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

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


**Location:** KUOW, Conference Room 269 A&B  
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<tr>
<td>4:00 – 4:05 PM</td>
<td>1. Welcome and Call to Order</td>
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<td>2. Invitation to Disclose Possible Conflicts of Interests</td>
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<td>(ACTION)</td>
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<td>4:05 – 4:35 PM</td>
<td>3. Approval of September 26, 2018 Committee Minutes</td>
<td>Exhibit 1</td>
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<td>4. Station Report</td>
<td>Caryn Mathes</td>
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<td>- GM Report (3 things)</td>
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<td>- FY19 Dashboard/KPI Report</td>
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<td></td>
<td>- Pre-Planning next Strategic Business Plan</td>
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<td>5. Committee Business</td>
<td>Shauna/Nick</td>
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<td></td>
<td>- 2019 Work Plan</td>
<td>Exhibit 3</td>
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<td>5:00 – 5:10 PM</td>
<td>6. Topics for 2/28 Board Meeting</td>
<td>Shauna/Nick</td>
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<td>5:10 – 5:30 PM</td>
<td>7. Executive Session</td>
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<td>5:30 PM</td>
<td>8. Adjourn</td>
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**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

*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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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)

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.
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 98th 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

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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. Welcome and Call to Order
  2. Invitation to Disclose Possible Conflicts of Interests
  (ACTION)  3. Approval of January 28, 2018 Committee Minutes
  (ACTION)  4. Approval of 2019 Work Plan

4:05 – 4:40 PM  5. Station Report
  ➢ FY19 Dashboard Review and Report (Pre-Read)
  ➢ Intentional Futures Proposal
  ➢ What’s Keeping GCM Up At Night?
  ➢ Content and Marketing Overview
    - Where we are
    - Where we need to go
    - Opportunities
    - Threats/Obstacles
    - Nagging Unknowns
    - Business Landscape Issues

4:40 – 5:20 PM  6. Committee Business/ Deep-Dive with MGMT
  ➢ SBP Brainstorming Session & Feedback

5:20 – 5:25 PM  7. Summary & Next Steps

5:25 – 5:27 PM  8. Topics for April 25 Board Meeting

5:27 – 5:30 PM  9. Other Topics

5:30 PM  10. Adjourn

Shauna/Nick

Caryn Mathes
Jennifer Strachan; Stewart Meyer

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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)
- Mon, August 12, 2019
- Wed, October 16, 2019

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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