service media campaign
- ___ Joint community service project for Frankfort, KY
- ___ Other

	53%
	31%
	3%
	13%

Comments: All of the above...help PIO's target specific counties for press releases... new literacy campaign...
...how can we help?

Public's Adversarial Perception

23 What do you believe are the root causes for the public's recent adversarial attitude toward the media?

- ___ #1. Distrust of news sources in general
- ___ #2. Gov't administration's lack of disclosure or uncooperative attitude
- ___ #3. Failure to adequately and directly rebut charges of "fake news" by local, state and nat'l political figures
- ___ #4. Overall failure to adequately market the value of journalism to the public
- ___ # 5. Attitude shifts among readers caused by social media & fragmentation of traditional media (ex: cable news.)
- ___ Other (chose combination...ex: #1, #4 & #5)

	16%
	12%
	10%
	13%
	25%
	24%

#1	5	12.50%
#2	10	25%
#3	8	20%
#4	6	15%
#5	<u>11</u>	<u>27.50%</u>
	40	100.00%

Comments:

- All of the above (4 responses)
- Bias (4 responses)
- President Trump (3 responses)
- Gov. Bevin (3 responses)
- Broadcast news allows staff to edit content
- So much information the casual consumer can't decide
- Print news is considered "old" after social media information shared.
- Attacks on the media by gov't officials

24 What can be done by news media organizations to remedy this situation?
Please see comments below.

Stop playing favorites and become more impartial in reporting. Tell both sides, all the time.

Become a greater presence on social media. Avoid sensationalism. Retain objectivity.

Stop the unbiased attitude of so many news outlets. Report based on facts and then let the public decide for themselves.

By focusing on positive attitudes to tell the truth and not focus on ratings!

Consistent message

More personal interaction

Do our job! Report, explain, document evidence and present facts. Stop pursuing any one agenda or support of one person, party or ideology. (Conservative/liberal, etc..)

Stay focused on reportage and context, less focus on commentary and opinion.

2) Continue to develop online reporting strategies that speak to digital natives.

By returning to the practice of investing in qualified and passionate people. Shrinking of newsrooms and local control is killing our ability to be the best we can be. Investigative journalism is suffering.

There may not be a way

Newspapers must allow a much, much greater diversity of thought into their newsrooms and then, into what they publish. They are seen as elitist and not reflective of much of the way their customers live and see the world.

We need to be in the community promoting our local value and separate ourselves from the national cable television outlets.

I wish I knew the answer. As community newspapers I do believe that for the most part we are better equipped to maintain the trust of our readers than the so called "mainstream media"

Connect and interact with their readership/viewership

Continue reporting the news until the mindset changes.

Not sure

Can't

Better journalism and community engagement

More education and promotion of process journalists go through. maybe some "open houses; invite public in to watch and see firsthand how reporters work?"

Editorial

I think we need a brainstorming session to come up with a several possible solutions.

Be steadfast in our mission.

Less opinion in reported "news" and report just the facts. Getting rid of "unnamed sources." If it's not fact or source, then it can't be presented as "news." When opinions are given, it should be referenced: "In this reporter's opinion..."

Use of our opinion sections to explain why we do what we do

Quality reporting.

Local papers need to continue to focus on local news and also expand social media efforts that are more feature driven.

News Media just should keep producing the facts and keep slamming it home and maybe the general public will gain its trust back. All media should work together on this

The media should stand up for itself and stand behind the news it reports. We cannot allow government officials to demean and malign media.

Be proactive and show how we source our stories. And do truly good stories using multiple sources. Good journalism always wins out in the end.

Old School Journalism

Develop campaigns featuring government, media, celebrity leaders highlighting the importance of journalism for democracy and the benefits of a watchdog media.

Continue to report the news, shorter stories, to the point, dependable sources to quote with photo, if possible.

Go on offense. Tell who we are and what we do. How we do it and why it is important to the people we serve. We must always seek the truth, defend democracy and let people know we are on their side.

Continue to practice watchdog journalism.

Real-time, fact-supported rebuttals of false statements/claims.

To stop reporting a writer's opinion and stick to the facts. Too many times a reporter's opinion is the story instead of presenting the reader a fair view of the article subject.

Continue to search for the truth. Remain unbiased. Promote/market our industry better.

Show examples of fake news social media to try to drive home to readers they can't always trust social media. Newspapers are held accountable to check the source whereas on social media you can say what you want.... Facebook is becoming the next topic...horrible.

Today, every media mistake is magnified. Double check facts and avoid opinion in the news. Simply adhere to the basics of good journalism.

It will take a major, unshakable news story that everyone agrees on to rebuild trust in the media.

Continue to report the news as it should be reported.

There is no remedy for stupid, and that is what we are dealing with regarding a significant segment of the American public - people who are willfully ignorant. We however, bear a great deal of responsibility for not stressing to the public how we strive for fairness, objectivity and balance - and for not explaining to them that balance is not simply offering a "he said, she said" response to an issue. I've been in print journalism since 1989 and have heard about our supposed liberal bias since 1991 from politicians striving to control public discourse. We need to start explaining to the public what the politicians goals are, and what ours are.

A campaign to inform the public better on how journalism works and how to spot fake news.

Staying independent. Do not allow those three to speak for us. Have independent coverage made available for state newspapers. I would pay for truthful coverage.

2017 Associates Survey Results

Advertising

1 Which of the industry sectors noted below should be the highest priority area for KPA to develop new advertising alliances?

<input type="checkbox"/> Public sector (government, education, health care, etc.)	39%
<input type="checkbox"/> Service industry (retail, transportation, food services, etc.)	11%
<input type="checkbox"/> Hospitality (recreation, tourism, hotels, etc.)	39%
<input type="checkbox"/> Professional & Business Svcs. (law, finance, architects, etc.)	11%

2 Which is the most effective method for KPA to connect with potential advertising partners?

<input type="checkbox"/> Personal outreach to individual prospects	37%
<input type="checkbox"/> Direct mail campaign of KPA sample materials	9%
<input type="checkbox"/> Membership is communication industry networks	18%
<input type="checkbox"/> Establishing communication professionals' listserv	30%
<input type="checkbox"/> Other	6%

3 What should KPA's digital offerings include?

<input type="checkbox"/> Implementation training	26%
<input type="checkbox"/> Various formats (ex: flash, interactive)	35%
<input type="checkbox"/> Digital adaption abilities (for banners, buttons, etc.)	22%
<input type="checkbox"/> Other	17%

Comments: All of the above...multifaceted approach

4 What mediums do you prefer for KPA advertising?

<input type="checkbox"/> Print only	6%
<input type="checkbox"/> Digital only	6%
<input type="checkbox"/> Blend of print & digital	88%

5 Which skill do you believe to be the most important for KPA staff to acquire in relation to new digital advertising offerings?

<input type="checkbox"/> Basic understanding of digital advertising's gen'l terminology & applications	21%
<input type="checkbox"/> Basic competency in explaining & demonstrating elements of each KPA offering	36%
<input type="checkbox"/> Creative thinking abilities to adapt KPA offering	39%
<input type="checkbox"/> Other...	4%

Comments: All of the above

Government Relations

6 What practices can KPA use to better communicate with state gov't agencies?

<input type="checkbox"/> Establishing a listserv of all state agencies for KPA news & sending regular KPA announcements.	22%
<input type="checkbox"/> Group emails to targeted agencies for KPA related news on a shared issue (ex: health, public services, etc.)	33%
<input type="checkbox"/> Personal contact (by email, phone or direct interaction)	39%
<input type="checkbox"/> Other	6%

Comments: All of the above

7 What interaction opportunities should KPA cultivate with state government agencies?

<input type="checkbox"/> Developing stronger ties with state's Gov. Commun. Assoc.	55%
<input type="checkbox"/> Joint public service media campaign	28%
<input type="checkbox"/> Joint community service project for Frankfort, KY	0%
<input type="checkbox"/> Other	17%

Comments: All of the above....
Governor discourages state employee media interaction.

Public's Adversarial Perception

8 What do you believe are the root causes for the public's recent adversarial attitude toward the media?

<input type="checkbox"/> #1. Distrust of news sources in general	17%
<input type="checkbox"/> #2. Gov't administration's lack of disclosure/uncooperative attitude	13%
<input type="checkbox"/> #3. Failure to adequately and directly rebut charges of "fake news" by local, state and nat'l political figures	17%
<input type="checkbox"/> #4. Overall failure to adequately market the value of journalism to the public	10%
<input type="checkbox"/> # 5. Attitude shifts among readers caused by social media & fragmentation of traditional media (ex: cable news.)	20%
<input type="checkbox"/> Other (combined choices ... ex: #1, #4 & #5)	23%

Combined choices, by %

#1	1	14%
#2	2	29%
#3	2	29%
#4	1	14%
#5	1	14%
7		100%

Comments

Attitude shifts based on a lack of political equilibrium, causing facts to feel like attacks.

Large news sources tending to show biased and unbalanced reporting.

Identity politics

Years of concerted attacks by talk radio and politicians who strive to shade or obscure the truth in favor of their own version of it.

9. By what methods can the news media remedy this situation?

Comments

Get back to journalism's core values to tell the story without injecting opinion/speculation.

Stop giving gov't sources that lie and obfuscate air time as talking heads and guest columnists.

Papers can sponsor town hall meetings with readers, et al.

Offer more information, media in digital online format. Tell stories in different ways with graphs, maps and interactive pieces. People will always read the news... they are just doing it in another format than newspapers... online. Give them more than just uploading a story from the web. Give them a more robust experience now that you can do so with digital content. Otherwise, you are selling you product and your readers short.

Honesty and integrity are always the best answer. Rest on your accomplishments! If there could be a statewide campaign to show these accomplishments and how the media helps inform rural KY/America, I think that would be beneficial.

Stakeholder Register

Members (236)

Abigail Whitehouse	Interior Journal
Alan Gibson	Clinton County News
Alan Reed	Marshall County Tribune Courier
Allison Shepherd	KPA Board - LaRue County Herald News
Andrea Bennett	Paintsville Herald
Angela Wheatley	Breckinridge Herald-News
April Ellis	Harrodsburg Herald
Barbara Anderson Skeens	Floyd County Times
Barbara Atwill	KPA Board - The Current
Becky Barnes	Cynthiana Democrat
Ben Carlson	Anderson News
Ben Gish	Mountain Eagle
Ben Kleppinger	The Advocate-Messenger
Ben Sheroan	News-Enterprise
Beth Myers	Berea Citizen
Bill Hanson	Glasgow Daily Times
Bill Sharp	Harlan Daily Enterprise
Blanche Trimble	Tompkinsville News
Bob Morris	Messenger Inquirer

Bob Pitchford	The Citizen-Times
Bob Smith	Three Forks Tradition
Bobby Thorpe, Jr.	Breathitt Advocate
Brendan McCarthy	Center for Investigative Journalism
Bryan Marshall	Grant County News
Caroline Sexton	The Gleaner
Cathie Shaffer	KPA Board - Greenup County News-Times
Charles Myrick	Mountain Advocate
Charles Whitaker	Letcher County Community News-Press
Chip Hutcheson	KPA Past Presidents
Chip Turner	News Democrat & Leader
Chris Eddie	Chevy Chaser Magazine
Chris Evans	Crittenden Press
Chris Ordway	News-Enterprise
Chris Poore	Kentucky Kernel
Chuck Clark	College Heights Herald
Chuck Creacy	Chevy Chaser Magazine
Clarence Leslie	Louisville Defender
Cris Ritchie	Hazard Herald
Cyndi Pritchett	Cumberland County News
Daniel Pike	Bowling Green Daily News

Daniel Richardson	Hickman County Gazette
Daniell Suddeath	Glasgow Daily Times
Darrell Barrett	Booneville Sentinel
Daryl Tabor	Crittenden Press
Dave Eldridge	London Sentinel-Echo/Richmond Register
Dave McBride	Ohio County Times-News
David Brock	Frankfort State Journal
David Hawpe	KPA Past Presidents
David Shabazz	Thoroughbred News
David Snow	Murray Ledger & Times
Debbie Caldwell	Harlan Daily Enterprise
Debbie Cook	Harrodsburg Herald
Deborah Givens	KPA Board - Eastern Kentucky University
Delores Rowland	Estill County Tribune
Dennis Brown	KPA Board - Lewis County Herald
Dennis Richardson	The Current
Denny Warnick	Gallatin County News
Derek Aaron	Times Journal
Diane Dyer	Beech Tree News
Don Porterfield	The Southeast Outlook
Donn Wimmer	Hancock Clarion

Donna Hancock	Adair Progress
Earl Kinner	Wolfe County News
Eddie Blakeley	The Independent
Eddie Tyner	Kentucky Enquirer
Ellen Blackburn	Medical Leader
Faith Clark	Tri-City News
Flo Whitley	Elliott County News
Forrest Berkshire	Kentucky Standard
Gary Ball	Mountain Citizen
Gaye Bencini	Hickman County Times
Gerald Matera	Hart County News Herald
Glenn Gray	Manchester Enterprise
Greg Bird	McCreary County Voice
Greg LeNeave	West Kentucky News
Greg Vaught	Advance Yeoman
Hank Bond	Greenup Beacon
Heather Oney	Salysersville Independent
J.B. Stamper	Wolfe County News
Jack Vaughn	Falmouth Outlook
James Brannon	Bourbon County Citizen
James David Fugate	The Jackson-Breathitt County Times-Voice

Jamie Sizemore	Kentucky Standard
Jamie Vinson	Mt. Sterling Advocate
Jared Nelson	Times Leader
Jay Compton	Pineville Sun-Cumberland Courier
Jay Nolan	KPA Board - Mountain Advocate
Jeff Jobe	KPA Board - Barren County Progress
Jeff Moore	KPA Board - News Democrat
Jeff Moreland	KPA Board - Central Kentucky News Journal
Jeff Steele	Delta Natural Gas
Jeff Vanderbeck	Appalachian News-Express
Jeremiah Massengale	The Patriot
Jerry Lyles	KPA Past Presidents
Jerry Sparks	Jackson County Sun
Jessica Butler	Beattyville Enterprise
Jim Cox	Garrard Central Record
Jim Goodlad	Franklin Favorite
Jim Mansfield	Meade County Messenger
Jim Paxton	Paducah Sun
Jim Wilson	Manchester Enterprise
Jimmy Cox	Garrard Central Record
Jody Norwood	Herald Ledger

Joel Christopher	KPA Board - Courier-Journal
John Mura	KPA Past Presidents
John Nelson	KPA Board - Landmark Newspapers
John Ross	Times-Tribune
Jonathan Greene	Richmond Register
Jonathan Lintner	College Heights Herald
Josh Givens	Central City Leader News
Josh Smith	KPA Board - Three Forks Tradition
Jowanna Bandy	Ohio County Times-News
Justin McGill	Cadiz Record
Karen Cody	Troublesome Creek Times
Kathy Bay	Bracken County News
Kay Presson	Carlisle Weekly
Kelley Warnick	Gallatin County News
Kelly Paul	Advance Yeoman
Kelly Todd	The Ballard County Weekly
Ken Shmidheiser	Commonwealth Journal
Kim Woods	KPA Board - Lexington Herald-Leader
Kurt Englehart	Livingston Ledger
Larry Hensley	KPA Board - The Advocate-Messenger
Larry Rowell	Casey County News

Laura Cullen Glasscock	Kentucky Gazette
Laura Snyder	Voice Tribune
Leeann Akers	Grayson Journal Enquirer
Leigh Landini Wright	KPA Board - Murray State University
Lilly Morefield	Carlisle County News
Linda Smith	Three Forks Tradition
Lisa Bicknell	Citizen Voice & Times
Lisa Callihan	Morehead News
Loyd Ford	KPA Board - Lake News
Luke Short	Madisonville Messenger
Lynette Mason	Spencer Magnet
Lynn Darnell	Bracken County News
Mark Grayson	Levisa Lazer
Mark Hoskins	KPA Board - Manchester Enterprise
Mark Maynard	The Independent
Mark Stone	Central City Times Argus
Mark White	News Journal
Mary Ann Kearns	Ledger Independent
Mary Whiteledge	Union County Advocate
Matt Francis	Messenger Inquirer
Matt Hall	Mt. Sterling Advocate

Matt Hughes	Journal Enterprise
Maureen Rose	The Gold Standard
Melinda Jones	Wayne County Outlook
Melissa Blankenship	Oldham Era
Melissa Larimore	Dawson Springs Progress
Melissa Leedy	Big Sandy News
Melissa Mitchell	The Carlisle Mercury
Melissa Mudd	Butler County Banner-Republican
Melodie Phelps	Wayne County Outlook
Michele Day	The Northerner
Michelle Vowell	Ft. Campbell Courier
Mike Caldwell	Winchester Sun
Mike Davis	Murray Ledger & Times
Mike Moore	London Sentinel-Echo
Mike Scogin	Georgetown News-Graphic
Mike Whitaker	Letcher County Community News-Press
Miranda Cantrell	Licking Valley Courier
Molly Haines	Owenton News Herald
Nancy Daly	Boone County Recorder
Neil Belcher	Falmouth Outlook
Nick Schragar	Springfield Sun

O.J. Royalty	Sentinel
OJ Stapleton	News Democrat & Leader
Pat Cheek	Middlesboro Daily News
Patricia Jenkins	Cynthiana Democrat
Patricia Stephens	McCreary County Voice
Patsy Judd	Cumberland County News
Paula Halm	Paintsville Herald
Perlina Anderkin	Mt. Vernon Signal
Peter Baniak	KPA Board - Lexington Herald-Leader
Phyllis McLaughlin	Trimble Banner
Pipes Gaines	Bowling Green Daily News
Ralph Merkel	KPA Board - The Louisville Cardinal
Reba Baker	Leslie County News
Rebecca Lawyer	Bourbon County Citizen
Rebecca Morris	The Record
Reggie Beehner	Eastern Progress
Regina Catlett	KPA Board - Sebree Banner
Rena Singleton	Meade County Messenger
Richard Morgan	KPA Board - Lexington Herald-Leader
Rick Welch	Madisonville Messenger
Rob McCullough	KPA Board - Commonwealth Journal

Roger Smith	Mountain Citizen
Ronda Elam	Tompkinsville News
Rufus Friday	Lexington Herald-Leader
Russ Cassady	Floyd County Chronicle
Ryan Craig	KPA Board - Todd County Standard
Sam Terry	Barren County Progress
Sarah Bennett	Carlisle Weekly
Scott Moore	Sentinel-News
Scott Schurz Jr.	KPA Past Presidents
Sharon Burton	KPA Board - Adair County Community Voice
Sharon Hall	Troublesome Creek Times
Sheryl Ellis	KPA Board - Kentucky New Era
Stan McKinney	Campus Times
Stephanie Elder Anderson	Murray State News
Stephanie Ockerman	Morehead News
Stephen Peterson	Woodford Sun
Stephen Scalf	The Carlisle Courier
Steve Austin	KPA Past Presidents
Steve Stewart	Frankfort State Journal
Steve Wilson	Paducah Sun
Steven Wimmer	Hancock Clarion

Stevie Lowery	KPA Board - Lebanon Enterprise
Susan Seay	Mayfield Messenger
Taylor Hayes	Kentucky New Era
Teddy Paynter	Medical Leader
Teresa Ann Pearson	West Kentucky News
Teresa Hatfield-Barger	Clay City Times
Teresa Scenters	Berea Citizen
Theresa Armstrong	Grayson County News Gazette
Thomas Barr	Pioneer News
Tim Preston	Olive Hill Times
Tina Whitaker	Tri-City News
Todd Deaton	Western Recorder
Todd Martin	Sentinel-News
Tom Berry	Mayfield Messenger
Tom Caudill	KPA Past Presidents
Tom Lovett	The Gleaner
Tom Mills	Greensburg Record-Herald
Tony Catlett	Sturgis News
Tony Fyffe	Big Sandy News
Tosha Baker	Jessamine Journal
Tracy Patrick	Estill County Tribune

Trent Knuckles	News Journal
Venita Fritz	Marshall County Tribune Courier
Vernon Baker	Leslie County News
Walt Dear	KPA Past Presidents
Walt Gorin	Greensburg Record-Herald
Wes Jackson	Courier-Journal
Whitney Leggett	Winchester Sun
Yvonne Bach	Louisville Defender
Associations (19)	
Adam Yeomans	Associated Press
Al Cross	Institute for Rural Journalism
Amber Duke	ACLU
Amy Wallott	KPNA
Ashley Schmidt	AARP Kentucky
Bryan Alvey	Farm Bureau
Carey Brown	Kentucky Cattlemen's Association
Carol Grubbe	Townnews.com
Henry Lackey	Broadcasters Association
J.D. Chaney	Kentucky League of Cities
Jacqueline Pitts	Kentucky Chamber of Commerce

Jeff Harper	Farm Bureau
Joel Imel	KPNA
Madelynn Coldiron	School Board Association
Reanna Smith Hamblin	Better Business Bureau Louisville
Shellie Hampton	Kentucky Assoc. of Counties
Terry Johnson	Kentucky League of Cities
Ashley Pack	Dinsmore
Jon Fleischaker	Dinsmore
Lobbyists (4)	
Danny Slaton	Top Shelf Lobby
Leigh Ann Thacker	Top Shelf Lobby
Marc Wilson	Top Shelf Lobby
Travis Phillips	Top Shelf Lobby
Advertisers (9)	
Bill Baughman	AWL Transport
Judy Rosquist	KY Power
Judy Schooler	LG & E/KU
LouAnn Sornson	Metro Creative Graphics
Nelda Best	Kurtz Auction

Penny Mazur	UK Ag Extension
Richard Rowlett	Rowlett Advertising
Susie Merida	Brand Advertising
Vickie Jones	USDA Rural Development
State Govt. Agencies (10)	
Brad Bowman	Kentucky Democratic Party
Bradford Queen	Secretary of State's Office
Doug Hogan	Cabinet for Health & Family Services
Gil Lawson	Tourism Arts & Heritage Cabinet
Jarrad Hensley	KY Labor Cabinet
Jill Seyfred	Prevent Child Abuse Kentucky
Jodi Whitaker	Lieutenant Governor's Office
John Schaaf	Legislative Ethics Commission
Katie Gabhart	Exec. Branch - Ethics Commission
Lisa Lamb	KY Dept. of Corrections
Journalism Schools (4)	
Dan O'Hair	University of Kentucky
Judy Hughes	University of Louisville
Melony Shemberger	Murray State University

Julia Martinez	Transylvania University
KPA Staff (9)	
Bonnie Howard	KPA Staff
Buffy Sams	KPA Staff
David Greer	KPA Staff
David Thompson	KPA Staff
Holly Willard	KPA Staff
Rachel McCarty	KPA Staff
Sue Cammack	KPA Staff
Susy Parry	KPA Staff
Teresa Revlett	KPA Staff