



**APPROVED– MEETING MINUTES**  
**PUGET SOUND PUBLIC RADIO**  
**STRATEGIC PLANNING COMMITTEE**  
**WEDNESDAY, OCTOBER 4, 2017**  
**8:30 AM – 10:00 AM**

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was on October 4, 2017 at 8:30 AM at 4518 University Way NE, Suite 310, Seattle WA 98105.

**PRESENT:** Mark Ashida (Chair), Hanson Hosein, Andy McGovern, Weir Harman, Haeryung Shin, Shauna Causey and Caryn Mathes (President & CEO)

**ABSENT:** Indranil Ghosh and Nicholas Patrick

**ALSO ATTENDING (STAFF):** Elizabeth Hovance, Stewart Meyer and Fieta Robinson (Executive Assistant & Board Liaison)

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**I. Meeting Called to Order & Welcome**

Chair, Mark Ashida welcomed the Committee members and called the meeting to order at 8:32 AM. Mr. Ashida introduced the new Chief Marketing Officer, Mr. Stewart Meyer. Mr. Meyer spoke about his background and experience in Marketing and Communication.

**II. Conflict of Interests**

There were no conflict of interests.

**III. Approval of Minutes**

Mr. Ashida called for the approval of the minutes of the April 7, 2017 Strategic Planning Meeting. Mr. Hosein motioned to approve, Ms. Causey seconded; with no objections or changes, the Committee approved the minutes as presented.

**IV. Station Business**

**GM/President’s Address**

Ms. Mathes gave a brief state of the station. She highlighted the recent podcasts and online content and its direct influence on increase usage on KUOW.org. Business Support perform 30.3% ahead of budget YTD and 44.5% ahead of last year. September revenue overall was slightly below budget for the month (\$35.2K), but still \$320.4K over budget for the first quarter.

The Committee discussed the impact of *The Record’s* on-air interview session with the man who wore the swastika armband in Seattle. Ms. Mathes spoke about Management’s response and refinement of internal policies and protocols for content choices. She reminded Members of NPR creed that “we cover the world as it is, not as we wish it to be”. There were questions about KUOW’s crisis communication plan and steps to involve the community to repair relationships with constituents. Management is in the process of drafting a plan.

**KUOW FY17 Annual Audience Highlights**

Ms. Hovance presented data on KUOW’s broadcast and digital audience usage data for fiscal year 2017. Persons using KUOW breaks 500k per week – 29% growth in overall AQH and 49% growth in AQH in the 25-54 age group. KUOW continues to see growth in Morning Drive, Midday and Afternoon

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Drive. KUOW.org page views were up 41%, a growth of 56% in users. Viral stories pushed new visitors to 87%. Management is refining strategy for promotion of podcasts and brainstorming ideas that encourages return digital visitors.

**Review of the SBP FY18 Goals and Initiatives YTD**

Ms. Mathes gave an update on the FY18 Strategic Business Plan (SBP) goals YTD, hiring and recruitment timeline. The Committee reviewed and discussed Strategic Work plan Dashboard that indicated percentage to completion for tasks linked to the overall goals in the SBP. Ms. Mathes informed Members that KUOW has contracted with a company to conduct a compensation study. Estimate time of completion is four months. The service provider will be attending an All Staff meeting in November 2017 to discuss their approach and overall process.

**V. 2018 Committee Work Plan and Meeting Dates**

Mr. Ashida asked Members to review the Committee Work plan. He spoke about the committee's purpose and methodology behind the work scheduled in the plan. Members were asked to provide their feedback on the plan by November. The 2018 Committee meeting dates were reviewed and approved. The next meeting is scheduled for February 14, 2018 at 8:30 AM.

**VI. Adjournment**

There being no further business, Mr. Ashida adjourned the Strategic Planning Committee meeting at 10:00 AM.

Respectfully Submitted by  
Mark Ashida, Chair  
Fieta Robinson, Board Liaison

## APPROVED – MEETING MINUTES



### PUGET SOUND PUBLIC RADIO STRATEGIC PLANNING COMMITTEE FRIDAY, FEBRUARY 16, 2018 3:30 PM – 5:00 PM

Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held on February 16, 2018 at 3:30 PM at 4518 University Way NE, Suite 310, Seattle WA 98105.

**PRESENT:** Mark Ashida (Chair), Hanson Hosein, Andy McGovern, Caitlin Duffy, Elizabeth Scallon, Weir Harman, Nicholas Patrick, Haeryung Shin, Shauna Causey and Caryn Mathes (President & CEO)

**ABSENT:** Indranil Ghosh

**ALSO ATTENDING (STAFF):** Elizabeth Hovance, Stewart Meyer, Jenna Montgomery and Fieta Robinson (Executive Assistant & Board Liaison)

**I. Meeting Called to Order & Welcome**

Chair, Mark Ashida welcomed the Committee members and called the meeting to order at 3:32 PM. There was introduction of members and staff present at the meeting.

**II. Conflict of Interests**

There were no conflict of interests.

**III. Approval of Minutes**

Mr. Ashida called for the approval of the minutes of the October 4, 2017 Strategic Planning Meeting. Ms. Shin motioned to approve, Mr. McGovern seconded; with no objections or changes, the Committee approved the minutes as presented.

**IV. Station Business**

**GM/President’s Report**

Ms. Mathes gave a FY18 year-to-date update on the strategic business plan goals and state of the station. She highlighted the progress each team is making towards their annual goals. Members reviewed the KPI Dashboard and SBP Initiatives. Members were provided a mid-year GM performance report and a document outlining specific goals under operation excellence. Ms. Mathes also reported that year-to-date revenues as of January 2018 are 21.5% over budget and 35.0% over the same period last year. In total, revenue was up in January by 101.6% from budget and 99.6% over last year. Business Support year-to-date revenues are 18.1% over budget and 30.2% over last year. In total, year-to-date expenses were under budget in January by \$752.5K. Additionally, Ms. Mathes provided a status report on hiring and factors contributing to hiring delays.

**Marketing and Digital Update**

Ms. Hovance presented data on the adoption of smart speakers and discussed KUOW’s strategy and potential plan for FY18. The Committee discussed partnerships, possible grants and various ways to market. Mr. Meyer gave a brief update on the Marketing and Communication Department priorities, hiring schedule and current projects. He spoke about the launch of a brand workshop and annual report. Members were informed that management is searching for a new agency for the Ad Campaign tentatively scheduled for Q2 FY19. Ms. Montgomery gave a project update on the development of

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STRATEGIC PLANNING COMMITTEE****FRIDAY, FEBRUARY 16, 2018****3:30 PM – 5:00 PM**

the new KUOW.org website outlining the scope of work, phases and timeline for completion. Management expects the website to launch in August 2018 (Q1 FY19).

**V. 2018 Committee Work Plan and Meeting Dates**

Mr. Ashida spoke about the committee's purpose and methodology behind the work scheduled in the plan. The next meeting is scheduled for Wednesday, April 18, 2018 at 8:30 AM.

**VI. Executive Session**

The Committee went into executive session to discuss employee performance and matters relating to staff discussed with counsel.

**VII. Adjournment**

There being no further business, Mr. Ashida adjourned the Strategic Planning Committee meeting at 5:03 PM.

Respectfully Submitted by  
Mark Ashida, Chair  
Fieta Robinson, Board Liaison



**APPROVED MEETING MINUTES**  
**PUGET SOUND PUBLIC RADIO**  
**STRATEGIC PLANNING COMMITTEE**  
**WEDNESDAY, APRIL 18, 2018**  
**8:30 AM – 10:00 AM**

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held on April 18, 2018 at 8:30 AM at 4518 University Way NE, Suite 310, Seattle WA 98105.

**PRESENT:** Mark Ashida (Chair), Hanson Hosein, Indranil Ghosh, Andy McGovern, Elizabeth Scallon, Nicholas Patrick, Haeryung Shin, Shauna Causey and Caryn Mathes (President & CEO)

**ABSENT:** Weir Harman, Caitlin Duffy

**ALSO ATTENDING (STAFF):** Stewart Meyer, Jennifer Strachan, Justis Phillips, and Fieta Robinson (Executive Assistant & Board Liaison)

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**I. Meeting Called to Order & Welcome**

Chair, Mark Ashida welcomed the Committee members and called the meeting to order at 8:34 AM. There was introduction of new staff.

**II. Conflict of Interests**

There were no conflict of interests.

**III. Approval of Minutes**

Mr. Ashida called for the approval of the minutes of the October 4, 2017 Strategic Planning Meeting. Ms. Shin motioned to approve, Mr. McGovern seconded; with no objections or changes, the Committee approved the minutes as presented.

**IV. Meeting Overview**

Mr. Ashida gave an overview of the meeting, describing it as brainstorming the most important issues facing KUOW. As a group, the Committee can decide on the top priorities for KUOW. They discussed the annual board retreat and possible themes to help guide culture in a growing organization.

**V. Station Business**

**GM/President’s Report**

Ms. Mathes gave a FY18 year-to-date update on the strategic business plan goals and state of the station, and what is new on the horizon. Ms. Mathes highlighted the progress each team/department is making towards their annual goals. She also discussed the news and enterprise teams’ restructured daily news meetings to include reporters. The station also created an entirely new enterprise team dedicated to answering news questions generated by listeners and the community.

**Revenue**

Membership revenue year-to-date dollars are down from budget by (1.6%) but still over last year by 2.5%. The membership team raised \$1,130K in pledges for the Spring Pledge drive, \$230K over goal. Current and Alumni Board members made gifts totaling \$13.3K toward pledge challenges. Gifts & Grants year-to-date dollars exceed year to date budget by 119.1% and surpass last year by 992.3%.

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Business Support year-to-date revenues are 15.1% over budget and 28.0% over last year. Excellent ratings continue to drive renewals and new business. National business generated by our rep firm was 26% over budget for the month and 92% over budget for the quarter. Other revenues for March year-to-date other revenues exceeded year to date budget by 141.6%, or \$266.8K.

Year-to-date revenues as of March 2018 are 12.9% over budget and 24.9% over the same period last year. In total, revenue was down in March by (14.1%) from budget and (2.1%) from last year. In total, year-to-date expenses were under budget in March by \$929.7K.

**Marketing and Digital Update**

Mr. Meyer presented KUOW's strategy and plan for FY18 and FY19. He gave an update on the Brand Awareness/Ad Campaign. He defined four key marketing goals—audience growth, audience diversity, audience engagement, and membership conversion—and five key strategies for achieving those goals: Audience Insights, Digital Marketing, Events, Partnerships, Brand Awareness/Communications. The committee discussed marketing challenges, audience reach, and building a relationship with those 30 and younger. The digital platform expansion is on target to complete the second of three major scopes of work with the website and CMS launching in August 2018. Members asked about Tech coverage in particular: where does KUOW want to be in that space? What should we (the KUOW Station) be covering as Seattle is changing?

**VI. Adjournment**

There being no further business, Mr. Ashida adjourned the Strategic Planning Committee meeting at 10:01 AM.

Respectfully Submitted by  
Mark Ashida, Chair  
Fieta Robinson, Board Liaison

# FINAL MEETING MINUTES

**PUGET SOUND PUBLIC RADIO  
MAY 15, 2018  
JOINT COMMITTEE MEETING  
STRATEGIC PLANNING AND FINANCE & AUDIT  
12:00 PM – 2:00 PM**

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Upon notice duly given, the JOINT MEETING of the STRATEGIC PLANNING and FINANCE & AUDIT COMMITTEES (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held at on May 15, 2017 at 12:00 PM in the Alumni Building, Fireplace Room.

**PRESENT:** Mark Ashida (SPC Chair), Jon Schorr (Finance Chair), Haeryung Shin (Board Chair), Caryn Mathes (President & GM), Cameron Hewes, Nicholas Patrick, Randy Hodgins, Andy McGovern, Susan Sigl, Hanson Hosein, Elizabeth Scallon, Caitlin Duffy, Filiz Efe McKinney, Indranil Ghosh, Chris Jay and Shauna Causey.

**ABSENT:** Weir Harman and Steve Hill

**ALSO ATTENDING (STAFF):** Justis Phillips, Janice McKenna and Fieta Robinson (Executive Assistant & Board Liaison)

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I. **Meeting Called to Order**

Chair Mark Ashida welcomed the Committee members and called the meeting to order at 12:08 PM.

II. **Conflict of Interests**

There were no conflicts of interests.

III. **Approval of Minutes**

There were no minutes to approve.

IV. **FY18 Strategic Business Plan Update and FY19 Proposed Budget**

*Fiscal Year 2018 SBP Update*

Ms. Mathes presented an FY18 SBP Update on KUOW’s second year initiatives and goals. She gave an overview of the topline objectives for this year and their status. The six major initiatives remain on point; so management is not introducing new overarching goals, but they are reimagining tactics and strategies to support these goals. Members were reminded of the approved 24-month hiring acceleration and were provided a status report.

*Fiscal Year 2019 Proposed Budget Review*

Ms. Mathes provided a budget proposal for the Committees’ review. The Joint Committee discussed the proposed FY19 budget and revenue projections. The Committees suggested that management present a slightly modified budget that includes higher projected revenue outcomes for FY19 outlining ROI for increase departmental expenses.

*RadioActive Strategic Plan*

Ms. Mathes informed the Committees that due to operational impact on cash reserves, RadioActive strategic plan will be placed on hold. She asked the Committees to consider tapping into the liquid funds to support a Major Gift Officer dedicated to raising revenue for its initiatives and goals.

## FINAL MEETING MINUTES

PUGET SOUND PUBLIC RADIO

MAY 15, 2018

JOINT COMMITTEE MEETING

STRATEGIC PLANNING AND FINANCE & AUDIT

12:00 PM – 2:00 PM

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Mr. Ashida recommended that Management include the salary expenses for additional Major Gifts Officer (“MGO”) hire for RadioActive. Mr. Ghosh moved, Ms. Haeryung seconded; with no objections, the Committees approved the draw on reserves up to 100K for a Major Gifts Officer.

V. **Adjournment**

There being no further business, Mr. Ashida adjourned the Joint meeting of the SPC and Finance Committee meeting at 1:59 PM. *The next Joint Committee meeting* to review the FY19 Budget is on June 20, 2018 with Finance/Audit and the Executive Committees.

Respectfully Submitted by  
Mark Ashida, SPC Chair  
Jon Schorr, Finance Co-chair  
Fieta Robinson, Board Liaison



## **FINAL MEETING MINUTES**

**PUGET SOUND PUBLIC RADIO**

**MAY 15, 2018**

**JOINT COMMITTEE MEETING**

**STRATEGIC PLANNING AND FINANCE & AUDIT**

**12:00 PM – 2:00 PM**

### **ACTION ITEMS**

- Action Item 1: Cancel the 5/30 Joint Meeting
- Action Item 2: Send out Doodle for 6/20 Meeting; Change Meeting time
- Action Item 3: Determine adjusted Revenue Forecast; ROI for Marketing Department Expenses
- Action Item 4: Management to refresh FY19 budget proposal and initiative presentation.
- Action Item 5: Metrics on Digital loyalty (its running average)
- Action Item 6: Metrics on Membership growth and retention
- Action Item 7: Add Metrics to measure Trust on the Dashboard for FY19
- Action Item 8: Members requested to see draft of Milliman Salary Survey
- Action Item 9: Members requested to see salary comparisons for stations on big cities