



PUGET SOUND PUBLIC RADIO  
STRATEGIC PLANNING COMMITTEE MEETING  
WEDNESDAY, SEPTEMBER 26, 2018  
8:30 A.M. – 10:00 A.M.

Location: KUOW, Performance Studio B  
Dial-In: US: 1 408 638 0968 or 1 646 876 9923  
Meeting ID: 182 980 368  
Zoom Meeting: <https://washington.zoom.us/j/182980368>

**AGENDA**

8:30 – 8:35 AM	1. <b>Welcome and Call to Order</b>		Mark Ashida
	2. <b>Invitation to Disclose Possible Conflicts of Interests</b>		
(ACTION)	3. <b>Approval of April 18, 2018 Committee Minutes</b>	Exhibit 1a	
(ACTION)	4. <b>Approval of May 15, 2018 Joint Meeting Minutes</b>	Exhibit 1b	
8:35 – 9:10 AM	5. <b>Station Report</b>		Caryn Mathes
	➤ FY18 Annual Audience Highlights Presentation	Exhibit 2	Elizabeth Hovance
	➤ FY19 SBP Dashboard and Initiatives	Exhibit 3	Caryn Mathes
	➤ FY19 GM Goals	Exhibit 4	
9:10 – 9:30 AM	6. <b>Committee Business</b>		
	➤ 2019 Meeting Dates	Exhibit 5	Mark Ashida
	➤ 2019 Work Plan	Exhibit 6	
9:30 – 9:40 AM	7. <b>Topics for 11/2 Board Meeting Agenda</b>		Mark Ashida
9:40 – 10:00 AM	8. <b>Executive Session</b>		Mark Ashida
10:00 AM	9. <b>Adjourn</b>		Mark Ashida

**NEXT COMMITTEE MEETING**

TBD and Finalized by 2019 SPC Co-Chairs

**SUPPORTING DOCUMENTS**

- Exhibit 1 – SPC Meeting Minutes
- Exhibit 2 – Annual Audience Highlight
- Exhibit 3 – SBP Dashboard and Initiatives
- Exhibit 4 – GM Goals
- Exhibit 5 – PROPOSED: FY19 Meeting Dates
- Exhibit 6 – 2018 Work Plan

*An Executive Session can be called at any time during the meeting based on the following criteria: To consider matters relating to individual employees, proprietary information, litigation, and other matters requiring the confidential advice of counsel, commercial or financial information obtained from a person on a privileged or confidential basis, or the purchase of property of services whenever the premature exposure of such purchase would compromise the business interests of any such organizations.*



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#### COMMITTEE DOCUMENTS

- Handout 1 – 5yr Strategic Business Plan
- Handout 2 – FY18 SBP Goals and Initiatives

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**APPROVED – MEETING MINUTES**



**PUGET SOUND PUBLIC RADIO  
STRATEGIC PLANNING COMMITTEE  
WEDNESDAY, SEPTEMBER 26, 2018  
8:30 AM – 10:00 AM**

Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held on September 26, 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, Caitlin Duffy, Wier Harman, Shauna Causey and Caryn Mathes (President & CEO)

**ABSENT:**

**ALSO ATTENDING (STAFF):** Stewart Meyer, Justis Phillips, 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 8:35 AM.

**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 18 and May 15, 2018 Strategic Planning Committee meetings. Mr. Patrick motioned to approve, Ms. Shin seconded; with no objections or changes, the Committee approved the minutes as presented.

**IV. Station Business**

**FY2018 Annual Audience Highlights Presentation**

Ms. Jemma Hovance gave a presentation of the 2018 Annual Audience Trends. This presentation broke down audience data such as: cumulative people using KUOW via: broadcast, streaming directly through KUOW.org, if they listened to one of our podcasts, or streaming via the KUOW app. It broke down audience demographics: gender, location, social media reach, etc.

**FY19 SBP Dashboard and Initiatives**

Stuff

**FY19 GM Goals**

**V. Committee Business**

Mr. Ashida encouraged Ms. Causey and Mr. Patrick to meet with Fieta Robinson and Justis Phillips to solidify a Strategic Planning Committee work plan that aligns with the Strategic Business plan and the new SBP starting in 2020.

**VI. Adjournment**

There being no further business, Mr. Ashida adjourned the Strategic Planning Committee meeting at 9:57 AM.

**APPROVED – MEETING MINUTES**



**PUGET SOUND PUBLIC RADIO  
STRATEGIC PLANNING COMMITTEE  
WEDNESDAY, SEPTEMBER 26, 2018  
8:30 AM – 10:00 AM**

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



PUGET SOUND PUBLIC RADIO  
STRATEGIC PLANNING COMMITTEE MEETING  
MONDAY, JANUARY 28, 2019  
4:00 PM – 5:30 PM

Location: KUOW, Conference Room 269 A&B  
Dial-In: US: 1 408 638 0968 or 1 646 876 9923  
Meeting ID: 182 980 368  
Zoom Meeting: <https://washington.zoom.us/j/182980368>

**AGENDA**

4:00 – 4:05 PM	1. <b>Welcome and Call to Order</b>		Shauna/Nick
	2. <b>Invitation to Disclose Possible Conflicts of Interests</b>		
(ACTION)	3. <b>Approval of September 26, 2018 Committee Minutes</b>	Exhibit 1	
4:05 – 4:35 PM	4. <b>Station Report</b>		Caryn Mathes
	➢ GM Report (3 things)		
	➢ FY19 Dashboard/KPI Report	Exhibit 2	
	➢ Pre-Planning next Strategic Business Plan		
4:35 – 5:00 PM	5. <b>Committee Business</b>		
	➢ 2019 Work Plan	Exhibit 3	Shauna/Nick
5:00 – 5:10 PM	6. <b>Topics for 2/28 Board Meeting</b>		Shauna/Nick
5:10 – 5:30 PM	7. <b>Executive Session</b>		Shauna/Nick
5:30 PM	8. <b>Adjourn</b>		Shauna/Nick

**NEXT COMMITTEE MEETING**

Monday, March 25 @ 4:00 PM

**SUPPORTING DOCUMENTS**

- Exhibit 1 – SPC Meeting Minutes (September 26, 2018)
- Exhibit 2 – FY19 Dashboard/KPI Report
  - Employee Engagement (Gallup and TINYpulse)
  - Content (Cumulative audience, smart speaker, etc)
  - Marketing and Communication (including Development and Business Support)
- Exhibit 3 – 2018 Work Plan and SPC Charter

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**STRATEGIC PLANNING COMMITTEE MEETINGS**

4:00 PM – 5:30 PM

- Mon, January 28, 2019
- Mon, March 25, 2019 (Deep Dive)
- Thu, May 30, 2019 (Joint w FIN)
- Mon, August 12, 2019
- Wed, October 16, 2019

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**Approved Meeting Minutes**  
**PUGET SOUND PUBLIC RADIO**  
**January 28, 2019**  
**STRATEGIC PLANNING COMMITTEE**  
**4:00 – 5:30 PM**

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Upon notice duly given, the meeting of the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held at on January 28, 2019 at KUOW.

**PRESENT:** Shauna Causey (Co-Chair), Nick Patrick (Co-Chair), Hanson Hosein, Andy McGovern, Indranil Ghosh, Caryn Mathes (President, GM)

**ABSENT:** Wier Harman, Caitlin Duffy

**ALSO ATTENDING:** (BOARD): Aaron Rocke (STAFF): Justis Phillips (note-taker), and Fieta Robinson (Executive Assistant & Board Liaison)

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**I. Meeting Called to Order**

Co-Chair Shauna Causey welcomed the Committee members and called the meeting to order at 4:05 PM.

**II. Conflict of Interests**

There were no conflicts of interests.

**III. Approval of Minutes**

There was a motion to approve the September 26, 2018 SPC Minutes. Andy McGovern motioned, Indranil Ghosh seconded. Minutes were approved.

**IV. Station Report**

*President/GM Update (3 Things):*

Three things that have been keeping Caryn up at night are:

1. Managing the “crossfade” between broadcast and digital consumption (see how Broadcast and our baby-boomer audience is carrying bulk of fundraising). What is the DNA of digital giving?
2. Following this, Caryn things about the future of fundraising, and if and where KUOW has room for trial and error. Since it looks like Direct Mail is an “endangered species,” how can we keep ourselves solvent? How can we shift resources to assist more with digital fundraising? Mr. Hosein asked questions surrounding the culture of philanthropy and micro-transactions. How do younger populations differ in their giving practices? Ms. Mathes answered that while testing has been done the worry is how can the station earnestly experiment without it being distracting? Mr. Ghosh remarked that in his experience, he’s noticed that when looking at Millennials and Generation Z, there has to be an immediate value exchange. Instant gratification or recognition within a week a donating or it seems organizations potentially lose out.
3. The last thing that keeps Caryn up at night is the rapidly shifting landscape and KUOW’s strategy of spending ahead of the curve—is this heightened speed of growth sustainable? KUOW right now reports about \$1 million/month in salaries.

**Approved Meeting Minutes**  
**PUGET SOUND PUBLIC RADIO**  
**January 28, 2019**  
**STRATEGIC PLANNING COMMITTEE**  
**4:00 – 5:30 PM**

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*FY19 Dashboard/KPI Report:*

Ms. Mathes reported that the Trump Bump Era is over, and the Trump Slump has arrived. The resources that KUOW has invested the most in (AM/PM Drive Times) is agile in the shifting landscape, though we are noticing a pattern in “news fatigue”. Over the last three years, KUOW has seen a bump in younger audiences (137% growth in 25-34 year-old listeners). A KPI was adjusted for Podcasting, switching back to number of downloads versus streams. Still, the data is insufficient for measuring growth/success. A new campaign is happening with Smart Speakers and the Eastside, where our broadcast reception is poorer. A presentation on this will occur at the February 28 Board Meeting. Back in December KUOW took the Gallup Employee Survey. Overall, KUOW’s employee engagement is high with a few negative voices. In regards to the GM’s direct reports and their engagement, her lieutenants rated their engagement at 4.42 out of 5, or falling in the 98<sup>th</sup> percentile.

*Pre-Planning, Strategic Business Plan 2022-2025*

Ms. Mathes reported that she is currently looking into facilitators/representation that will help KUOW create the next SBP. Looking for a more unconventional approach v. traditional.

**V. Committee Business**

*2019 Work Plan*

SPC Committee decided to invite GOV Committee Leadership to the SPC Deep Dive on March 25. The Co-Chairs will update the Work Plan for 2019 by February 11 for Committee review. Caryn Mathes will give some ideas to SPC on how they can better assist with the 2022 Strategic Business Plan, in the second half of 2019.

**VI. Adjournment**

There being no further business, Mr. Patrick adjourned the meeting at 5:17 PM.

Respectfully Submitted by

Shauna Causey, Co-Chair

Nicholas Patrick, Co-Chair

Fieta Robinson, Board Liaison

Justis Phillips, Deputy Board Liaison





PUGET SOUND PUBLIC RADIO  
 STRATEGIC PLANNING COMMITTEE MEETING  
 MONDAY, MARCH 25, 2019  
 4:00 PM – 5:30 PM

Location: KUOW, Conference Room 269 A&B  
 Dial-In: US: 1 408 638 0968 or 1 646 876 9923  
 Meeting ID: 182 980 368  
 Zoom Meeting: <https://washington.zoom.us/j/182980368>

**COMMITTEE TOP THREE GOALS**

- I. Revisit status on six core strategic initiatives -- improve local content, increase digital presence, expand community engagement, develop marketing and comms, advance organizational excellence/leadership, revenue growth).
- II. Evaluate and updates on progress toward what we hoped the investments would deliver: Content, Marcom, and Infrastructure.
- III. Planning for and setting the state for the next strategic business plan

**AGENDA**

4:00 – 4:05 PM	1. <b>Welcome and Call to Order</b>		Shauna/Nick
	2. <b>Invitation to Disclose Possible Conflicts of Interests</b>		
(ACTION)	3. <b>Approval of January 28, 2018 Committee Minutes</b>	Exhibit 1	
(ACTION)	4. <b>Approval of 2019 Work Plan</b>	Exhibit 2	
4:05 – 4:40 PM	5. <b>Station Report</b>		Caryn Mathes
	➤ FY19 Dashboard Review and Report (Pre-Read)	Exhibit 3	
	➤ Intentional Futures Proposal	Exhibit 4	
	➤ What’s Keeping GCM Up At Night?	Exhibit 5	
	➤ Content and Marketing Overview		Jennifer Strachan; Stewart Meyer
	○ Where we are		
	○ Where we need to go		
	○ Opportunities		
	○ Threats/Obstacles		
	○ Nagging Unknowns		
	○ Business Landscape Issues		
4:40 – 5:20 PM	6. <b>Committee Business/ Deep-Dive with MGMT</b>		
	➤ SBP Brainstorming Session & Feedback		Shauna/Nick
5:20 – 5:25 PM	7. <b>Summary &amp; Next Steps</b>		Shauna/Nick
5:25 – 5:27 PM	8. <b>Topics for April 25 Board Meeting</b>		Shauna/Nick
5:27 – 5:30 PM	9. <b>Other Topics</b>		Shauna/Nick
5:30 PM	10. <b>Adjourn</b>		

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#### SUPPORTING DOCUMENTS

- Exhibit 1 – SPC Meeting Minutes (January 25, 2019)
- Exhibit 2 – FY19 2019 Work Plan
- Exhibit 3 – FY19 Dashboard Review and Report (PRE-READ)
- Exhibit 4 – Intentional Futures Proposal
- Exhibit 5 – What Keeps the GM up at Night?

#### STRATEGIC PLANNING COMMITTEE MEETINGS

4:00 PM – 5:30 PM

- ~~Mon, January 28, 2019~~
- ~~Mon, March 25, 2019 (Deep Dive)~~
- **Thu, May 30, 2019 (Joint w FIN)**
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**Approved Minutes**  
**PUGET SOUND PUBLIC RADIO**  
**March 25, 2019**  
**STRATEGIC PLANNING COMMITTEE**  
**4:00 – 5:30 PM**

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Upon notice duly given, the meeting of the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) meeting was held at on March 25, 2019 at KUOW.

**PRESENT:** Shauna Causey (Co-Chair), Nick Patrick (Co-Chair), Heidi de Laubenfels (dial-in), **Hanson Hosein**, Andy McGovern, Caryn Mathes (President, GM), Wier Harman, Caitlin Duffy (dial-in)

**ABSENT:** Indranil Ghosh (technical issue)

**KUOW STAFF:** Fieta Robinson, Ryleigh Brimhall, Stewart Meyer, Jennifer Strachan

**I. Meeting Called to Order**

Co-Chair Shauna Causey welcomed the Committee members and called the meeting to order at 4:05 PM.

**II. Conflict of Interests**

There were no conflicts of interests.

**III. Approval of Minutes**

There was a motion to approve the January 28, 2018 SPC Minutes. [name] **motioned, [name] seconded. Minutes were approved.**

**IV. Station Report**

Ms. Mathes presented the proposal brought forth by the two business strategy consultants competing for the 2022-2027 Strategic Business Plan.

KUOW CCO Jennifer Strachan and Chief Marketing Officer Stewart Meyer presented a Content and Marketing Overview which discussed where KUOW needs to go,

**V. Committee Business/Deep Dive with MGMT**

*2019 Work Plan*

**VI. Adjournment**

There being no further business, Ms. Causey adjourned the meeting at 5:30 PM.

Respectfully Submitted by  
Shauna Causey, Co-Chair  
Nicholas Patrick, Co-Chair  
Fieta Robinson, Board Liaison  
Justis Phillips, Deputy Board Liaison