



December 13, 2023

**UPLOADED TO ONLINE PUBLIC FILES**

EEO Staff  
Investigations & Hearings Division  
Enforcement Bureau  
Federal Communications Commission  
45 L Street NE  
Washington, DC 20554

Dear EEO Staff:

This letter responds to an EEO Audit Letter, dated October 30, 2023, from the FCC's Enforcement Bureau to Phoenix FCC License Sub, LLC ("Licensee"), the licensee of KDUS(AM), Tempe, Arizona (FIN 65165) ("KDUS(AM)"). The following response is submitted on behalf of the employment unit consisting of KDUS(AM) as well as KAZG(AM), Scottsdale, Arizona (FIN 11272), KSLX-FM, Scottsdale, Arizona (FIN 11282), KDKB(FM), Mesa, Arizona (FIN 41299), and KUPD(FM), Mesa, Arizona, (FIN 65166) (collectively, the "Unit" or "Stations"), all of which are also licensed to Licensee. Please note that the responses set forth below are associated with the specific questions raised in the EEO Audit Letter.

**2.(b) *Audit Data Requested***

***(i) Copies of the Unit's two most recent EEO Public File Reports, described in section 73.2080(c)(6).***

Copies of the Unit's two most recent EEO public file reports for the period covering June 1, 2021 to May 31, 2022 and June 1, 2022 to May 31, 2023 (together, the "Audit Period") are attached here to as Exhibit 1 and Exhibit 2, respectively.

***(ii) For each station in the Unit that maintains a website, the website address. If the Unit's most recent EEO Public File Report is not posted on each website as required by section 73.2080(c)(6), identify that website and explain why the report is not so posted. If the Unit does not maintain a website, but its corporate site contains a link to a site pertaining to the Unit, identify the corporate website address where the Unit's most recent EEO Public File Report is linked pursuant to section 73.2080(c)(6).***

The web addresses for the stations in the Unit are provided below:

KDUS <https://kdus1060.com>  
KAZG <https://oldies927az.com/>

1100 N. 52<sup>nd</sup> Street, Phoenix, AZ 85008  
602-629-8660

KSLX <https://kslx.com/>  
KDKB <https://altaz933.com/>  
KUPD <https://98kupd.com/>

The current EEO public file report is posted on the above-referenced websites.

***(iii) For each of the Unit's full-time positions filled during the period covered by the EEO Public File Reports noted above, or since acquisition of the Unit (if during that period), the date of hire as required by section 73.2080(c)(5)(vi) as well as dated copies of all advertisements, bulletins, letters, faxes, e-mails or other communications announcing the position, as described in section 73.2080(c)(5)(iii). However, to reduce the burden of responding to this audit, if a job notice was sent to multiple sources, the Unit may include in its response: (1) documentation showing one such notice was sent, (2) a list of the additional sources to which the notice was distributed, and (3) a statement confirming notices to all additional sources used to announce the vacancy were retained, as required by section 73.2080(c)(5)(iii). Include, however, copies of all job announcements sent to any organization (identified separately from other recruitment sources) that has notified the Unit that it wants to be notified of the Unit's job openings, as described in section 73.2080(c)(1)(ii).***

The date of each full-time hire during the Audit Period is provided in the Unit's EEO public file reports for the Audit Period (see Exhibit 1 and Exhibit 2).

Attached as Exhibit 3 are sample copies of the notices used by the Unit to announce the vacancies for the full-time positions filled at the Station during the Audit Period. These notices were sent to the list of recruitment sources listed in the EEO public file reports for the Audit Period. Notices to all additional sources used to announce the vacancy were retained. The recruitment sources that have requested to be notified of full-time job openings are noted in the EEO public file reports for the Audit Period. The Unit utilizes an internal recruitment management system, which records the date and time that the notices were sent by email to the recruitment sources for every full-time vacancy. The Unit, however, does not print out each such email.

***(iv) As required by section 73.2080(c)(5)(v), the total number of interviewees for each vacancy and the referral source for each interviewee for all the Unit's full-time vacancies filled during the period covered by the above-noted EEO Public File Reports.***

The total number of interviewees for each vacancy and the referral sources for the interviewees for the Audit Period are provided in Exhibit 4.

***(v) Dated documentation of the Unit's recruitment initiatives described in section 73.2080(c)(2) during the period covered by the above-noted EEO Public File Reports,***

***such as participation in job fairs, events with educational institutions, and mentoring or training programs for staff. Specify the Unit personnel involved in each recruitment initiative. In addition, provide the Unit's total number of full-time employees and state whether the population of the market in which any of the Unit's stations operates is 250,000 or more. Based upon these two factors and as required by sections 73.2080(c)(2) and (e)(3) of the Commission's rules, state whether the Unit is required to perform two or four points worth of initiative activities within a two-year period (measured from the date the stations in the Unit file their renewal applications and the second, fourth, sixth and eighth anniversaries of that date). If the Unit performed more than the required number of initiative activities, it may provide documentation for only the required amount in its response, i.e., two or four points worth. If any documentation provided appears inadequate, e.g., it is not dated or does not clearly prove the Unit's participation, the Commission may ask for additional verification.***

The Unit currently has a total of 54 full-time employees. The population of the market in which the Unit operates is greater than 250,000.<sup>1</sup> As such, the Unit is required to perform four initiatives within a two-year period pursuant to 47 C.F. R. §§ 73.2080(c)(2) and (e)(3).

As described in the EEO public file reports, the Unit engaged in a number of recruitment initiatives during the Audit Period including providing a NextGen Leadership Program, sponsoring annually the Hubbard Radio Phoenix Scholarship program at Northern Arizona University and the Journalism Scholarships Fund at the Walter Cronkite School of Journalism and Mass Communication at Arizona State University in Tempe, participating in a number of job fairs and speaking engagements to educate the community and students about careers in broadcasting, and providing a mentoring program to facilitate the sharing of knowledge, skills, expertise, insights and experiences through dialogue and collaborative learning (see Exhibit 5 for documentation).

***(vi) Any pending or resolved complaints involving the Unit filed during the Unit's current license term(s) before any body having competent jurisdiction under federal, state, territorial or local law, alleging unlawful discrimination in the employment practices of the Unit on the basis of race, color, religion, national origin, or sex. For each such complaint, provide: (1) a brief description of the allegations and issues involved; (2) the names of the complainant and other persons involved; (3) the date the complaint was filed; (4) the court or agency before which it is pending or by which it was resolved; (5) the file or case number; and (6) the disposition and date thereof or current status. Note that the Unit must report all complaints, regardless of their status or disposition.***

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<sup>1</sup> The Stations are located in the Phoenix Metropolitan Statistical Area with an estimated 2022 population of 4,652,000 people according to the U.S. Census.

There have been no complaints alleging unlawful discrimination in the employment practices of the Unit during the current license term.

***(vii) In accordance with section 73.2080(b), during the Unit's current license term(s) (or since acquisition of the Unit (if during that period)), a description of the responsibilities of each level of Unit management responsible for implementing Unit EEO policies and how the Unit has informed employees and job applicants of its EEO policies and program.***

As an initial matter, the Unit provides equal employment opportunities to all qualified individuals without regard to race, color, religion, national origin, marital status, sex, age, or disability in all personnel actions, including recruitment, evaluation, selection, compensation, training, promotion, and termination. The Unit complies with applicable federal, state, and local laws concerning employment matters.

The Unit's management is responsible for knowing and complying with the Unit's EEO policies, and ensuring that the Unit's hiring supervisors comply with the EEO policies. The Unit's management is informed of EEO requirements by reviewing written materials from various broadcast associations, other industry publications, and the Unit's Corporate Human Resources personnel and legal counsel. The fact that the Unit is an EEO employer is posted at each Station and is contained on recruitment documents and available for all employees through an internal website.

EEO compliance is an integral function of the Unit's management. The Vice President/Market Manager and Market Controller are responsible for knowing and complying with the Unit's EEO policies, and ensuring that the Unit's hiring supervisors comply with the EEO policies. The Unit's management is informed of EEO requirements by written guidelines forwarded by the Arizona Broadcasters Association, the National Association of Broadcasters, and the Unit's Corporate Human Resources personnel and legal counsel.

The Unit makes a concerted effort to ensure that both employees and applicants are well-informed of the Unit's EEO policy. Upon commencement of employment, every employee receives a copy of the Unit's "Appropriate Workplace Behavior Policy" and "Equal Employment Opportunity Policy." The EEO policy and other employment-related regulations are also posted in common areas of the market and on the internal website. In addition, all of the Stations' websites post that the Unit is an Equal Opportunity Employer. Applicants are informed of the Unit's EEO policies through the application process. Each job notice informs potential applicants that the Unit is an equal opportunity employer.

The Licensee's "Appropriate Workplace Behavior Policy" and "Equal Employment Opportunity Policy" specifically state that the company is committed to non-discrimination and will not tolerate any form of discrimination in the workplace. Periodically, the Unit redistributes these policies to all employees and requires them to acknowledge them, most recently in July 2023.

For each full-time vacancy, the Unit's Market Controller meets with the hiring manager to review posting requirements. Licensee's Corporate Human Resources Department also serves as a resource for Unit management and employees on equal employment opportunity matters. The Vice President/Market Manager for the Unit oversees all employees of the Unit and, together with the Unit's Market Controller, is responsible for implementation of the Unit's EEO policies. All questions regarding EEO are directed to the Market Controller for review, clarification, and/or escalation to management. The Unit's Vice President/Market Manager and Market Controller, as well as department managers on an as-needed basis, are involved in all aspects of hiring, terminating, and any disciplinary actions needed to ensure EEO compliance. These managers are expected to ensure that equal employment opportunity is afforded to all applicants for positions with the Stations, and to all employees. Should a concern or complaint regarding EEO arise, managers are expected to address the complaint, notify the human resources department of such complaint, and be part of the resolution.

The Unit informs employees and job applicants of its EEO policies and program in various ways. The Unit's EEO policies and program is provided to all new hires and the EEO policy is posted on the parent company intranet site. In addition, each job notice informs potential applicants that the Unit is an equal employment opportunity employer and the Unit's EEO policy is included in the Unit's application for employment and posted on the Stations' websites.

***(viii) In accordance with section 73.2080(c)(3), during the Unit's current license term(s) (or since acquisition of the Unit (if during that period)), a description of the Unit's efforts to analyze its EEO recruitment program to ensure that it is effective and to address any problems found as a result of such analysis.***

Along with the Licensee's Corporate Human Resources Department, the Unit reviews its EEO policies and program for compliance and effectiveness by conducting an annual internal audit. The Unit encourages management to identify organizations to add to the Unit's list of recruitment sources. The Unit also proactively contacts its recruitment sources annually to keep contact information updated and to confirm that they wish to continue receiving notices of full-time vacancies. Thus, the process of continual self-evaluation allows the Unit to concentrate efforts on utilizing the most effective methods, while strategizing how to strengthen its other outreach efforts.

The Unit periodically reviews its EEO policies and program for compliance and effectiveness. Unit employees involved in hiring attempt to stay abreast of FCC outreach requirements.

The success of the Unit's EEO recruiting program is vital to the success of the Unit, and the Unit's management therefore devotes a significant amount of time and resources to evaluating the success of its outreach initiatives, and the program as a whole. After each job fair, community event, or other outreach initiative, the participants in that event analyze the relative success of the event, including number of attendees, interest levels, number and quality of applications received (if applicable), and the like.

The Unit's management has determined that participation in local job fairs and career fairs, coupled with its vacancy-specific announcements and its training/development programs, allows station personnel to come into contact with, and select its employees from, a wide cross-section of members in the community and train current employees for high-level positions. And it continually evaluates and modifies its program to ensure and optimize recruiting success.

***(ix) As required by section 73.2080(c)(4), during the Unit's current license term(s) (or since acquisition of the Unit (if during that period)), a description of the Unit's efforts to analyze periodically its measures taken to examine pay, benefits, seniority practices, promotions, and selection techniques and tests to ensure that they provide equal opportunity and do not have a discriminatory effect. If the Unit has one or more union agreements, describe how the Unit cooperates with each union to ensure EEO policies are followed for the Unit's union-member employees and job applicants.***

The Unit's management, along with Licensee's Corporate Human Resources Department, undertakes every effort to ensure that the Unit's pay, benefits, seniority practices, promotions, and selection techniques and tests provide equal employment opportunities. The Unit's full-time employees are reviewed annually by the management. With respect to matters related to pay, the Unit endeavors to ensure that the compensation for each position is comparable to other employees with similar job descriptions and to other similar jobs in the local marketplace. With regard to benefits, all full-time employees are entitled to the same benefit package.

With respect to promotions, the Unit encourages employees to apply for available positions within the company. When there is an opportunity to promote from within, the Unit looks at the employee's qualifications, seniority, experience, attitude, leadership skills and overall approach to their work.

The Unit does not have any union agreements.

***(x) If your entity is a religious broadcaster and any of the Unit's full-time employees are subject to a religious qualification as described in section 73.2080(a) of the rules, the Unit should indicate that status in its response and provide data as applicable to its EEO program. For example, for those full-time hires subject to a religious qualification, you must provide only a record of the hire listed by job title and date filled, the recruitment sources used for the opening, and the source that referred the person hired. No other records are required for those hires. If five or more full-time positions are not subject to a religious qualification, the licensee must maintain and provide all records for such hires and complete the initiatives required under section 73.2080(c)(2). Otherwise, a religious broadcaster is not required to perform these initiatives.***

The Unit is not a religious broadcaster.

**3. Time Brokerage.**

The Unit does not broker any broadcast stations.

I certify that the contents of this audit response are complete and accurate to the best of my knowledge.

Should there be any questions, please contact the undersigned or our counsel, David A. O'Connor of Wilkinson Barker Knauer, LLP, at [doconnor@wbklaw.com](mailto:doconnor@wbklaw.com).

Sincerely,



Lyle B. Reeb  
Vice President & Market Manager  
Phoenix FCC License Sub, LLC

Attachments

# **EXHIBIT 1**



# FCC EEO Combined Public File Report

For the Reporting Period: 06/01/2021 to 05/31/2022

Call Letter	Type of Station	Location:City/State	Facility ID
KAZG-AM	Radio	Scottsdale, AZ	11272
KDKB-FM	Radio	Mesa, AZ	41299
KDUS-AM	Radio	Tempe, AZ	65165
KSLX-FM	Radio	Scottsdale, AZ	11282
KUPD-FM	Radio	Tempe, AZ	65166

## Full Time Positions Filled During the Reporting Period

Position	Date Filled	Recruitment Sources Utilized to Fill Vacancy [by Code Number]	Person Hired Source
KDKB-FM.Morning Show On-Air Talent(21-1546)	01/25/2022	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 5000	3000

## List of Recruitment Sources

**\*An asterisk next to the name of the source indicates a source that requested our postings.**

Code	Recruitment Source	Address	Contact Person	Candidates Interviewed
379	Job Fair			0
1450	Indeed.com	Austin Texas,		0
1974	Arizona Hispanic Chamber of Commerce	1020 E. Missouri Ave Phoenix Arizona, 85014	Susette Coumides 6022791800	0
1975	Arizona Opportunities Industrialization Center	39 E Jackson St Phoenix Arizona, 85004	Janet Shines 6025138311	0
1976	Arizona Workforce Connection	4732 S Central Ave Phoenix Arizona, 85040	Bob Buchanan 6025069675	0
1977	AZ Women's Education & Employment	326 E Coronado Rd # 105 Phoenix Arizona, 85004	Jaclyn Boyes 6026017200	0

1978	Chicanos Por La Causa	1112 E Buckeye Rd Phoenix Arizona, 85034	Edmundo Hidalgo 6022570700	0
1980	DeVry University	2149 W Dunlap Ave Phoenix Arizona, 85021	Dina Handler 6027494500	0
1981	Family Service Agency	2400 N Central Ave #101 Phoenix Arizona, 85004	Derek Jeske 6022342639	0
1983	Goodwill of Central Arizona	2626 W Beryl Ave Phoenix Arizona, 85021	Ron Mack 6025354170	0
1990	Valle Del Sol, Inc	1209 S 1st Ave Phoenix Arizona, 85014	Lidia Arrazola 6022586797	0
1991	Howard University	2400 Sixth St NW Washington Dist. Columbia, 20059	Career Services 2028067513	0
2098	Palmer Media Services	5912 E Oak St Scottsdale Arizona, 85257	Polly Palmer 6023977156	0
2106	East Valley Institute of Technology	1601 W Main St Mesa Arizona, 85201	Steve Grosz 4804614049	0
2226	Employee Referral			1
3000	HBI Career Site			2
3077	Conservatory of Recording Arts & Sciences	1205 N Fiesta Blvd Gilbert Arizona, 85233	Rachel Ludeman	0
5000	Internal			0

## Outreach Activities

Name of Event/ Initiative	Contact Person	Date	Description of Initiative
ASU Hubbard Radio Phoenix Scholarship	Susan Kaiser	05/01/2022- 05/02/2023	The Market continues their annual sponsorship of the Journalism Scholarships Fund at the Walter Cronkite School of

Journalism and Mass Communication at Arizona State University (ASU) in Tempe. The scholarship recipient meets with the representatives of the Market. In order to receive the Hubbard Radio Scholarship, the student must meet or exceed the following criteria: 1) Have a focus in broadcast journalism 2) Be a sophomore or above 3) Have a minimum GPA of 3.0 4) Have filled out an application which asks the students' career plans in broadcast media, academic accomplishments, extracurricular activities, broadcast media experience, and financial need

East Valley Institute of Technology Career Fair	Jake Hansen	04/27/2022-04/27/2022	Hubbard Radio Phoenix participated in a career fair for students at the East Valley Institute of Technology. Students in attendance were part of the radio, IT, graphic design, video production and 3D animation programs at the school. Information about job opportunities was given out.
Franklin Covey Leadership Training	Julie Pomeroy	03/01/2021-02/28/2022	Hubbard Radio Phoenix management staff participated in leadership training. The two programs were: The 4 Essential Roles of Leadership and The 6 Critical Practices for Leading a Team. Each program consisted of a series of sessions spanning over several weeks. The program is designed to develop leadership skills for managers.
Mentoring Program	Julie Pomeroy	04/01/2022-03/31/2023	Hubbard has developed a mentoring program to facilitate the sharing of knowledge, skills, expertise, insights and experiences through dialogue and collaborative learning between two people. Participation in the program provides benefits to both the mentor and mentee. Mentees are responsible for finding their mentor based on their professional development needs and desired outcomes. Staff from the Market are motivated to participate as mentors and mentees. The program is available to all employees.
Northern Arizona University Hubbard Radio Scholarship	Susan Kaiser	05/01/2022-05/01/2023	Hubbard Radio Phoenix sponsors, annually, the Hubbard Radio Phoenix Scholarship program at Northern Arizona University (NAU) in Flagstaff. In order to receive the scholarship, the student must meet or exceed the following criteria: 1) Declared major in Creative Media and Film 2) Actively involved with the KJACK Radio program

**EXHIBIT 2**

# FCC EEO Combined Public File Report

For the Reporting Period: 06/01/2022 to 05/31/2023

Call Letter	Type of Station	Location:City/State	Facility ID
KAZG-AM	Radio	Scottsdale, AZ	11272
KDKB-FM	Radio	Mesa, AZ	41299
KDUS-AM	Radio	Tempe, AZ	65165
KSLX-FM	Radio	Scottsdale, AZ	11282
KUPD-FM	Radio	Tempe, AZ	65166

## Full Time Positions Filled During the Reporting Period

Position	Date Filled	Recruitment Sources Utilized to Fill Vacancy [by Code Number]	Person Hired Source
KSLX-FM.Promotion Manager(22-1234)	06/13/2022	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	1450
KSLX-FM.Traffic Specialist(23-1003)	01/24/2023	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	2226
KSLX-FM.On Air Talent(23-1037)	03/07/2023	9000	2226, 2226, 2226
KSLX-FM.Morning Show Producer(23-1107)	04/03/2023	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	2226
KUPD-FM.Market IT Manager(22-1292)	07/06/2022	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	2226
KUPD-FM.Sales Assistant(22-1574)	12/21/2022	379, 1450, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	5000
KUPD-FM.Account Executive(23-1004)	04/06/2023	379, 1450, 1457, 1974, 1975, 1976, 1977, 1978, 1980, 1981, 1983, 1990, 1991, 2098, 2106, 2226, 3000, 3077, 3111, 5000	2226

## List of Recruitment Sources

**\*An asterisk next to the name of the source indicates a source that requested our postings.**

Code	Recruitment Source	Address	Contact Person	Candidates Interviewed
379	Job Fair			0
1443	All Access	28955 Pacific Coast Highway #210 Malibu California, 90265	3104576616	1
1450	Indeed.com	Austin Texas,		4
1457	LinkedIn	2029 Stierlin Ct Mountain View California, 94043		1
1974	Arizona Hispanic Chamber of Commerce	1020 E. Missouri Ave Phoenix Arizona, 85014	Susette Coumides 6022791800	0
1975	Arizona Opportunities Industrialization Center	39 E Jackson St Phoenix Arizona, 85004	Janet Shines 6025138311	0
1976	Arizona Workforce Connection	4732 S Central Ave Phoenix Arizona, 85040	Bob Buchanan 6025069675	0
1977	AZ Women's Education & Employment	326 E Coronado Rd # 105 Phoenix Arizona, 85004	Jaclyn Boyes 6026017200	0
1978	Chicanos Por La Causa	1112 E Buckeye Rd Phoenix Arizona, 85034	Edmundo Hidalgo 6022570700	0
1980	DeVry University	2149 W Dunlap Ave Phoenix Arizona, 85021	Dina Handler 6027494500	0
1981	Family Service Agency	2400 N Central Ave #101 Phoenix Arizona, 85004	Derek Jeske 6022342639	0
1983	Goodwill of Central Arizona	2626 W Beryl Ave Phoenix Arizona, 85021	Ron Mack 6025354170	0
1990	Valle Del Sol, Inc	1209 S 1st Ave Phoenix Arizona, 85014	Lidia Arrazola 6022586797	0

1991	Howard University	2400 Sixth St NW Washington Dist. Columbia, 20059	Career Services 2028067513	0
2098	Palmer Media Services	5912 E Oak St Scottsdale Arizona, 85257	Polly Palmer 6023977156	0
2106	East Valley Institute of Technology	1601 W Main St Mesa Arizona, 85201	Steve Grosz 4804614049	1
2226	Employee Referral			8
3000	HBI Career Site			3
3077	Conservatory of Recording Arts & Sciences	1205 N Fiesta Blvd Gilbert Arizona, 85233	Rachel Ludeman	0
3111	Army PaYS	TRADOC G3/5/7, Accessions Directorate Fort Eustis (JBLE) Virginia, 23604	Samuel Armstrong	0
5000	Internal			3
9000	Exigent Circumstance	3415 University Avenue St. Paul Minnesota, 55114		0

## Outreach Activities

Name of Event/ Initiative	Contact Person	Date	Description of Initiative
ASU Hubbard Radio Phoenix Scholarship	Susan Kaiser	05/01/2023- 05/01/2024	The Market continues their annual sponsorship of the Journalism Scholarships Fund at the Walter Cronkite School of Journalism and Mass Communication at Arizona State University (ASU) in Tempe. The scholarship recipient meets with the representatives of the Market. In order to receive the Hubbard Radio Scholarship, the student must meet or exceed the following criteria: 1) Have a focus in broadcast journalism 2) Be a sophomore or above 3) Have a minimum GPA of 3.0 4) Have filled out an application which asks the students' career plans in broadcast media, academic accomplishments, extracurricular activities, broadcast media experience, and financial need.

ASU Spring 2023 Career & Internship Fair	Emily Thompson	02/22/2023-02/22/2023	The Market Controller attended Arizona State University's Career Fair on behalf of the employment unit. She met with students interested in jobs in broadcasting.
EVIT Students Building Tour	Bob Weaver	05/12/2023-05/12/2023	Several students from the East Valley Institute of Technology radio program, along with the General Manager of the school radio station spent approximately two hours touring our building and learning about the various jobs involved in running the radio stations. One of our General Sales Managers conducted the tour, explaining the role of each department, focusing on Promotions, Marketing, Production and On-Air, and answered any questions they had about the various positions. They were also able to spend some time with two of our on-air talent and see how the actual broadcast works and ask questions. They provided advice on getting into the radio business, challenges they experienced and other information.
Hubbard Radio Next Gen Leadership Program	Dan Seeman, VP/Regional Manager Minnesota	10/01/2022-05/31/2023	The Hubbard Radio Next Gen Leadership Program identifies and develops the leaders in radio and digital, inviting them to learn and grow in a uniquely curated leadership training program and participate in an Innovation Summit in Minneapolis-St. Paul. The Digital Coordinator for the radio stations was selected to participate in the 2022-2023 program.
NAU Spring 2023 Career & Graduate School Expo	Nicole Tuchscherer	02/17/2023-02/17/2023	The General Sales Manager attended the Career Expo at Northern Arizona University. He spoke with students with an interest in broadcasting and sales.
Northern Arizona University Hubbard Radio Scholarship	Susan Kaiser	05/02/2023-05/02/2024	Hubbard Radio Phoenix sponsors, annually, the Hubbard Radio Phoenix Scholarship program at Northern Arizona University (NAU) in Flagstaff. In order to receive the scholarship, the student must meet or exceed the following criteria: 1) Declared major in Creative Media and Film 2) Actively involved with the KJACK Radio program.
University of Arizona Spring 2023 Career Days	Megan Forecki	03/01/2023-03/01/2023	The Director of Sales and Market Controller attended the University of Arizona Career Fair and met with students who may be interested in broadcasting careers including in sales.



**EXHIBIT 3**

## Requisition Posting Details

Requisition #: 23-1003 - Traffic Specialist

About Us: Hubbard Radio Phoenix is a full-service media company with legendary radio stations and cutting-edge digital solutions. We serve the Greater Phoenix community and offer a menu of marketing services including radio, full-service digital, influencer marketing, creative services, custom content, podcasts and events. At Hubbard, we're looking for the best people in local media to help build dominant brands that connect consumers and advertisers to build better businesses and communities. We succeed by always doing the right thing with focus, urgency, and passion.

Job Overview: This position is responsible for the daily preparation of the commercial/program log including log editing and commercial spot placement so as to maximize station revenue and minimize loss, and performing continuity duties.

### Job Responsibilities:

- On a daily basis, place spots on logs by maximizing commercial inventory following philosophies set forth by Director of Sales.
- Review and audit day parts as far into the future as possible.
- Responsible for daily preparation of the program/commercial log using prescribed broadcast software.
- Edit log so that it is error free.
- Ensure each commercial spot placed does not have a product conflict, is airing within the correct time period and order/advertiser separation guidelines are followed.
- Ensure program information is accurate and specific conditions are met.
- Communicate inventory problems to the Director of Sales.
- Create programming formats in a timely manner and enter new program information into system based on program orders received.
- Schedule formats onto each station's log.
- Follow processes to alert account managers that advertisers may need to be moved due to program changes, change orders when spots meet new program criteria, or pre-empt spots when they do not.
- Review programming schedule and compares with logs.
- Check the log formats with automation formats for breaks, barter, segments and timings when necessary. Ensure that logs are 100% accurate and contain specific information including sponsorships, promos, tied events and IDs.
- Assign episode numbers to programming on the logs from the schedule provided from the Programming Department.
- Maintain inventory tree including maintaining existing inventory codes, making new codes and adding inventory code comments so managers and account managers know what programming is available to sell, sellout levels and rates for each program.
- Perform continuity duties, including processing production orders and coordinating production with the Programming Department.
- Provide reports to the Sales Staff. Download and enter copy instructions for barter contracts. Attend meetings as required or requested.
- Seek out ways to expand current skills and abilities; take initiative to learn new tasks, duties, technology and equipment.
- Offer ideas that would enhance or improve the way work is done.
- Report to work on time and work established schedule/hours.
- Ability to work other hours or alternate schedules as needed.
- Complete other duties as requested and needed.

### Qualification:

- High school diploma or GED required.
- College degree preferred.
- Previous Broadcast or Traffic experience with 3+ years or more of Traffic Experience preferred.
- MS Windows based computer experience required.
- Must be disciplined with a solid work ethic.
- Ability to pay close attention to details, meet tight deadlines and be dedicated to quality performance.
- Must be able to manage a high volume of information accurately and efficiently with minimal mistakes.
- Excellent verbal and written communication skills.
- Demonstrated ability to work with a wide variety of people but also able to work independently.
- Ability to work well under pressure and with tight deadlines.
- Analytical, critical thinking skills. Ability to solve problems by identifying issues and creating an appropriate plan based on interpretation of guidelines.
- Ability to work in compliance with company policies and procedures.
- Physical Requirements Ability to communicate in English, both verbally and in writing. Work with time sensitive information under tight deadlines and in pressure situations. Manual dexterity and fine motor skills to manipulate and operate personal computers and general office equipment (telephone, copier, etc.) for extended periods of time. Ability to read and follow both oral and written direction. Ability to think quickly and to articulate information in clear, concise manner to others. Sit for extended periods of time. The Company may make reasonable accommodations to facilitate the ability to perform essential job functions.

EEO Statement: We are an equal opportunity employer.

### More Actions

	CBO Name	City	State	ZIP/ Postcode	Locations	
<input type="checkbox"/>	1. <b>1450-Indeed.com</b>	Austin	Texas		2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBEN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	2. <b>1974-Arizona Hispanic Chamber of Commerce</b>	Phoenix	Arizona	85014	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	3. <b>1975-Arizona Opportunities Industrialization Center</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	4. <b>1977-AZ Women's Education &amp; Employment</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	5. <b>1978-Chicanos Por La Causa</b>	Phoenix	Arizona	85034	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	6. <b>1980-DeVry University</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	7. <b>1981-Family Service Agency</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	8. <b>1983-Goodwill of Central</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed Jan 6, 2023

Filter CBOs used previously  
 Filter by CBO location:

**Locations**

- KTMV-FM, LLC-TCTMY
- Minnesota Reelz-MNRLZ
- New York-NYRLZ
- NorthStar Audio, LLC-TXNSA
- Phoenix-AZPHO

Note: hold Ctrl to pick more than one

Filter by CBO details:

**CBO Name**

**City**

**State/Province**

— All CBOs —

**ZIP/Postcode**

Within  of   
 Match

Separate codes by a space or comma

### More Actions

<input type="checkbox"/>	8. <b>1983-Goodwill of Central Arizona</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	9. <b>1990-Valle Del Sol, Inc</b>	Phoenix	Arizona	85014	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	10. <b>1991-Howard University</b>	Washington District Of Columbia		20059	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	11. <b>2098-Palmer Media Services</b>	Scottsdale	Arizona	85257	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	12. <b>2106-East Valley Institute of Technology</b>	Mesa	Arizona	85201	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	13. <b>2226-Employee Referral</b>				2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	14. <b>3000-HBI Career Site</b>				2060 Digital Minnesota-MNDIG • 2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	15. <b>3077-Conservatory of Recording Arts &amp; Sciences</b>	Gilbert	Arizona	85233	Phoenix-AZPHO	Emailed Jan 6, 2023

Match

Separate codes by a space or comma

**Country**

— All CBOS —

**Phone**

**Fax**

**Email**

**GO**

### More Actions

<input type="checkbox"/>	<b>16. 3111-Army PaYS</b>	Fort Eustis Virginia 23604	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Duluth-MNDUL • Farmington-NMFAR • KOB NM-NMALB • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Emailed Jan 6, 2023
<input type="checkbox"/>	<b>17. 379-Job Fair</b>		2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St. Paul - Eaton St.-MNN20 • St. Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>18. 5000-Internal</b>		2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St. Paul - Eaton St.-MNN20 • St. Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Emailed Jan 6, 2023
<input type="checkbox"/>	<b>19. 9000-Exigent Circumstance</b>	St. Paul Minnesota 55114	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>20. M-1435-Arizona State University</b>	Tempe Arizona 85281	Farmington-NMFAR • KOB NM-NMALB • Phoenix-AZPHO • Roswell-NMROS • Washington-DCWAS • Washington-MDWAS	
<input type="checkbox"/>	<b>21. M-1443-All Access</b>	Malibu California 90265	Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KTMV-FM, LLC-TCTMY • Phoenix-AZPHO •	

### More Actions

<input type="checkbox"/>	20. <a href="#">M-1435-Arizona State University</a>	Tempe	Arizona	85281	Croix Valley-MNSCV • St Paul - Eaton St-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB Farmington-NMFAR • KOB NM-NMALB • Phoenix-AZPHO • Roswell-NMROS • Washington-DCWAS • Washington-MDWAS	
<input type="checkbox"/>	21. <a href="#">M-1443-All Access</a>	Malibu	California	90265	Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KTMV-FM, LLC-TCTMY • Phoenix-AZPHO • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	22. <a href="#">M-1457-LinkedIn</a>	Mountain View	California	94043	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	23. <a href="#">M-1976-AZ Job Connection</a>	Tucson	Arizona	87545	Phoenix-AZPHO	Emailed Jan 6, 2023
<input type="checkbox"/>	24. <a href="#">M-1989-University of Arizona</a>	Tucson	Arizona	85721	Phoenix-AZPHO	
<input type="checkbox"/>	25. <a href="#">M-2004-Arizona Broadcasters Association</a>	Phoenix	Arizona	85008	Phoenix-AZPHO	
<input type="checkbox"/>	26. <a href="#">M-3094-RAMP</a>	Valencia	California	91381	Phoenix-AZPHO	

## Requisition Posting Details

Requisition #: 22-1234 - Promotion Manager

About Us: Hubbard Radio Phoenix is a full-service media company with legendary radio stations and cutting-edge digital solutions. We serve the Greater Phoenix community and offer a menu of marketing services including radio, full-service digital, influencer marketing, creative services, custom content, podcasts and events. At Hubbard, we're looking for the best people in local media to help build dominant brands that connect consumers and advertisers to build better businesses and communities. We succeed by always doing the right thing with focus, urgency, and passion.

Job Overview: This position oversees the planning and coordination of schedules for Event Marketing Staff. The Promotion Manager is responsible for event management, contesting and execution of sales promotion events

### Job Responsibilities:

- Oversee station contests, including rule generation and fulfillment of all prizes won from station; to include securing prizes and obtaining required waiver release information according to company policy. Ensure contest winners comply with required documents and forms.
- Oversee social media content from promotional events with Digital Department.
- Work with sales and promotions department on event and provide recap at conclusion of event.
- Maintain and manage storage facilities
- Write and create engaging content for web and social media, basic HTML web publishing, media releases, online releases and other communication duties.
- Assist in coordinating the creation of sales and promotional ideas.
- Work within approved budgets and guidelines, determine promotional merchandise needs, including creative. Responsible for obtaining competitive quotes and completing purchase requisitions in timely manner.
- Point of contact for listener email comments. Respond appropriately and in a timely fashion. Escalate issues when necessary.
- Work cooperatively with others to ensure that station marketing, promotions and appearances are executed flawlessly and within set parameters.
- On-site liaison for certain events

### Qualification:

- High school diploma or equivalent required. Minimum of 3-5 years of experience working in marketing, promotions, sales and/or event coordination field, preferably in radio and/or television.
- Social media and digital media engagement skills required-must use and understand social media strategies.
- Superior verbal and written communication skills. Solid writing, proofreading and editing skills and understanding of how to create content online.
- Must be a good listener, enthusiastic, detail oriented, proactive, personable, outgoing, creative, highly organized and a self-starter.
- Excellent computer skills. Basic HTML, CSS and CMS skills preferred.
- Ability to work autonomously.
- Ability to prioritize multiple tasks and delegate duties as needed.
- Must have reliable transportation, valid driver's license and clean driving record.
- Physical Requirements: Ability to communicate in English, both verbally and in writing. Work under tight deadlines and in pressure situations. Manual dexterity and fine motor skills to manipulate general office equipment and drive vehicle. Sit and/or stand for extended periods of time. Average pushing and pulling, bending and stooping. Lift and carry up to 25 lbs. The Company may make reasonable accommodations to facilitate the ability to perform essential job functions

EEO Statement: We are an equal opportunity employer.

22-1234 - Promotion Manager

Costs CBOs Metrics History AP PS

All None Fax Email						
	CBO Name	City	State	ZIP/ Postcode	Locations	
<input type="checkbox"/>	1. <b>1450-Indeed.com</b>	Austin	Texas		2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	2. <b>1974-Arizona Hispanic Chamber of Commerce</b>	Phoenix	Arizona	85014	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	3. <b>1975-Arizona Opportunities Industrialization Center</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	4. <b>1977-AZ Women's Education &amp; Employment</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	5. <b>1978-Chicanos</b>	Phoenix	Arizona	85034	Phoenix-AZPHO	Emailed



<input type="checkbox"/>	5. <b>1978-Chicanos Por La Causa</b>	Phoenix	Arizona	85034	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	6. <b>1980-DeVry University</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	7. <b>1981-Family Service Agency</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	8. <b>1983-Goodwill of Central Arizona</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	9. <b>1990-Valle Del Sol, Inc</b>	Phoenix	Arizona	85014	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	10. <b>1991-Howard University</b>	Washington District Of Columbia		20059	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	11. <b>2098-Palmer Media Services</b>	Scottsdale	Arizona	85257	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	12. <b>2106-East Valley Institute of Technology</b>	Mesa	Arizona	85201	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	13. <b>2226-Employee Referral</b>	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB				Error No email address
<input type="checkbox"/>	14. <b>3000-HBI Career Site</b>	2060 Digital Minnesota-MNDIG • 2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC •				Error No email address

<input type="checkbox"/>	<b>14. 3000-HBI Career Site</b>				2060 Digital Minnesota-MNDIG • 2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMY-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>15. 3077-Conservatory of Recording Arts &amp; Sciences</b>	Gilbert	Arizona	85233	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	<b>16. 3111-Army PaYS</b>	Fort Eustis (JBLE)	Virginia	23604	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Duluth-MNDUL • Farmington-NMFAR • KOB NM-NMALB • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Emailed May 6, 2022
<input type="checkbox"/>	<b>17. 379-Job Fair</b>				2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMY-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>18. 5000-Internal</b>				2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMY-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Emailed May 6, 2022
<input type="checkbox"/>	<b>19. 9000-Exigent Circumstance</b>	St. Paul	Minnesota	55114	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM	Error No email address

<input type="checkbox"/>	19. <b>9000-Exigent Circumstance</b>	St. Paul	Minnesota	55114	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	20. <b>M-1435-Arizona State University</b>	Tempe	Arizona	85281	Farmington-NMFAR • KOB NM-NMALB • Phoenix-AZPHO • Roswell-NMROS • Washington-DCWAS • Washington-MDWAS	
<input type="checkbox"/>	21. <b>M-1443-All Access</b>	Malibu	California	90265	Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KTMV-FM, LLC-TCTMY • Phoenix-AZPHO • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	22. <b>M-1457-LinkedIn</b>	Mountain View	California	94043	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	23. <b>M-1976-AZ Job Connection</b>	Tucson	Arizona	87545	Phoenix-AZPHO	Emailed May 6, 2022
<input type="checkbox"/>	24. <b>M-1989-University of Arizona</b>	Tucson	Arizona	85721	Phoenix-AZPHO	
<input type="checkbox"/>	25. <b>M-2004-Arizona Broadcasters Association</b>	Phoenix	Arizona	85008	Phoenix-AZPHO	
<input type="checkbox"/>	26. <b>M-3094-RAMP</b>	Valencia	California	91381	Phoenix-AZPHO	

## Requisition Summary

Requisition #: 21-1546  
Req. Title: Morning Show On-Air Talent  
Employee Class: Full Time Regular  
Standard Hrs.: 40  
Schedule: M-F 4:00 AM - 11:00 AM  
Company Driver: Yes  
Background Auth Needed: No  
Hourly/Salaried: Salaried  
New/Replacement: New  
Replacement For:

### Posting Details:

#### Market Language:

Hubbard Radio Phoenix is a full-service media company with legendary radio stations and cutting-edge digital solutions. We serve the Greater Phoenix community and offer a menu of marketing services including radio, full-service digital, influencer marketing, creative services, custom content, podcasts and events. At Hubbard, we're looking for the best people in local media to help build dominant brands that connect consumers and advertisers to build better businesses and communities. We succeed by always doing the right thing with focus, urgency, and passion.

#### Job Overview:

This is a live on-air morning host position for our alternative rock station. You need to be funny, honest, coachable, not afraid to reveal your life on the air, understand how to create great social media content and have the drive to (ad cliché alert here) take the show to the next level. This position creates and performs live broadcasts that are entertaining and informative, that project the Company's desired on-air image, and that achieve maximum audience acceptance and ratings. On Air Talent works closely with the programming and sales teams to grow the Company's revenue and on-air and digital audience.

#### Job Duties:

- Plan, prepare and deliver live and recorded program content for station in an entertaining and professional manner in a style consistent with the appropriate station format.
- Voice track other dayparts
- Prepare and create a topical show by gathering information from news flashes, wire copy, periodicals, computer, web and television.
- Interview guests and other famous or public personalities, as well as moderating panels or discussion shows.
- Answer phone lines and interview members of listening audience.
- Write and reads or ad-lib segments to identify station, announce station breaks, commercials, etc.
- Preparation of online blogs and similar social media activities on behalf of the Stations; the creation of podcasts or videos or both for online distribution, and participation in, and use of, various digital media platforms.
- Ensure that contests and promotions are conducted in compliance with FCC regulations, as well as federal and state laws.
- Follow and enforce FCC regulations, station and company policies, including implementing station's/state's EAS procedures.
- Promote the Company and clients of the Company by planning and attending in-person appearances such as community events, including hosting and assisting at charity functions and remote broadcasts.
- Maintain positive relationships with national & local community.
- Perform necessary and required technical functions of assigned air-shift, including the performing and logging of engineering readings.
- Maintain the program and music logs and ensure that commercials or programs are aired at times logged and the program log is properly signed, initialed and any omissions noted. Report all discrepancies on the Company Discrepancy Report. Record assigned commercial, promotion or public service announcements in a professional manner.
- Assure thorough, advance preparation of content, commercials, technical arrangements and show elements.
- Maintain and build a positive cooperative attitude within the station. Build working relationships with co-workers, customers, vendors and the general public.
- Act in a professional manner when representing each station.
- Attend and participate in meetings as required.
- Report to work on time and work established schedule/hours. Ability to work other hours or alternate schedules as needed, as assigned or required.
- Make public appearances.
- Complete other duties as requested and needed.

#### Qualifications:

- Previous on air experience preferred. Degree in Communication, Journalism, related field or equivalent experience preferred.
- Ability to establish listener motivation and loyalty in the target demographic.
- Good conversationalist, well-read, knowledgeable and articulate in dealing with current affairs; Ability to enunciate clearly and interpret and read copy fluently. Articulate information in clear, concise manner to others. Ability to read, hear and speak clearly and follow both oral and written direction. Ability to think spontaneously and ad lib while on air and at appearances in a coherent manner in situations that can change quickly.
- Ability to operate all mechanical functions of preparing and delivering an on-air performance, including the recording, editing and playback of listener telephone calls; the preparation of recorded "bits" and other show elements; the operation of the control room console and studio equipment.
- Ability to write and create commercial production, voiceovers and imaging as needed. P
- Possess thorough knowledge and understanding of FCC rules and regulations which pertain to announcers, particularly but not limited to Sections 315, 217 and 508.
- Ability and willingness to be coached and directed by Program Director or Consultant.
- Project an appropriate professional appearance and demeanor.

- Ability to work in compliance with company policies and procedures.
- Ability to function in a team environment.
- Ability to work established schedule and other hours as needed.
- Travel to and attend station promotional appearances including sales appearances.
- Physical Requirements Ability to communicate in English, both verbally and in writing. Ability to multi-task with a variety of duties while producing the show. Manual dexterity and fine motor skills to manipulate computer keys and board controls as well as general office equipment (telephone, copier, etc.) for extended periods of time. Wear headsets and be confined to a specific space during the course of work. Sit and/or stand for extended periods of time. Average pushing and pulling, bending," stooping and reaching overhead.The Company may make reasonable accommodations to facilitate the ability to perform essential job functions.

21-1546 - Morning Show On-Air Talent

Costs CBOs Metrics History AP PS

All		None	Fax	Email					
CBO Name	City	State	ZIP/ Postcode	Locations					
<input type="checkbox"/> 1. <b>1450-Indeed.com</b>	Austin	Texas		2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRE • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB					Error No email address
<input type="checkbox"/> 2. <b>1974-Arizona Hispanic Chamber of Commerce</b>	Phoenix	Arizona	85014	Phoenix-AZPHO					Emailed Nov 15, 2021
<input type="checkbox"/> 3. <b>1975-Arizona Opportunities Industrialization Center</b>	Phoenix	Arizona	85004	Phoenix-AZPHO					Emailed Nov 15, 2021
<input type="checkbox"/> 4. <b>1977-AZ Women's Education &amp; Employment</b>	Phoenix	Arizona	85004	Phoenix-AZPHO					Emailed Nov 15, 2021
<input type="checkbox"/> 5. <b>1978-Chicanos</b>	Phoenix	Arizona	85034	Phoenix-AZPHO					Emailed

Employment						
<input type="checkbox"/>	5. <b>1978-Chicanos Por La Causa</b>	Phoenix	Arizona	85034	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	6. <b>1980-DeVry University</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	7. <b>1981-Family Service Agency</b>	Phoenix	Arizona	85004	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	8. <b>1983-Goodwill of Central Arizona</b>	Phoenix	Arizona	85021	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	9. <b>1990-Valle Del Sol, Inc</b>	Phoenix	Arizona	85014	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	10. <b>1991-Howard University</b>	Washington	District Of Columbia	20059	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	11. <b>2098-Palmer Media Services</b>	Scottsdale	Arizona	85257	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	12. <b>2106-East Valley Institute of Technology</b>	Mesa	Arizona	85201	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	13. <b>2226-Employee Referral</b>	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB				Error No email address
<input type="checkbox"/>	14. <b>3000-HBI Career Site</b>	2060 Digital Minnesota-MNDIG • 2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB				Error No email address

<input type="checkbox"/>	<b>14. 3000-HBI Career Site</b>				Washington-MDWAS • West Palm Beach-FLWPB 2060 Digital Minnesota-MNDIG • 2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>15. 3077-Conservatory of Recording Arts &amp; Sciences</b>	Gilbert	Arizona	85233	Phoenix-AZPHO  <a href="#">Rectangular Snip</a>	Emailed Nov 15, 2021
<input type="checkbox"/>	<b>16. 3111-Army PaYS</b>	Fort Eustis (JBLE)	Virginia	23604	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Duluth-MNDUL • Farmington-NMFAR • KOB NM-NMALB • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	<b>17. 379-Job Fair</b>				2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>18. 5000-Internal</b>				2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	<b>19. 9000-Exigent Circumstance</b>	St. Paul	Minnesota	55114	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle	Error No email address



<input type="checkbox"/>	19. <b>9000-Exigent Circumstance</b>	St. Paul	Minnesota	55114	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • Hubbard Holdings, LLC-TCHHO • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • NorthStar Audio, LLC-TXNSA • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Croix Valley-MNSCV • St Paul - Eaton St.-MNN20 • St Paul - HQ-MNSTP • St. Louis-MOSTL • Standick, LLC-TCSTD • Wadena-MNWAD • Washington-MDWAS • West Palm Beach-FLWPB	Error No email address
<input type="checkbox"/>	20. <b>M-1435-Arizona State University</b>	Tempe	Arizona	85281	Farmington-NMFAR • KOB NM-NMALB • Phoenix-AZPHO • Roswell-NMROS • Washington-DCWAS • Washington-MDWAS	
<input type="checkbox"/>	21. <b>M-1443-All Access</b>	Malibu	California	90265	Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KTMV-FM, LLC-TCTMY • Phoenix-AZPHO • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	22. <b>M-1457-LinkedIn</b>	Mountain View	California	94043	2060 Digital, LLC-OHDIG • Albany-NYALB • Alexandria-MNALX • Bemidji-MNBEM • Brainerd-MNBRN • Chicago-ILCHI • Cincinnati-OHCIN • Clearwater FL-FLCLE • Digital TC Brainerd-MNTCB • Digital TC St. Paul-MNTCS • Duluth-MNDUL • Eagle Nest-NMEAG • Farmington-NMFAR • KOB NM-NMALB • KSTP-AM, LLC-TCKAM • KSTP-FM, LLC-TCKFM • KSTP-TV, LLC-TCKTV • KTMV-FM, LLC-TCTMY • New York-NYRLZ • Phoenix-AZPHO • ReelzChannel NM-NMAL2 • Rochester MN-MNAUS • Rochester-NYROC • Roswell-NMROS • Seattle-WABEL • St Paul - HQ-MNSTP • St. Louis-MOSTL • Wadena-MNWAD • Washington-DCWAS • Washington-MDWAS • West Palm Beach-FLWPB	
<input type="checkbox"/>	23. <b>M-1976-AZ Job Connection</b>	Tucson	Arizona	87545	Phoenix-AZPHO	Emailed Nov 15, 2021
<input type="checkbox"/>	24. <b>M-1989-University of Arizona</b>	Tucson	Arizona	85721	Phoenix-AZPHO	
<input type="checkbox"/>	25. <b>M-2004-Arizona Broadcasters Association</b>	Phoenix	Arizona	85008	Phoenix-AZPHO	
<input type="checkbox"/>	25. <b>M-2004-Arizona Broadcasters Association</b>	Phoenix	Arizona	85008	Phoenix-AZPHO	
<input type="checkbox"/>	26. <b>M-3094-RAMP</b>	Valencia	California	91381	Phoenix-AZPHO	

**EXHIBIT 4**

Job Posting

<b>6/1/2021-5/31/2022</b>		<b>Total Interviews = 3</b>
<b>21-1546-Morning Show On-Air Talent</b>		<b>3</b>
Employee Referral-2226		1
HBI Career Site-3000		2
<b>6/1/2022-5/31/2023</b>		<b>Total Interviews = 21</b>
<b>22-1234-Promotion Manager</b>		<b>5</b>
Employee Referral-2226		1
HBI Career Site-3000		1
Indeed.com-1450		2
Internal-5000		1
<b>22-1292-Market IT Manager</b>		<b>4</b>
East Valley Institute of Technology-2106		1
Employee Referral-2226		1
Internal-5000		1
LinkedIn-1457		1
<b>22-1574-Sales Assistant</b>		<b>2</b>
All Access-1443		1
Internal-5000		1
<b>23-1003-Traffic Specialist</b>		<b>3</b>
Employee Referral-2226		1
HBI Career Site-3000		1
Indeed.com-1450		1
<b>23-1004-Account Executive</b>		<b>3</b>
Employee Referral-2226		1
HBI Career Site-3000		1
Indeed.com-1450		1
<b>23-1037-On Air Talent</b>		<b>3</b>
Employee Referral-2226		3
<b>23-1107-Morning Show Producer</b>		<b>1</b>
Employee Referral-2226		1

Grand Total

24

**EXHIBIT 5**

## Hubbard Radio Announces Participants In HubbardNXT Leadership Program

Hubbard Radio, 2060 Digital and the Hubbard family have been committed to the media business for nearly 100 years. That commitment extends to our communities, the broadcast and digital industries and our people. Since Stanley E. Hubbard first launched WAMD-AM in 1923, the success of Hubbard Broadcasting, Hubbard Radio and 2060 Digital has been due to the strength of our leadership and the people that truly make up our company. The Hubbard family is committed to the broadcast and digital business and further growth in our markets. As we look to the future we realize that identifying leadership is a critical initiative for the future of Hubbard Radio and 2060 Digital.

The HubbardNXT Leadership Program identifies and develops the leaders of our company, inviting them to learn and grow in a uniquely curated leadership training program and participate in an Innovation Summit in Minneapolis-St. Paul.

Representatives from each of the Hubbard radio markets, along with 2060 Digital, were selected for the program. The 2022-24 HubbardNXT participants are:

### **2060/Hub**

[name redacted] Team Lead- Social Media Management

### **2060/Shift**

[name redacted] Client Development Strategist

### **Chicago**

[name redacted] DBS (Digital Brand Strategist)

### **Cincinnati**

[name redacted] Assistant program director WUBE/ WYGY.

### **Minneapolis-St. Paul**

[name redacted] Digital Operations and Production Manager

### **Minnesota North**

[name redacted] Account Executive, Brainerd

### **Phoenix**

[name redacted] Digital Media Coordinator

### **St. Louis**

[name redacted] Client Strategist

### **Seattle**

[name redacted] Operations Manager Hubbard Seattle, Content Director KNUC

### **Washington, DC**

[name redacted] DBS (Digital Brand Strategist)

### **West Palm Beach**

[name redacted] Assistant PD for New Country 103.1 and Sunny 107.9, Afternoon Drive on WIRK.

### **Hubbard Corporate Digital**

[name redacted] Senior Manager, Software Development

# ASU Foundation

Arizona State University

September 28, 2022

Hubbard Radio Phoenix  
Attn: Accounts Payable  
1100 North 52nd Street  
Phoenix, AZ 85008-3432

Thank you for your support to Arizona State University. Your gift is instrumental in advancing the vision of ASU as a New American University. Through your generosity, students, faculty, and staff are able to fuel discovery, creativity, and innovation.

Together, our potential is limitless.

Sincerely,



Bill Kavan '92  
Vice President  
Engagement and Outreach  
ASU Foundation for a New American University

If you have any questions, please contact Donor Relations at [donor.relations@asu.edu](mailto:donor.relations@asu.edu) or call 480-965-2735. We are happy to help you.

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## OFFICIAL GIFT RECEIPT

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Processed Date: 09/26/2022

<u>Gift Designation(s):</u>	<u>Amount:</u>
Walter Cronkite School of Journalism and Mass Communication Scholarships	\$1,500.00

Total Gift Amount: \$1,500.00

This serves as the official tax receipt for this gift. The ASU Foundation is an independent, private 501(c)(3) organization that exists to support ASU. Tax Identification Number: 86-6051042

The estimated value of tangible benefits received in return for this gift is \$0.00. The portion of your gift which might be considered tax deductible is \$1,500.00. Please consult with your tax adviser regarding the deductibility of your charitable contribution.

*ASU gift policy allows for 95% of any donation to be restricted to a specific purpose at ASU. The remaining 5% is unrestricted for ASU's discretionary use for advancing the university.*

Reference Numbers: E001671334 / 008770451 / Batch 0038838

**ASU Fulton Center**

P.O. Box 2260, Tempe, AZ

480-965-2735 | [donor.relations@asu.edu](mailto:donor.relations@asu.edu) | [www.asufoundation.org](http://www.asufoundation.org)

Arizona State University

October 13, 2022

Hubbard Radio Phoenix  
Attn: Ms. Susan Karis  
1100 North 52nd Street  
Phoenix, AZ 85008-3432

Dear Susan,

Thank you for your generous support of journalism scholarships at the Walter Cronkite School of Journalism and Mass Communication. Your gift directly impacts the next generation professional journalists and communicators, and for that, I am deeply grateful.

Scholarships play a more pivotal role in the lives of students now than ever before, and it is the generosity of donors like you that helps them pursue a premier journalism education at the Cronkite School. In this letter, I am proud to introduce you to three exemplary Cronkite students who have benefited from private scholarships this academic year.

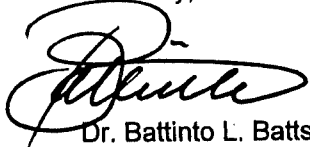
Aden, a sophomore, and aspiring photojournalist, recognizes his scholarship will allow him to take fewer hours at his restaurant job, "This scholarship allows me to focus on my journalistic endeavors, potential internships, and hobbies that will help me hone my skills without having to worry about working too many hours overtime or overloading on financial stressors. I believe this support extends beyond my time at ASU in terms of funding and opportunities."

Sienna, a junior with an interest in media law says support helps her devote time to fighting for equity in the industry, "This financial assistance will be of great help to me in paying my educational expenses, and it will allow me to concentrate more of my time on studying, participating in internships, and taking responsibility in the fight for equity. As a proud female Latina journalist, I am a voice for the oppressed and marginalized of society."

Alexia, a senior studying broadcast journalism, looks forward to what her future holds thanks to the financial support she received, "This scholarship will allow me to concentrate on my studies and create better opportunities for myself so that I can grow as a journalist and more easily find a job that fits me best."

As you can tell, scholarship support has greatly benefited these students and encouraged them in many ways. On behalf of Aden, Sienna, Alexia, and all of Cronkite Nation thank you for your commitment to the Cronkite School and the future of the media industry.

Sincerely,



Dr. Battinto L. Batts Jr.  
Dean and Professor

# ASU Foundation

Arizona State University

June 05, 2023

Hubbard Radio Phoenix  
Attn: Susie Kaiser  
1100 North 52nd Street  
Phoenix, AZ 85008-3432

Dear Susie Kaiser:

Thank you for your support to Arizona State University. Your gift is instrumental in advancing the vision of ASU as a New American University. Through your generosity, students, faculty, and staff are able to fuel discovery, creativity, and innovation.

Together, our potential is limitless.

Sincerely,



Bill Kavan '92  
Vice President  
Engagement and Outreach  
ASU Foundation for a New American University

If you have any questions, please contact Donor Relations at [donor.relations@asufoundation.org](mailto:donor.relations@asufoundation.org) or call 480-965-2735. We are happy to help you.

---

## OFFICIAL GIFT RECEIPT

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Processed Date: 05/24/2023

<u>Gift Designation(s):</u>	<u>Amount:</u>
Walter Cronkite School of Journalism and Mass Communication Scholarships	\$1,500.00

Total Gift Amount: \$1,500.00

This serves as your official gift receipt. The ASU Foundation is an independent, private 501(c)(3) organization that exists to support ASU. Tax Identification Number: 86-6051042

The estimated value of tangible benefits received in return for this gift is \$0.00. The portion of your gift which might be considered tax deductible is \$1,500.00. Please consult with your tax adviser regarding the deductibility of your charitable contribution.

*ASU gift policy allows for 95% of any donation to be restricted to a specific purpose at ASU. The remaining 5% is unrestricted for ASU's discretionary use for advancing the university.*

Reference Numbers: E002016299 / 009075022 / Batch 0048742

**ASU Fulton Center**

P.O. Box 2260, Tempe, AZ

480-965-2735 | [donor.relations@asu.edu](mailto:donor.relations@asu.edu) | [www.asufoundation.org](http://www.asufoundation.org)



Arizona State University

June 16, 2023

Hubbard Radio Phoenix  
Ms. Susan V. Karis  
1100 North 52nd Street  
Phoenix, Arizona 85008-3432

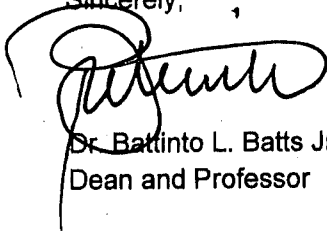
Dear Susan,

Thank you for your support of scholarships at the Walter Cronkite School of Journalism and Mass Communication. We are deeply grateful for your continued support of student scholarships.

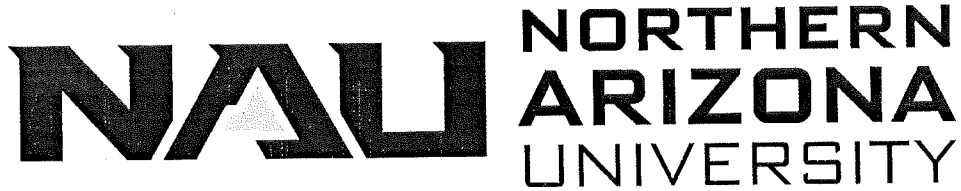
Scholarships promote access and create pathways so that a world-class journalism education is available to every qualified student no matter their background. For many students, scholarships are the deciding factor of whether they will pursue their dreams to study journalism and strategic communications.

We are tremendously grateful for your ongoing support of our students. Thank you for going above and beyond and making a difference here at the Cronkite School.

Sincerely,



Dr. Battinto L. Batts Jr.  
Dean and Professor



College of Social and Behavioral Sciences

Hubbard Radio Phoenix Scholarship  
Fund #5274  
INVOICE

**Personal Information**

Name:

Susie Kaiser

Purpose:

Hubbard Radio Phoenix Scholarship

**Please accept my payment of**

**Methods of payment:**

- Enclosed is my CHECK, made payable to the *NAU Foundation*, for \$
- If you prefer to pay by credit card, please follow [this link](#) to submit payment online.

Tax ID: 86-0193726

**For check payments, please return this form to:**

*Ms. Karen Staley*

*Northern Arizona University Foundation*

*PO Box 4094*

*Flagstaff, AZ 86011-5066*

*928-523-0937*

*[Karen.staley@nau.edu](mailto:Karen.staley@nau.edu)*

**Thank you!**

**NAU** NORTHERN  
ARIZONA  
UNIVERSITY  
FOUNDATION

NAU Foundation  
foundationnau.org  
naufoundation@nau.edu

928-523-2012 office  
PO Box 4094  
Flagstaff, AZ 86011

May 3, 2023

Hubbard Radio Phoenix  
ATTN: Mr. Robert J. Weaver  
1100 N 52nd St  
Phoenix, AZ 85008-3432

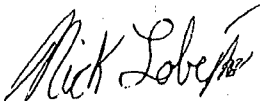
Dear Mr. Weaver:

Thank you for your recent gift to the Northern Arizona University Foundation from Hubbard Radio Phoenix in support of the Hubbard Radio Phoenix Scholarship at Northern Arizona University. As your philanthropic partner, we assure you that your gift will have a positive impact and is designated as you requested.

You provide the margin of excellence necessary to reach beyond traditional funding to create boundless opportunities at NAU. Whether supporting student success, faculty excellence, or beyond-the-classroom experiences, your gift is extremely important to the people, programs, and mission of NAU. Thank you for your investment and commitment to make a bold future possible.

Please find your official gift receipt below.

Sincerely,



Nick Lobejko  
Chief Executive Officer  
NAU Foundation

---

<u>Amount/Item</u>	<u>Fund No.</u>	<u>Gift Description</u>
\$1,500.00	05274	Hubbard Radio Phoenix Scholarship
\$75.00	05274	Reinvestment Fee

There were no goods or services provided in return for the charitable portion of this gift. Please consult with your tax adviser to determine the tax-deductibility of your gift. If you have questions or special instructions regarding your gift, please contact Heather Ainardi in the Office of Donor Relations at 928-523-8119 or [heather.ainardi@nau.edu](mailto:heather.ainardi@nau.edu).



College of Social and Behavioral Sciences

May 16, 2023

Hubbard Radio Phoenix  
ATTN: Mr. Robert J. Weaver  
1100 N 52nd St.  
Phoenix, AZ 85008-3432

Dear Mr. Weaver,

On behalf of The College of Social and Behavioral Sciences at Northern Arizona University, thank you for your impactful gift for the Hubbard Radio Phoenix Scholarship. We sincerely appreciate your generosity which assures our students can connect with the community, develop critical leadership skills, have experiential learning opportunities, and engage in professional development resources. Your continued support of excellence among our students provides access to these opportunities that may otherwise be unavailable to them.

The College of Social and Behavioral Sciences joins NAU as we aim to be the nation's preeminent engine of opportunity, economic mobility vehicle, and driver of social impact by delivering equitable postsecondary value in Arizona and beyond.

Forward-thinkers like you who generously invest in our future leaders, innovators, and change-makers are greatly appreciated, and we extend our deepest gratitude. Thank you for paving the way for Lumberjacks to have bold and boundless opportunities.

Sincerely,

A handwritten signature in black ink that reads 'Heidi Wayment'.

Heidi Wayment, PhD

Interim Dean, Professor, Psychological Sciences  
College of Social and Behavioral Sciences

**From:** [jhansen@evit.com](mailto:jhansen@evit.com) on behalf of [Hire EVIT](#)  
**Subject:** EVIT/ABA Career Fair  
**Date:** Monday, April 25, 2022 1:50:57 PM  
**Attachments:** [image.png](#)

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**[External email – use care when clicking on links or attachments]**

Hey there,

Just wanted to reach out and let you know we're excited to have you participating in the career fair this Wednesday, April 27th. I'm resending the information below for your convenience.

**Date:** Wednesday, April 27th, 2022

**Arrive:** Between 8:45am and 9am. Our address is [1601 West Main Street, Mesa, AZ 85201](#). See map below for parking directions.

**First Session:** 9:30am - 10:30am

**Break:** 10:30am - Noon

**Second Session:** Noon - 1pm

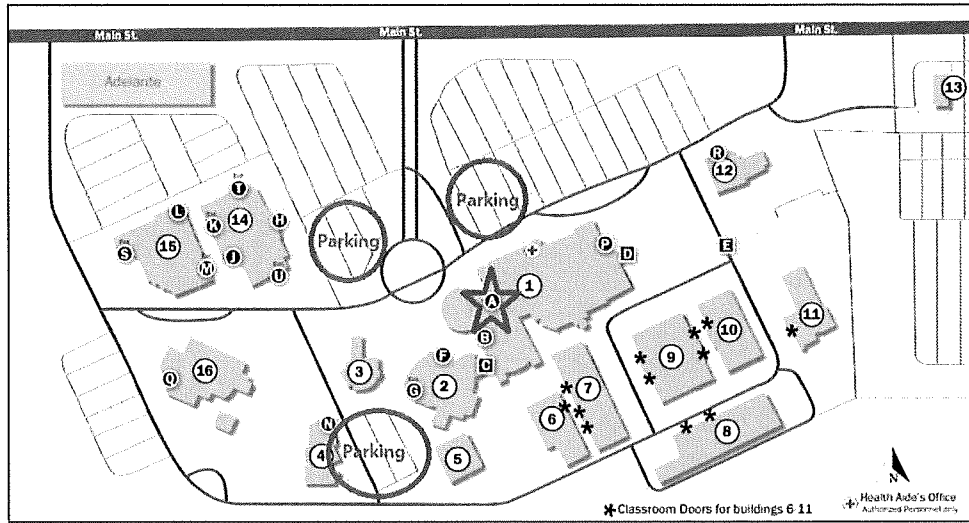
- You'll want to arrive a little before 9am to set up. See map below for parking areas and building entrance. We will be on the second floor and there is an elevator just inside the main entrance.
- We'll have a 6-foot table (please bring your own table cloth) and two chairs for you and we'll do our best to accommodate electrical access for those who requested it. If you need more chairs, please let me know and I'll make sure to have them for you. .
- During the break, there are several food options in the surrounding area, including our student-run Bistro 13 which is just off the east side of our campus! If you have valuables, you can either bring them with you or I can put them in a secure location for you until you return.
- Restrooms and drinking fountains are easily accessible in the same area where we will be set up.

If you need to contact me on the day of the event, **call or text me on my cell phone at 480-703-3103.**

**Thanks and we'll see you soon!**

# ENTRANCE/EXITS

DR. A. KEITH CRANDELL (MAIN) CAMPUS  
1601 W Main St, Mesa, AZ 85201



For the safety of yourself and others please use designated entrance and exit doors for each building.



**JAKE HANSEN, M.Ed.**

**Placement Coordinator**

Check out our EVIT Job Board! [HireEVIT.EVIT.com](http://HireEVIT.EVIT.com)



1601 West Main Street, Mesa, AZ 85201

**Office:** 480-461-4161

**EVIT's Mission:**

Changing lives by loving our students &  
Serving our community



## **NAU Career & Graduate School Expo Event Details:**

Please forward this information to those who will be attending.

**February 17<sup>th</sup>, 2023**

**NAU University Union Field House Bldg. 30:** 1050 South Knoles Drive, Flagstaff, Arizona 86001

**10:30am-2:30pm**

- **Employer Check in opens at 8:30am**
- **Employer Wrap up/Clean up from 2:30-3:00pm – NOT EARLIER**

### **Arrival Time:**

- Employer Check-In and Loading/Unloading Zone will open at 8:30a.m.
- Have your booth set up and be ready to meet with students by 10:20a.m.
- Many students have only a small window to attend the Expo and will arrive at (or before) 10:30a.m.

### **Loading/Unloading Zone & Employer Entrance:**

- Prior to parking you may drop off your equipment at the Field House Loading Zone/Employer Entrance.
- Pull into lot P16 and our volunteers will direct you through the loading zone. [SEE MAP HERE](#)
- After parking return to the Field House Loading Zone/Employer Entrance to check in and gather your items.

### **Parking:**

- You may park in the San Francisco Parking Garage.
- Use Pin Code: 1891847#
- [SEE MAP HERE](#)

### **Equipment and Setup:**

- We provide one table - 6' x 30" and two chairs.
- Due to space constraints, your organization must use the table provided.
- Limit your use of space to **on and/or behind** your table.
- Power Strips will be located every 20 feet. Please bring a cord to reach your table to our power strips.
- NAU Guest Wi-Fi is available, but due to the size of the event may be slower than typical.
- Very limited Printing will be available, please print and bring any forms you need in advance.

### **Lunch:**

- You will find your lunch tickets in your welcome packet.
- You may use your ticket at the [Hot Spot at the Union](#) any time throughout the day.
- [SEE MAP HERE](#) for walking directions to the Hot Spot.
- Use the [NAUgo app](#) to view campus dining options, locations, hours of service and menus.
- Additional lunch tickets are available for purchase at the Hot Spot entrance.

### **Event Wrap Up:**

- Please do not pack up and leave before 2:30pm. Plan to wrap up between 2:30-3:00pm.
- This event is open-house, and many students will stop in after their classes end at 2pm.
- Help us to grow student interest and engagement by finishing strong at 2:30!

### **Additional Maps:**

- The [NAUgo App](#) is a great tool for navigating campus.
- The [NAU website](#) has additional parking and campus maps.

**Our mission is to serve all students:**

Please be aware that this event is open to all NAU students to attend. You may meet students from all majors, ranging from freshmen through graduate level students. By attending this event, we assume your team will interact with any students seeking information, even if they are not who you are currently looking for.

We hope you agree that the NAU Career & Graduate School Expo is a great opportunity for your organization to build brand recognition with NAU students who may be your top talent in the future. As well as give all students the valuable opportunity to network with professionals.

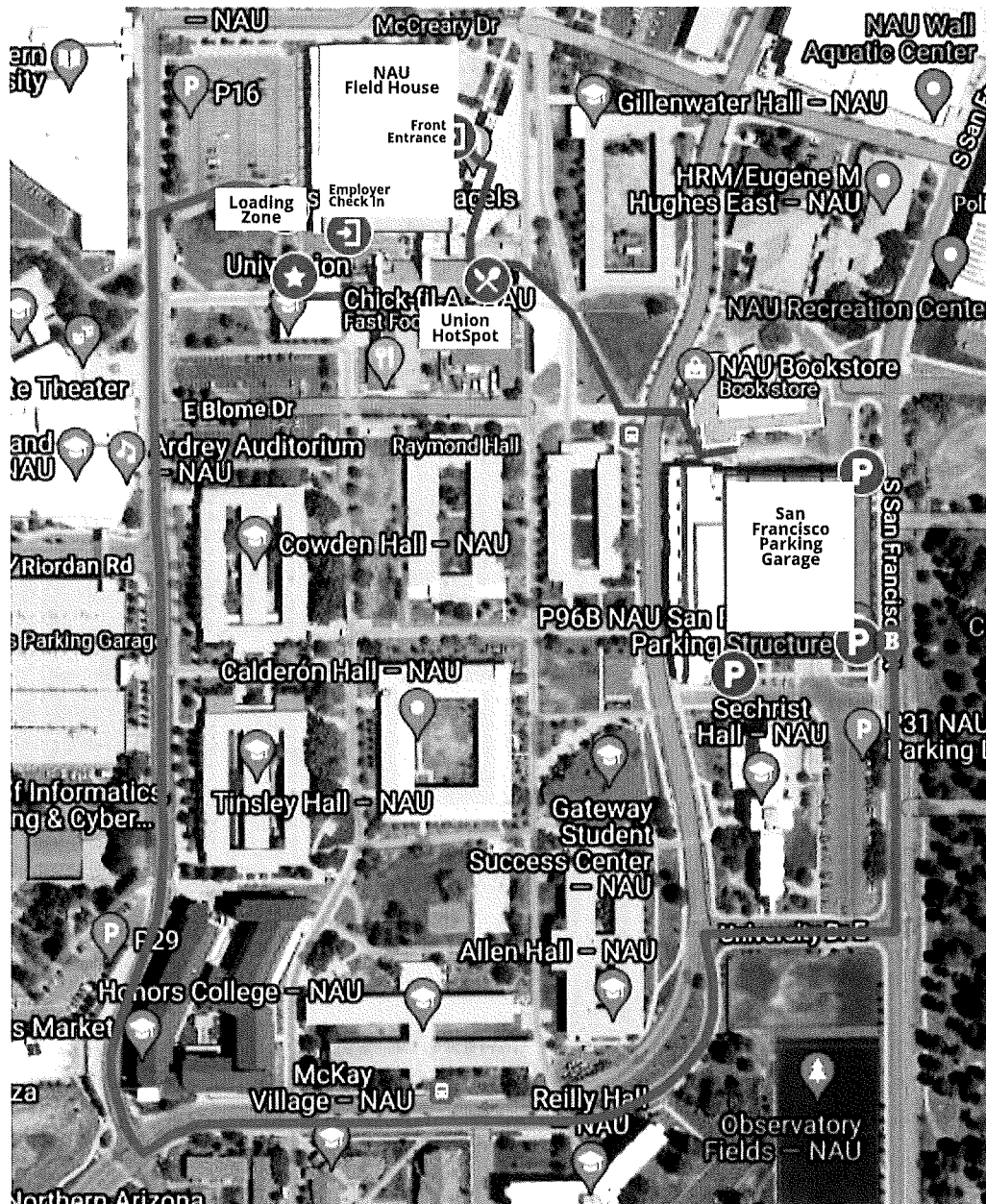
Best of luck with your recruiting!

NAU Career Development: [Nau.edu/Career](http://Nau.edu/Career)



Career Development

See the parking map links above. Here's a quick glance at the Parking, Loading Zone, Field House, and lunch Hot Spot.





**From:** [Barbeth Shea-Pinkney](#)  
**To:** [Chris Kline](#); [jeff@desertvalleymediagroup.com](mailto:jeff@desertvalleymediagroup.com); [matt.cardenas@entravision.com](mailto:matt.cardenas@entravision.com); [wjbrady1@aol.com](mailto:wjbrady1@aol.com); [Debbie Bush](#); [jessica.bobula@kold.com](mailto:jessica.bobula@kold.com); [Brian Cisek](#); [jhoban@rioradio.org](mailto:jhoban@rioradio.org); [bmendez@rioradio.org](mailto:bmendez@rioradio.org); [Kaiser, Susie](#); [ghigginson@univision.nmet](mailto:ghigginson@univision.nmet); [Teadra Zarate](#); [shelly.brown@sierrah.com](mailto:shelly.brown@sierrah.com)  
**Cc:** [Emily Thompson](#)  
**Subject:** RE: Event Details: ASU Spring 2023 Career & Internship Fair - Feb 22  
**Date:** Tuesday, February 21, 2023 7:42:38 AM  
**Attachments:** [image001.png](#)

---

**[External email – use care when clicking on links or attachments]**

Hi All,

Hope you are all set to join us tomorrow for the ASU Spring Career Fair on Wednesday, February 22, from 1p-4p.

Please reach out with any questions. I look forward to seeing you then.

**Barbeth Shea Pinkney**  
Director of Development  
**Arizona Broadcasters Association**

555 N. Central Ave, Suite 302  
Phoenix, AZ 85004  
[azbroadcasters.org](http://azbroadcasters.org)  
602-989-9007 cell  
602-252-4833 office

**From:** Chris Kline <[ckline@azbroadcasters.org](mailto:ckline@azbroadcasters.org)>  
**Sent:** Wednesday, February 15, 2023 11:02 AM  
**To:** [jeff@desertvalleymediagroup.com](mailto:jeff@desertvalleymediagroup.com); [matt.cardenas@entravision.com](mailto:matt.cardenas@entravision.com); [wjbrady1@aol.com](mailto:wjbrady1@aol.com); [Debbie Bush](#) <[Debbie.Bush@azfamily.com](mailto:Debbie.Bush@azfamily.com)>; [jessica.bobula@kold.com](mailto:jessica.bobula@kold.com); [Brian Cisek](#) <[bcisek@aztv.com](mailto:bcisek@aztv.com)>; [jhoban@rioradio.org](mailto:jhoban@rioradio.org); [bmendez@rioradio.org](mailto:bmendez@rioradio.org); [skaiser@hubbardradio.com](mailto:skaiser@hubbardradio.com); [ghigginson@univision.nmet](mailto:ghigginson@univision.nmet); [Teadra Zarate](mailto:TZarate@UNIVISION.NET) <[TZarate@UNIVISION.NET](mailto:TZarate@UNIVISION.NET)>; [shelly.brown@sierrah.com](mailto:shelly.brown@sierrah.com)  
**Cc:** [Barbeth Shea-Pinkney](#) <[barbeth@azbroadcasters.org](mailto:barbeth@azbroadcasters.org)>; [Chris Kline](#) <[ckline@azbroadcasters.org](mailto:ckline@azbroadcasters.org)>; [Emily Thompson](#) <[Emily.Nicole.Thompson@asu.edu](mailto:Emily.Nicole.Thompson@asu.edu)>  
**Subject:** Event Details: ASU Spring 2023 Career & Internship Fair - Feb 22

Hello All,

The ABA is excited to include your stations in the ASU Spring 2023 Career Fair on Wednesday, February 22, from 1p-4p.

I'm pasting below some important logistical details about the event. Please review and reach out with any questions. I'm also copying our contact at ASU, Emily Thompson.

Barbeth Shea Pinkney from our ABA team will follow up early next week to make sure you feel ready to go.

Chris

## **FINAL EVENT DETAILS AND LOGISTICS**

### **ASU Spring 2023 Career & Internship Fair - Day 2**

#### **Memorial Union, (2nd Floor)**

301 E Orange St., Tempe, AZ 85281

Wednesday, February 22 | 1pm – 4pm MST

**Please read this email thoroughly and share it with your teams, as it contains important information for the day of the fair.**

Each registration will receive meal cards to purchase food on the first floor of the Memorial Union. Each card will contain \$15. Please plan to bring a refillable container for water. Water refill stations are located in the Hallway and employer room.

**REGISTRATION will be contactless self-check-in. The Ballroom will open at 11:30am. The public event starts at 1pm.**

**All employers should arrive BEFORE the public event begins.**

All employers are assigned a table number and may proceed directly to the ballroom and to their assigned table.

**All media booths will all be grouped together under the Arizona Broadcasters Association (ABA). Please check-in with the ASU staff in the Employer Room in order to find your booth number for the event.**

Your registration fee includes one 6-foot table and two chairs. Tablecloths are not included; please bring your own if you would like your table to be covered.

**WIFI** is free and available in all rooms throughout campus.

**PARKING can be found in any ASU Parking Garage that offers Visitor Parking.**

**Reserved spots are in the Rural Road Parking Structure.** Bring your blue ticket into the event for parking validation. Pre-paid lots cannot be validated, so ensure that you are parking in a garage. The two closest garages are the Apache Blvd Parking Garage, 401 E. Lemon, Tempe, 85281 and the Rural Road Parking Structure, 1184 S Rural Rd, Tempe, 85281. ***Please allow 15 - 20 minutes to walk between the parking lot and the event.***

Please only bring with you what you can carry as we do not have staff available to assist.

We look forward to seeing you at our event!

**Emily Thompson, MA**

Coordinator, Sr., Employer Relations

Career & Professional Development Services

**Arizona State University**

**email:** [emily.nicole.thompson@asu.edu](mailto:emily.nicole.thompson@asu.edu)

**web:** [careers.asu.edu](http://careers.asu.edu)



**CHRIS KLINE**

President and CEO, [Arizona Broadcasters Association](http://Arizona Broadcasters Association)

602.252.4833 (office) | 602.790.7537 (cell)

555 N Central Avenue Suite 302 | Phoenix, AZ  
85004

[chris@azbroadcasters.org](mailto:chris@azbroadcasters.org) | [LinkedIn](#) | [Twitter](#)

LIVE ▾



**From:** [Barbeth Shea-Pinkney](#)  
**To:** [arobertson@kvoa.com](#); [Angela Betzhold](#); [rlove@kvoa.com](#); [pramirez@azlotus.com](#);  
[Chanel.Carrasco@cumulus.com](#); [bobbi.perevda@cumulus.com](#); [rlaughlin@flc.org](#); [jessica.bobula@kold.com](#);  
[steveearnhart@iheartmedia.com](#); [Virginia.Luna@nbcuni.com](#); [henry.rillos@kgun9.com](#); [ichambers@kmsb.com](#);  
[alexis.hagopian@kmsb.com](#); [Mike.Fabian@townsquaremedia.com](#); [slavin@thedrivetucson.com](#);  
[joanlee@thedrivetucson.com](#); [vfelix@televisaunivision.com](#); [Kaiser, Susie](#); [Karis, Susan](#); [Hartman, Ben](#);  
[jsage@rioradio.org](#); [bmenmdez@rioradio.org](#)  
**Cc:** [Chris Kline](#); [Barbeth Shea-Pinkney](#)  
**Subject:** 2023 Spring Career Days  
**Date:** Monday, February 27, 2023 9:50:59 AM

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**[External email – use care when clicking on links or attachments]**

Hi AZ Broadcasters,

We are ready for the U of A Career Fair Days this Wednesday, March 1, 2023!

Below is the final information.

Please let me know of any questions. I look forward to seeing you all on Wednesday.

**2023 Spring Career Days - In Person All Majors by Career Cluster**

Wednesday, March 1st 2023, 1:00 pm - 4:00 pm MST

[University of Arizona](#)

[BearDown Gym - Basketball Court, 1428 E. University Blvd. Tucson, Arizona, 85721](#)

## Career Fair Description

Thank you for your interest in the All Majors Day to be held in-person in Bear Down Gym 1-4 PM (Arizona Time) on Wednesday, March 01, 2023. Employer check-in will be between 11:30-12:45 PM.

Please prepare to meet with students across all majors at this event. If you are looking to enhance your recruitment experience, Student Engagement & Career Development also offers low-cost opportunities that can assist you in different ways as you connect and engage with our talented students both in-person and virtually:

- We are excited to welcome employers to campus to conduct interviews, or to support you as you interview online
- We can help you to host an information session, either in person or virtually
- We can coordinate tabling events in a high traffic area on campus.
- We can send a targeted email on your behalf to advertise your opportunities and to invite students to come and see you at the fair.

If you are interested in any of the options above, please submit your request online in Handshake <https://support.joinhandshake.com/hc/en-us/articles/225537148-How-to-Request-an-Interview-Schedule-at-a-School> or contact [employer@arizona.edu](mailto:employer@arizona.edu).

**If your registration for the All Majors Day has already been approved, and would like to send career fair materials ahead of time, please ship them to:**

Bartlett Academic Success Center

Student Engagement & Career Development/**All Majors Day**

**Attention:** (Employer Name)

1435 E 4th St., Room 301AA

Tucson, AZ 85721

**Barbeth Shea Pinkney**

Director of Development

**Arizona Broadcasters Association**

555 N. Central Ave, Suite 302

Phoenix, AZ 85004

[azbroadcasters.org](http://azbroadcasters.org)

602-989-9007 cell

602-252-4833 office

## Class Descriptions/Overview

### **The 6 Critical Practices for Leading a Team**

This solution equips leaders at every level with the essential skills and tools to get work done with and through other people. The program is ideal for first-level leaders who are transitioning from their previous role as an individual contributor, as well as seasoned leaders looking for practical, relevant guidance for effectively leading and managing their teams.

**Expected Time to complete: 6 hours**

<https://www.franklincovey.com/solutions/6-critical-practices/>

### **The 4 Essential Roles of Leadership**

Experienced mid- to senior-level leaders need hands-on work sessions that allow them to do real work and implement their ideas with their teams. They need a simple, practical framework that forms the basis of leadership success. In this class we start activities in our work sessions and leaders receive an implementation guide to work on the activities after the class ends.

<https://www.franklincovey.com/solutions/4essentialroles/>

**Expected Time to complete: 9 hours + implementation guide**

### **Attendees from the Unit included:**

**Promotions Director**

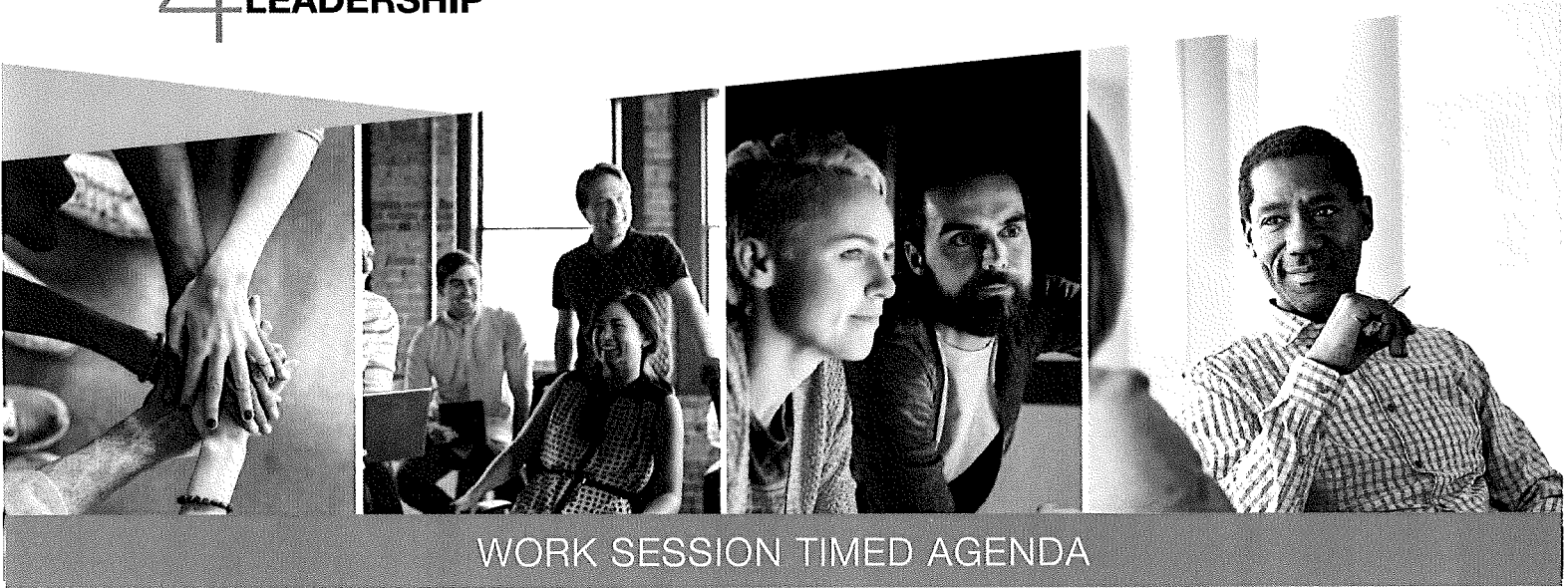
**Program Director**

**Information Services Director**

**Digital Sales Director**

**General Sales Managers**

# The 4 Essential Roles of LEADERSHIP™



## WORK SESSION TIMED AGENDA

### DAY 1

#### DAY ONE AGENDA

**LEARNING OUTCOMES**—After the work session, participants will be able to:

#### INTRODUCTION

(1 hour 45 minutes)

**8:30 a.m.–10:15 a.m.**

- Explore why the 4 Essential Roles of Leadership are essential.
- Describe how the 4 Essential Roles of Leadership relate to team engagement.
- Assess their 4 Essential Roles of Leadership Assessment feedback in light of their leadership goals.

#### BREAK

(15 minutes)

**10:15 a.m.–10:30 a.m.**

#### INSPIRE TRUST

(1 hour 45 minutes)

**10:30 a.m.–12:15 p.m.**

- Describe the key role each leader plays in inspiring trust and setting the tone for their team.
- Assess their credibility strengths and opportunities to improve.
- Take action to accelerate their credibility.
- Build a high-trust team culture intentionally.

#### LUNCH

(45 minutes)

**12:15 p.m.–1:00 p.m.**



## CREATE VISION

(2 hours 25 minutes)

**1:00 p.m.–3:35 p.m.**

(with 10-minute break)

## BREAK

(10 minutes)

**3:35 p.m.–3:45 p.m.**

## EXECUTE STRATEGY

(1 hour 15 minutes)

**3:45 p.m.–5:00 p.m.**

- Draft an inspiring team vision that engages their team.
- Draft a relevant team strategy that is aligned to the organization's strategy.
- Create and share a strategic narrative in a clear, concise, compelling, and confident way.

- Describe how alignment helps execution.
- Align the Six Rights to their team's strategy.

## DAY 2

### DAY TWO AGENDA

**LEARNING OUTCOMES**—After the work session, participants will be able to:

### EXECUTE STRATEGY, CONTINUED

(3 hours 15 minutes)

**8:30 a.m.–12:00 p.m.**

(with 15-minute break)

### LUNCH

(1 hour)

**12:00 p.m.–1:00 p.m.**

### COACH POTENTIAL

(2 hours 50 minutes)

**1:00 p.m.–4:10 p.m.**

(with two 10-minute  
breaks)

### LEADERSHIP IMPLEMENTATION PLAN

(25 minutes)

**4:10 p.m.–4:35 p.m.**

- Identify a Wildly Important Goal® (WIG®) that will help them achieve the team strategy.
- Choose lead measures that are predictive of WIG® success and are influenceable by the team.
- Implement the 4 Disciples of Execution® process with their team.
- Explain the importance of the coaching mindset that sees people as whole people and inherently capable.
- Give effective positive and instructive feedback using the two-step feedback approach.
- Practice key coaching skills: listening, questioning, and acknowledging.
- Use the coaching framework for performance, problem-solving, and career-development situations.
- Prioritize their leadership development.
- Create a Leadership Implementation Plan.
- Engage their team.



# THE 6 CRITICAL PRACTICES

## FOR LEADING A TEAM™

### LIVE WORK-SESSION TIMED OUTLINE

SECTION	LEARNING OUTCOMES—After the work session, participants will be able to:
<p><b>INTRODUCTION</b> (45 minutes)</p> <p><b>8:30 a.m.–9:15 a.m.</b></p>	<ul style="list-style-type: none"> <li>• Identify and analyze unique challenges and opportunities that first-level leaders face.</li> <li>• Define The 6 Critical Practices for Leading a Team.</li> </ul>
<p><b>DEVELOP A LEADER'S MINDSET</b> (40 minutes)</p> <p><b>9:15 a.m.–9:55 a.m.</b></p>	<ul style="list-style-type: none"> <li>• Explore the critical mindset shifts that will maximize their success as leaders of others.</li> </ul>
<p><b>BREAK</b> (15 minutes)</p> <p><b>9:55 a.m.–10:10 a.m.</b></p>	
<p><b>HOLD REGULAR 1-ON-1s</b> (1 hour 5 minutes)</p> <p><b>10:10 a.m.–11:15 a.m.</b></p>	<ul style="list-style-type: none"> <li>• Increase engagement of team members by conducting regular 1-on-1s.</li> <li>• Deepen understanding of issues team members face.</li> <li>• Help team members solve problems for themselves.</li> </ul>
<p><b>SET UP YOUR TEAM TO GET RESULTS</b> (50 minutes)</p> <p><b>11:15 a.m.–12:05 p.m.</b></p>	<ul style="list-style-type: none"> <li>• Create clarity about team goals and results.</li> <li>• Delegate responsibility to team members while providing the right level of support.</li> </ul>
<p><b>LUNCH</b> (50 minutes)</p> <p><b>12:05 p.m.–12:55 p.m.</b></p>	
<p><b>CREATE A CULTURE OF FEEDBACK</b> (1 hour 15 minutes)</p> <p><b>12:55 p.m.–2:10 p.m.</b></p>	<ul style="list-style-type: none"> <li>• Give feedback to develop confidence and competence of team members.</li> <li>• Improve their own performance by seeking feedback from others.</li> </ul>

**SECTION****LEARNING OUTCOMES**—After the work session, participants will be able to:**LEAD YOUR TEAM THROUGH CHANGE**

(1 hour 10 minutes)

**2:10 p.m.–3:20 p.m.****BREAK**

(15 minutes)

**3:20 p.m.–3:35 p.m.****MANAGE YOUR TIME AND ENERGY**

(40 minutes)

**3:35 p.m.–4:15 p.m.****SUMMARY**

(15 minutes)

**4:15 p.m.–4:30 p.m.**

- Identify specific actions to help team members navigate and accelerate through change and achieve better performance.
- Use weekly planning to focus on the most important priorities.
- Strengthen their ability to be an effective leader by applying the 5 Energy Drivers.
- Commit to individual actions to apply the 6 *Critical Practices* in the workplace.

From: Kaiser, Sarah  
To: Kaiser, Sarah  
Subject: FW: Hubbard pictures  
Date: Wednesday, May 17, 2023 11:11:25 AM

From: Michael Mallace <mmallace@evlt.com>  
Sent: Friday, May 12, 2023 8:23:46 PM  
To: Weaver, Bob <RWeaver@hubbarfradio.com>  
Subject: Fwd: hubbard pictures

[External email – use care when clicking on links or attachments]

Bob,

Great seeing you today. Thank you so much for your tour and your hospitality. The students could not stop raving about the visit.

As promised, here are the pictures.

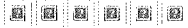
Thanks again, I appreciate it!!!  
MM

**MICHAEL H. MALLACE**  
GENERAL MANAGER 88.7 FM THE PULSE (KVIT FM)



1601 West Main Street, Mesa, AZ 85201  
Office: 480.461.4000 | Direct: 480.461.4049 | Mobile: 480.221.6101 |  
Email: mmallace@evlt.com

EVLT's Mission  
Empowers lives by inspiring students &  
Fostering their excellence



----- Forwarded message -----

From: Michael Mallace <mmradiofox@gmail.com>  
Date: Fri, May 12, 2023 at 8:20 PM  
Subject: hubbard pictures  
To: Michael Mallace <mmallace@evlt.com>





**From:** [Kaiser, Susie](#)  
**To:** [Kaiser, Susie](#)  
**Subject:** FW: EVIT ~~Madelyn Hadley~~ Thank You  
**Date:** Wednesday, May 17, 2023 11:42:49 AM

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**From:** [REDACTED] >  
**Sent:** Tuesday, May 16, 2023 12:47 PM  
**To:** Weaver, Bob <[RWeaver@hubbardradio.com](mailto:RWeaver@hubbardradio.com)>  
**Subject:** Madelyn Hadley-Thank You

**[External email – use care when clicking on links or attachments]**

Hi Bob,

This is Maddie from the tour last Friday. I just wanted to thank you for taking the time to give all of us a tour and for setting this whole thing up with Michael, it was truly amazing. I also just wanted to reach out and see who I can talk to in the promotions department about any opening positions.

Thank You,

[REDACTED]

**From:** [Kaiser, Susie](#)  
**To:** [Kaiser, Susie](#)  
**Subject:** FW: EVIT Thank you  
**Date:** Wednesday, May 17, 2023 11:44:25 AM

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**From:** [REDACTED]  
**Sent:** Monday, May 15, 2023 2:10 PM  
**To:** Weaver, Bob <[RWeaver@hubbardradio.com](mailto:RWeaver@hubbardradio.com)>  
**Subject:** Thank you

**[External email – use care when clicking on links or attachments]**

Dear Bob,

Thank you so much for your tour. Seeing the radio stations that were my childhood was a dream come true. To think and hope that I could work with you all is an absolute pleasure and an honor. Thank you so much for the surreal experience. I hope that I can come down there again soon because I would love to see all of you again.

Respectfully and thankful,  
[REDACTED]