

FRANK WOFFORD

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Making the Numbers Matter

Research and insights leader who turns consumer data into strategies that move revenue and organization - over 20 years driving growth for two of the nation's largest media organizations, including a five-year reorganization that grew digital subscriptions 7% and saved \$750,000 annually and a sales training program that lifted digital sales 20% across a 50-person team. Builds teams and processes that outlast the initiative that created them. Currently applies that skill set on a selective curriculum-development team for San Diego County's 2026 election cycle.

KEY QUALIFICATIONS

Research & Strategy: Data and Research Analysis • Consumer Profiling • Survey Design & Results Analysis • Data Dashboards and Visualizations • Media & Site Analytics • KPI Tracking

Leadership & Development: Team Leadership and Mentoring • Employee Development • Cross-Departmental Coordination • Regulatory & Procedural Compliance

Communication & Delivery: Executive and Client-Facing Presentation • Public Speaking & Facilitation (audiences of 3–45+) • Training & Curriculum Development • Project Management & Complex Problem Resolution

CAREER ACCOMPLISHMENTS

- Member of Executive Leadership and Advertising Management groups that developed a five-year plan to reorganize the company around key initiatives, KPIs, and a redefined market strategy, resulting in 7% growth in digital subscriptions and \$750,000 in annual savings.
- Created a successful sales program and trained a team of 50 salespeople who achieved a 20% increase in digital sales along with stabilization and retention of traditional accounts.
- Selected — the only newcomer promoted from a 40-person trainer cohort — to the Registrar of Voters' six-member Development team based on exceptional feedback from poll workers, peer trainers, and management after a single election cycle.

PROFESSIONAL EXPERIENCE

Poll Worker Trainer and Development Team, March 2026 – Present

County of San Diego, Registrar of Voters — San Diego, CA (Seasonal / Election-Cycle Based)

- Promoted after a single election cycle to a six-member Development team — the only trainer elevated from a 40-person cohort — based on exceptional feedback from poll workers, peer trainers, and management.
- Lead a full review and planning of poll worker training curriculum for the November 2026 General Election, producing scripts, presentation materials, and training exercises in compliance with California Secretary of State and County Registrar of Voters requirements.
- Help design the train-the-trainer program covering the first three weeks of the cycle, developing methods to prepare fellow trainers to deliver material consistently and effectively to poll workers.

Consumer Research Manager, May 2021 – June 2025

The Los Angeles Times — San Diego, CA

- Served as lead consumer researcher for the largest media company in California, developing insights on consumer behavior across the entire media platform.
- Implemented new and former subscriber surveys and a subscriber sentiment survey that produced multiple consumer insights in a fast-moving media environment.
- Deployed multiple consumer-side surveys to clarify key value propositions for the organization, translating findings into new subscriber acquisition and stronger retention.
- Led an internal team through a shift in marketing practices, focusing efforts on key customer cohorts with coordinated messaging and content offerings.

Research Director, Senior Research Manager, May 2016 – May 2021

The Los Angeles Times / San Diego Union-Tribune — San Diego, CA

- Led a business development team that gathered client data, developed new video streaming marketing strategies, and presented them to clients, driving a 20% monthly increase in digital marketing services sales over two years.
- Mentored and coached direct reports on job performance and skill development, increasing productivity and job satisfaction.
- Served on the Executive Leadership and Advertising Management group that built a five-year, KPI-driven reorganization plan resulting in 7% growth in digital subscriptions and \$750,000 in annual savings.
- Defined and implemented a brand tenet strategy that refocused a \$1,000,000 trade and sponsorship budget against company goals and performance metrics.
- Led the launch of a new in-house digital marketing agency, shifting departmental efforts to digital marketing services and driving a 50% increase in sales over the prior year.
- Created and implemented direct-to-reporter metrics, increasing site traffic 10% and traffic retention 15%.
- Designed and implemented a political video advertising strategy that increased market awareness and improved sales 12%.

Senior Integrated Marketing Analyst, Oct 2013 – May 2016

San Diego Union-Tribune — San Diego, CA

- Developed and implemented new research strategies and materials for national clients, increasing client retention 15%.
- Systematized communication strategy across Advertising, Circulation, and Marketing departments to unify messaging.
- Mentored new hires and existing staff on research analysis and CRM data interpretation, increasing client-facing presentations 15%.

ADDITIONAL EXPERIENCE

Senior Research Analyst, The Sacramento Bee — Sacramento, CA (May 2003 – Oct 2013)

Board Chair (2024–Present) / Board Member (2019–2024), San Diego Council on Literacy: Lead the 14-member Board of Directors of San Diego's largest literacy coalition, overseeing budgeting, strategic planning, community outreach, donor relations, and revenue development.

EDUCATION, CERTIFICATIONS & SOFTWARE

Studies in Political Science and American History — University of California, Davis

IAB Digital Media Sales Certification (2017)

MS Power BI • Nielsen/Scarborough Media Programs • Claritas Research Suite

Survey & Research Tools: Alchemer, Qualtrics, Esri • Analytics: Google Analytics (GA), comScore