



**PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
THURSDAY, OCTOBER 1, 2020  
3:30 PM – 5:00 PM**

Register in advance for this meeting:

<https://washington.zoom.us/meeting/register/tJIsduqhrTkrGNGq6dWP1QkvNDLiMjTk3ccL>

**Strategic Planning Committee Purpose**

Continually analyze and discuss the media landscape and industry trends to help ensure sustainability of the station, its mission, vision, values and future.

- A. Ensure the SBP and Goals advance the mission and purpose of the station
- B. Identify external changes, trends, opportunities and threats that may affect the station’s strategic direction and/or near-term operational planning
- C. Work with Finance Committee to allocate funding for SBP Initiatives
- D. Work closely with Management to monitor current year initiatives and goals (provide status updates at Board meetings)
  - Is the station on track to meet its strategic objectives?
  - Are the initiatives still relevant to identified goals in the SBP?
  - Are there any special circumstances that may impact the overall plan or stated FY initiatives?
  - What are the challenges for management?
  - Where does management believe SPC members can be of assistance?

**Meeting Objectives**

- Obtain an update on the station’s progress against the FY21 Fiscal KPIs for stated goals
- Discuss the approach to the North Star SROI and review outcomes & strategies
- Reaching consensus on the approach, schedule, timeline and deliverables

**Questions for Committee Members**

1. How do you see the North Star synchronizing with Six Core Objectives for this year?
2. What should a Finalized Report look like?
3. What presentation would you like to see from management from staff at the next meeting?

**AGENDA**

3:30 – 3:40 PM	<ol style="list-style-type: none"> <li>1. <b>Welcome and Call to Order</b></li> <li>2. <b>Overview of Meeting</b></li> <li>3. <b>Invitation to Disclose Possible Conflict of Interests</b></li> <li>4. <b>Approval of February 3, 2020 Committee Minutes</b></li> </ol>	<p>Exhibit 1</p>	<p>Irwin Goverman Shauna Causey</p>
3:40 – 3:55 PM	<ol style="list-style-type: none"> <li>5. <b>STATION BUSINESS</b> <ol style="list-style-type: none"> <li>A. <b>Dashboard/KPI Report</b> <ul style="list-style-type: none"> <li>➢ <b>KUOW August Tonnage Report</b></li> <li>➢ <b>Tonnage Metric Example</b></li> </ul> </li> </ol> </li> </ol>	<p>Exhibit 2 Exhibit 3 Exhibit 3a</p>	<p>Caryn Mathes</p>
3:55 – 4:40 PM	<ol style="list-style-type: none"> <li>6. <b>COMMITTEE BUSINESS</b> <ol style="list-style-type: none"> <li>A. <b>KUOW North Star &amp; Impact Statement</b> <ul style="list-style-type: none"> <li>➢ <b>North Star SROI Process</b></li> <li>➢ <b>Outcomes/Strategies Tactics Grid</b></li> <li>➢ <b>Phase 3 - Communication &amp; Timeline</b></li> <li>➢ <b>Board &amp; Committee Participation and Expectations</b></li> </ul> </li> </ol> </li> </ol>	<p>Exhibit 4 Exhibit 5</p>	<p>Irwin Goverman  Lisa Nitze  Caryn Mathes Irwin Goverman</p>

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**B. Reschedule October 14th Meeting**

- Meeting Poll (Oct 28, Oct 29, Nov 2)

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4:40 – 4:50 PM	7. <b><u>ADDITIONAL BUSINESS</u></b>	Shauna Causey Irwin Goverman
	<ul style="list-style-type: none"><li>➤ Agenda Topics for EXEC &amp; BOD Meeting</li><li>➤ Agenda Items for SPC Next Meeting</li><li>➤ Public Comments</li></ul>	
4:50 – 5:00 PM	8. <b>Executive Session*</b>	Irwin Goverman
5:00 PM	9. <b>Adjourn</b>	Irwin Goverman

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# APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

October 1, 2020

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on October 1, 2020 at 3:30 PM via Zoom conference.

**PRESENT:** Irwin Goverman (SPC Co-Chair), Shauna Causey (SPC Co-Chair), Lisa Nitze, Heidi de Laubenfels, Andy McGovern and Mark Ashida

**ABSENT:** Indranil Ghosh, Nicholas Patrick, Demetria Elmore and Aaron Rocke

**ALSO ATTENDING:** Caryn Mathes, Fieta Robinson and Ryleigh Brimhall

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I. **Meeting Called to Order**

Mr. Goverman welcomed the Committee members and called the meeting to order at 3:35 PM. He provided an overview of the objectives and purpose of the meeting.

II. **Conflict of Interests**

There were no conflict of interests.

III. **Approval of Minutes**

Mr. Goverman called for a motion to approve the February 2, 2020 minutes. Mr. Ashida motioned, and Ms. Causey seconded; with no objections, the minutes were approved as presented.

IV. **Station Business**

**Dashboard/KPI Report**

Ms. Mathes presented the FY21 dashboard and KPI year-to-date report. Podcast aggregate downloads are at 118% of projection; on-demand listening is a 105% of goal. Reporter engagements in the community are at 152 % of goal and the source diversity in the Newsroom is running ahead of goal for both aggregate (61%) toward goal of 40%. Source Diversity for “The Record” running ahead of goal of 29%, in Running Avg. (31.5%); August email subscribers at nearly 135% of goal.

Total from Individuals Giving at 128% over projected goal. Major Gifts is at 117% over projected goal. Donor renewals are at 116% over projected goal. Business Support Revenue is at 109% of goal driven by a strong July.

Overall, to date the Station has either met or exceeded 11 of 16 established metrics and goals, or 69%.

**KUOW August Tonnage Report**

Ms. Mathes presented the Tonnage Report. Overall from August 2019 to August 2020, there was a percentage increase in Digital Listening, KUOW.org, Social Media, Active Donors/Members and Total Network Audience. The only decrease was in Linear (Broadcast) Radio and the reason was suggested it was due to lack of commuting due to Work-From-Home.

# APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

October 1, 2020

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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## V. Committee Business

### A. *KUOW North Star & Impact Statement*

#### North Star SROI Process

Lisa Nitze presented the Strategic Impact Framework. The steps to develop this Framework were define the problem the organization is solving, define the North Star, define the intended impact, define the theory of change and 3-5 desired outcomes, and identify strategies to support each outcome.

#### Outcomes/Strategies Tactics Grid

Caryn Mathes presented the 6 current outcomes and strategies. The Outcomes and Strategies were shown how they are connected to current tactics, Programs & Activities.

#### Next Steps

Caryn Mathes discussed bringing Liza Nitze to present the Strategic Framework Process to the Senior Leadership Team. Ms. Mathes would also like to have finalize aligning language and metrics from the Framework to the current operational KPIs.

### B. *Reschedule October 14th Meeting*

#### Meeting Poll (Oct 28, Oct 29, Nov 2)

The Committee decided on an additional meeting for October 28, 2020 3:30-5:00 PM.

## Adjournment

There being no further business, Mr. Goverman adjourned the Strategic Planning Committee meeting at 5:05 PM.

Respectfully Submitted by  
Irwin Goverman, SPC Co-Chair  
Shauna Causey, SPC Co-Chair  
Fieta Robinson, Board Liaison



**PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
TUESDAY, DECEMBER 1, 2020  
3:30 PM – 5:00 PM**

Register in advance for this meeting:

<https://washington.zoom.us/meeting/register/tJ0tfuioirjgtE92eOOlbHSiLlmyNkkpSyoPz>

**Strategic Planning Committee Purpose**

Continually analyze and discuss the media landscape and industry trends to help ensure sustainability of the station, its mission, vision, values and future.

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- C. Work with Finance Committee to allocate funding for SBP Initiatives
- D. Work closely with Management to monitor current year initiatives and goals (provide status updates at Board meetings)
  - Is the station on track to meet its strategic objectives?
  - Are the initiatives still relevant to identified goals in the SBP?
  - Are there any special circumstances that may impact the overall plan or stated FY initiatives?
  - What are the challenges for management?
  - Where does management believe SPC members can be of assistance?

**Meeting Objectives**

- Obtain an update on the station’s progress against the FY21 Fiscal KPIs for stated goals
- Discuss the timeline for strategic impact framework (SIF) outcomes & strategies
- Reach consensus on the approach, schedule, timeline and deliverables
- Ratify the 2021 Work Plan

**Questions for Committee Members**

1. How do you see the SIF synchronizing with 2021 KPI’s for this year?
2. What presentation would you like to see from management at the next meeting?

**AGENDA**

3:30 – 3:40 PM	<ol style="list-style-type: none"> <li>1. <b>Welcome and Call to Order</b></li> <li>2. <b>Welcome committee members to 2021 season</b></li> <li>3. <b>Thank Past Co-Chairs for their service in 2020</b></li> <li>4. <b>Overview of Meeting</b></li> <li>5. <b>Invitation to Disclose Possible Conflict of Interests</b></li> <li>6. <b>Approval of October 1, 2020 Committee Minutes</b></li> </ol>	Exhibit 1	Andy McGovern
3:55 – 4:20 PM	<ol style="list-style-type: none"> <li>7. <b>STATION BUSINESS</b> <ol style="list-style-type: none"> <li>A. <b>Progress Update with The Strategic Framework</b></li> <li>B. <b>Dashboard/KPI Report</b></li> <li>C. <b>November Tonnage Report</b></li> </ol> </li> </ol>	Exhibit 2 Exhibit 3 Exhibit 4	Caryn Mathes
4:20 – 4:40 PM	<ol style="list-style-type: none"> <li>8. <b>COMMITTEE BUSINESS</b> <ol style="list-style-type: none"> <li>A. <b>Reflect &amp; Discuss 2021 SPC Goals</b></li> <li>B. <b>Discuss &amp; Ratify SPC 2021 Workplan</b></li> </ol> </li> </ol>	Exhibit 5	Andy McGovern

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PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
TUESDAY, DECEMBER 1, 2020  
3:30 PM – 5:00 PM

Register in advance for this meeting:

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4:40 – 4:50 PM	<b>C. <u>ADDITIONAL BUSINESS</u></b> ➤ <b>Agenda Items for SPC Next Meeting</b> ➤ <b>Public Comments</b>	Andy McGovern
4:50 – 5:00 PM	<b>D. Executive Session*</b>	Andy McGovern
5:00 PM	<b>E. Adjourn</b>	Andy McGovern

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# APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

December 1, 2020

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on December 1, 2020 at 3:30 PM via Zoom conference.

PRESENT: Andy McGovern (SPC Chair), Irwin Goverman (SPC Vice Chair), Claire O’Donnell, Shauna Causey, Lisa Nitze, Heidi de Laubenfels and Mark Ashida

ABSENT: Nicholas Patrick, Wassef Haroun and Robert Palmatier

ALSO ATTENDING: Caryn Mathes, Fieta Robinson, Stewart Meyer and Ryleigh Brimhall

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I. **Meeting Called to Order**

Mr. McGovern welcomed new and old Committee members and called the meeting to order at 3:32 PM. He provided an overview of the objectives and purpose of the meeting. He thanked the past Co Chairs for their service to the Committee

II. **Conflict of Interests**

There were no conflict of interests.

III. **Approval of Minutes**

Mr. McGovern called for a motion to approve the October 1, 2020 minutes. Mr. Ashida motioned, and Mr. Goverman seconded; with no objections, the minutes were approved as presented.

IV. **Station Business**

**Progress Update with The Strategic Framework**

Ms. Mathes provided a progress update with the Strategic Framework. There were six outcomes and the North Star currently defined with the help of Ms. Lisa Nitze and The Committee. The Strategic Framework was with the KUOW Leadership to link strategies and KPIs to each outcome. The Leadership Team had also brought forward questions and further clarification of the outcomes.

**Dashboard/KPI Report**

Ms. Mathes presented the FY21 dashboard and KPI year-to-date report. Podcast aggregate downloads are at 120% of projection. Reporter engagements in the community are at 136% of goal and the source diversity in the Newsroom is running ahead of goal for both aggregate (55%) toward goal of 40%.

Total from Individuals Giving at 115% over projected goal. Major Gifts is at 165% over projected goal. Donor renewals are at 108% over projected goal. Business Support Revenue is at 94.9% of projected goal with Non-Broadcast Revenue at 110% of goal.

Overall, to date, the Station has 60% of KPIs at 91% or greater than goal. KUOW’s stable Q2 position was due to rapid and creative response by the leadership team and prudent fiscal management.

## DRAFT MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

December 1, 2020

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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### KUOW November Tonnage Report

Ms. Mathes presented the October Tonnage Report. Overall from October 2019 to October 2020, there was a percentage increase in Digital Listening, Social Media, Active Donors/Members and Total Network Audience. There was decrease in Linear (Broadcast) Radio and KUOW.org.

### V. Committee Business

#### Reflect & Discuss 2021 SPC Goals

Mr. McGovern facilitated a discussion of SPC 2021 Goals. He would synthesize the common goals and themes for the future meeting.

#### Discuss & Ratify SPC 2021 Workplan

Mr. McGovern presented the current SPC 2021 Workplan. The Committee brought forward clarifying questions and discussion especially what changes were made due to COVID19 Pandemic and how to adjust for the future strategic planning.

### VI. Adjournment

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 4:45 PM.

Respectfully Submitted by  
Andy McGovern, SPC Chair  
Fieta Robinson, Board Liaison





**PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
MONDAY, FEBURARY 1, 2021  
3:30 PM – 5:00 PM**

Register in advance for this meeting:

[https://washington.zoom.us/meeting/register/tJlpc-GqrTsuGdVdE\\_V3Xo434NjzQ1BcvGVI](https://washington.zoom.us/meeting/register/tJlpc-GqrTsuGdVdE_V3Xo434NjzQ1BcvGVI)

**Strategic Planning Committee Purpose**

Continually analyze and discuss the media landscape and industry trends to help ensure sustainability of the station, its mission, vision, values and future.

- A. Ensure the SBP and Goals advance the mission and purpose of the station
- B. Identify external changes, trends, opportunities and threats that may affect the station’s strategic direction and/or near-term operational planning
- C. Work with Finance Committee to allocate funding for SBP Initiatives
- D. Work closely with Management to monitor current year initiatives and goals (provide status updates at Board meetings)
  - Is the station on track to meet its strategic objectives?
  - Are the initiatives still relevant to identified goals in the SBP?
  - Are there any special circumstances that may impact the overall plan or stated FY initiatives?
  - What are the challenges for management?
  - Where does management believe SPC members can be of assistance?

**Meeting Objectives**

- Review this work plan for feedback from the SPC.
- Discuss Initial Planning for Board Retreat

**Questions for Committee Members**

1. How do you see the SIF synchronizing with 2022 KPI’s?
2. What presentation would you like to see from management at the next meeting?
3. Are there additional trends or developments that we should be considering for Strategic Planning?

**AGENDA**

3:30 – 3:35 PM	<ol style="list-style-type: none"> <li>1. <b>Welcome and Call to Order</b></li> <li>2. <b>Overview of Meeting</b></li> <li>3. <b>Invitation to Disclose Possible Conflict of Interests</b></li> <li>4. <b>Approval of December 1, 2020 Committee Minutes</b></li> </ol>	Exhibit 1	Andy McGovern
3:35 – 4:30 PM	<ol style="list-style-type: none"> <li>5. <b>STATION BUSINESS</b> <ol style="list-style-type: none"> <li>A. <b>Dashboard/KPI Report</b></li> <li>B. <b>December Tonnage Report</b></li> <li>C. <b>Summer Audience Survey</b></li> </ol> </li> </ol>	Exhibit 2 Exhibit 3 Exhibit 4	Caryn Mathes Cynthia Chiou
4:30 – 4:50 PM	<ol style="list-style-type: none"> <li>6. <b>COMMITTEE BUSINESS</b> <b>Discuss Initial Board Retreat Planning with Governance</b></li> </ol>		Andy McGovern David Landau
4:45 – 4:55 PM	<ol style="list-style-type: none"> <li>7. <b>ADDITIONAL BUSINESS</b> <ul style="list-style-type: none"> <li>➤ <b>Agenda Items for SPC Next Meeting</b></li> <li>➤ <b>Public Comments</b></li> </ul> </li> </ol>		Andy McGovern

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PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
MONDAY, FEBURARY 1, 2021  
3:30 PM – 5:00 PM

Register in advance for this meeting:

[https://washington.zoom.us/meeting/register/tJlpc-GqrTsuGdVdE\\_V3Xo434NjzQ1BcvGVI](https://washington.zoom.us/meeting/register/tJlpc-GqrTsuGdVdE_V3Xo434NjzQ1BcvGVI)

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4:55 – 5:00 PM    8.    **Executive Session\***    Andy McGovern

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5:00 PM    9.    **Adjourn**    Andy McGovern

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## APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

February 1, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on February 1, 2021 at 3:30 PM via Zoom conference.

PRESENT: Andy McGovern (SPC Chair), Irwin Goverman (SPC Vice Chair), Claire O’Donnell, Wassef Haroun, Lisa Nitze, Heidi de Laubenfels, Mark Ashida and David Landau

ABSENT: Shauna Causey, Nicholas Patrick and Robert Palmatier

ALSO ATTENDING: Caryn Mathes, Fieta Robinson, Cynthia Chiou, Jemma Hovance and Ryleigh Brimhall

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I. **Meeting Called to Order**

Mr. McGovern called the meeting to order at 3:31 PM. He provided an overview of the objectives and purpose of the meeting.

II. **Conflict of Interests**

There was no conflict of interests.

III. **Approval of Minutes**

Mr. McGovern called for a motion to approve the December 1, 2020 minutes. Mr. Goverman motioned, and Mr. Haroun seconded; with no objections, the minutes were approved as presented.

IV. **Station Business**

**Dashboard/KPI Report**

Ms. Mathes presented the FY21 dashboard and KPI year-to-date report. Podcast aggregate downloads are at 112% of projection. Reporter engagements in the community are at 132% of goal and the source diversity in the Newsroom is running ahead of goal for both aggregate (53%) toward goal of 40%.

Total from Individuals Giving at 110% over projected goal. Major Gifts is at 159% over projected goal. Donor renewals are at 108% over projected goal. Business Support Revenue is at 101% of projected goal with Non-Broadcast Revenue at 107% of goal.

Overall, to date, the Station has 62.5% of KPIs at 91% or greater than goal. KUOW’s stable Q2 position was due to creative response by the leadership team and prudent fiscal management.

**KUOW November Tonnage Report**

Ms. Hovance presented the December Tonnage Report. Overall from December 2019 to December 2020, there was a percentage increase in all aspects except NPR One App.

**KUOW Summer Audience Report**

Ms. Chiou presented the KUOW Summer 2020 Audience Research Insights. The purpose of the study was to learn more about various audience segments and characteristics to inform content, and, marketing strategies to attract, engage, and retain these different audiences.

## APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

February 1, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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V. **Committee Business**

**Discussion of Initial Board Retreat Planning**

Mr. McGovern facilitated a discussion of SPC 2021 Goals. He would synthesize the common goals and themes for the future meeting.

VI. **Adjournment**

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 4:57 PM.

Respectfully Submitted by  
Andy McGovern, SPC Chair  
Fieta Robinson, Board Liaison



PUGET SOUND PUBLIC RADIO BOARD  
 STRATEGIC PLANNING COMMITTEE MEETING  
 MONDAY, MARCH 22, 2021  
 3:30 PM – 5:00 PM

Register in advance for this meeting:

<https://washington.zoom.us/meeting/register/tJUodeqspjouH9TNLgoQ2TW7PI98FtupgNs0>

**Strategic Planning Committee Purpose**

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  - What are the challenges for management?
  - Where does management believe SPC members can be of assistance?

**Meeting Objectives**

- Review station progress on SIF for FY22 and how it will integrate into FY22 Strategic Goals and Budget
- Review budget and SIF timeline
- Discuss strategic planning aspect of board retreat with Governance Committee leadership

**Questions for Committee Members**

Interested in committee’s candid feedback on:

- a. SIF and FY22 KPIs/budget alignment and
- b. The emerging plan from Governance about the retreat and the strategic discussions within

**AGENDA**

3:30 – 3:35 PM	1. <b>Welcome and Call to Order</b>		Andy McGovern
	2. <b>Overview of Meeting</b>		
	3. <b>Invitation to Disclose Possible Conflict of Interests</b>		
	4. <b>Approval of February 1, 2020 Committee Minutes</b>	Exhibit 1	
3:35 – 4:35 PM	5. <b>STATION BUSINESS</b>		
	A. <b>Dashboard/KPI Report</b>	Exhibit 2	Caryn Mathes
	B. <b>FY22 Budget and KPIs under North Star framework</b>	Exhibit 3	
4:35 – 4:50 PM	6. <b>COMMITTEE BUSINESS</b>		David Landau/Irwin Goverman
	➤ <b>Update on Board Retreat Planning</b>	Exhibit 4	
	➤ <b>Speakers Discussion</b>		
4:50 – 4:55 PM	7. <b>ADDITIONAL BUSINESS</b>		Andy McGovern
	➤ <b>Agenda Items for SPC Next Meeting</b>		
	➤ <b>Public Comments</b>		

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PUGET SOUND PUBLIC RADIO BOARD  
STRATEGIC PLANNING COMMITTEE MEETING  
MONDAY, MARCH 22, 2021  
3:30 PM – 5:00 PM

Register in advance for this meeting:

<https://washington.zoom.us/meeting/register/tJUodeqspjouH9TNLgoQ2TW7PI98FtupgNs0>

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4:55 – 5:00 PM    8.    **Executive Session\***    Andy McGovern

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5:00 PM    9.    **Adjourn**    Andy McGovern

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# APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

March 22, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on March 22, 2021 at 3:30 PM via Zoom conference.

PRESENT: Andy McGovern (SPC Chair), Irwin Goverman (SPC Vice Chair), Claire O’Donnell, Wassef Haroun, Mark Ashida and Shauna Causey

ABSENT: Lisa Nitze, Nicholas Patrick and Robert Palmatier

ALSO ATTENDING: Caryn Mathes, Fieta Robinson, Stewart Meyer and Ryleigh Brimhall

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I. **Meeting Called to Order**

Mr. McGovern called the meeting to order at 3:31 PM. He provided an overview of the objectives and purpose of the meeting.

II. **Conflict of Interests**

There was no conflict of interests.

III. **Approval of Minutes**

Mr. McGovern called for a motion to approve the February 1, 2021 minutes. Mr. Goverman motioned, and Mr. Haroun seconded; with no objections, the minutes were approved as presented.

IV. **Station Business**

**Dashboard/KPI Report**

Ms. Mathes presented the FY21 dashboard and KPI year-to-date report. Podcast aggregate downloads are at 103% of projection. BIPOC Sources in News Features are at 143% of goal and the source diversity in the Newsroom is running ahead of goal for both aggregate (57%) toward goal of 40%.

Total from Individuals Giving at 111% over projected goal. Major Gifts is at 157% over projected goal. Donor renewals are at 109% over projected goal. Business Support Revenue is at 95% of projected goal with Non-Broadcast Revenue at 120% of goal.

Overall, to date, the Station has 66.7% of KPIs at 91% or greater than goal. KUOW’s stable Q3 position was due to creative response by the leadership team and prudent fiscal management.

**FY22 Budget and KPIs under North Star framework**

Ms. Mathes presented the current timeline for FY22 Budget. FY22 Budget and alignment to Strategic Impact Framework (SIF) was on schedule. Committee confirmed a leadership SIF update for the Board Retreat. Senior Leadership Team was finalizing the outcome metrics for the strategies to the SIF outcomes.

# APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

March 22, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

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V. **Committee Business**

**Update Board Retreat Planning**

Mr. Goverman presented the current agenda for the Board Retreat and facilitated a committee discussion on potential speakers.

VI. **Adjournment**

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 4:46 PM.

Respectfully Submitted by  
Andy McGovern, SPC Chair  
Fieta Robinson, Board Liaison





KUOW Puget Sound Public Radio (PSPR)  
 JOINT Finance & Audit and Strategic Planning Committee Meeting  
 Thursday, May 27, 2021  
 3:30 PM – 5:00 PM

Please register in advance for this meeting:

<https://washington.zoom.us/meeting/register/tJAlf-qtqDorHdezr47Fwt3TBq9ObLEJW7Ak>

**//MEETING FOCUS**

- Strategic Impact Framework Process Results – Outcomes, Long-term Strategies, Impact and Activities
- Rationale for FY2022 Budget as it relates to Strategic Focus and FY22 Operational KPIs

**//MEETING OBJECTIVES**

- Update on FY2021 YE Strategic Goals and YTD Financials against Budget
- Greater understanding of the key assumptions for determining resources, rationale for spending a head of the curve and expected ROI
- Review FY2022 Budget Presentation for recommendation to Executive Committee

**//MEETING QUESTIONS**

- How will personnel shortage will affect operations in FY22 and the FY22 Proposed Budget?
- What questions do you have about fundraising/revenue landscape?
- What are the considerations for stretching run rate for operations to support strategic direction and company growth?

**//AGENDA**

3:30-3:35 pm	<b>1. Welcome and Call to Order</b>		Jon Schorr
	<b>2. Invitation to Disclose Possible Conflicts of Interests</b>		
<b>(ACTION)</b>	<b>3. Approval of 04.13.21 FIN Meeting Minutes</b>	Exhibit 1	
<b>(ACTION)</b>	<b>4. Approval of 03.22.21 SPC Meeting Minutes</b>	Exhibit 2	Andy McGovern
3:35-4:10 pm	<b>5. FY21 Year End Report &amp; FY22 Budget Presentation</b>	Exhibit 3	Caryn Mathes
4:10-4:50 pm	<ul style="list-style-type: none"> <li>• Budget Discussion, Q&amp;A</li> <li>• Recommendation to forward to Executive Committee for full board approval</li> </ul>		Members
<b>(ACTION)</b>			
4:50-4:55 pm	<b>6. Next Steps</b>		Caryn Mathes
4:55-4:58 pm	<b>7. Agenda Topics for full board meeting</b>		Jon Schorr
4:58-5:00 pm	<b>8. 2021 Board and Committee Dates</b>	See below	Fieta Robinson
	<ul style="list-style-type: none"> <li>• Next FIN Meeting: June 10 with EXEC</li> <li>• Next SPC Meeting: August 9</li> </ul>		
5:00 pm	<b>9. Adjournment</b>		Jon Schorr

*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.*

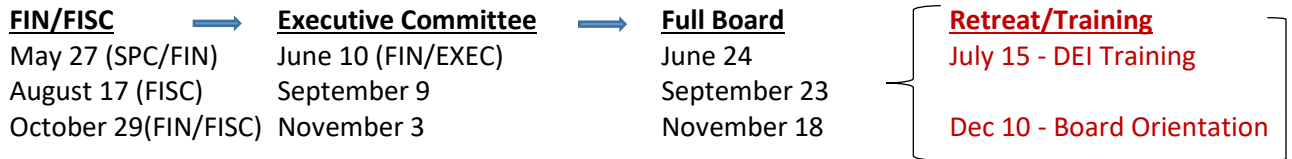


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**Approval Flow Chart**



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# APPROVED MEETING MINUTES

## KUOW Puget Sound Public Radio JOINT FINANCE & AUDIT, STRATEGIC PLANNING COMMITTEE MEETING May 27, 2021 3:30 - 5:00 PM

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Upon notice duly given, the **STRATEGIC PLANNING and FINANCE & AUDIT COMMITTEES** (the “Committees”) of the KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held virtually on May 27th, 2021 at 3:30 pm via Zoom Conference.

**PRESENT:** Jon Schorr, Caryn Mathes, Liam Lavery, Randy Hodgins, Sharon Kioko, Andy McGovern, Irwin Goverman, Claire O’Donnell, Lisa Nitze, Mark Ashida, Shauna Causey, Heidi de Laubenfels and Wassef Haroun

**ABSENT:** Christopher Jay and Nicholas Patrick

**ALSO ATTENDING:** Fieta Robinson, Evan McCoy, Janice McKenna, Stewart Meyer, Jennifer Strachan, Jessica Dial and Rob Palmatier

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### **I. Meeting Called to Order & Announcements**

Finance & Audit Committee Chair Jon Schorr welcomed the Committee members. The meeting was called to order at 3:32 PM. There were no conflicts of interest expressed.

### **II. Approval of Minutes**

Mr. Schorr called for the approval of the Minutes of the April 13<sup>th</sup> FIN meeting. Mr. Lavery moved to approve, and Mr. Goverman seconded; the motion was carried, and the Committee approved the minutes as presented. Mr. McGovern then called for the approval of the Minutes of the March 22<sup>nd</sup> SPC meeting. Mr. Hodgins moved to approve, and Mr. Goverman seconded; the motion was carried, and the Committee approved the minutes as presented.

### **III. FY21 Year End Report & FY22 Budget Presentation**

The Budget hearing format used in this meeting was departure from that used in previous meetings. The Finance Committee leadership asked to see the FY22 budget presentation ahead of the meeting, so that they could come prepared with questions for Ms. Mathes. Ms. Mathes provided a draft FY22 Budget, and the group discussed the FY21 actuals and proposed FY22 Budget and initiatives. [See addendum.]

Ms. Mathes began by speaking about the Strategic Impact Framework (SIF). No large projects were eliminated as a result of looking at impacts and outcomes; rather, she indicated that the SIF performed a useful function in directing the organization on how to amplify and intensify. Ms. Mathes is asking for a draw of approx. \$2 million from free cash to help prop up FY22, with the idea that the yield on that amount will break even by FY23. KPI’s on the Operational Dashboard have been cut from 18 to 6. Top priority in FY22 Q1 will be to fill the many current vacancies at KUOW. The idea of hiring a search firm was presented.

Jon Schorr asked for a motion to move forward the proposed FY2022 Budget to be presented to the Joint Finance & Executive Meeting on June 10, 2021. Mr. McGovern motioned, and Ms. Kioko

## APPROVED MEETING MINUTES

### KUOW Puget Sound Public Radio JOINT FINANCE & AUDIT, STRATEGIC PLANNING COMMITTEE MEETING May 27, 2021 3:30 - 5:00 PM

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seconded. With none opposing, the FY2022 Budget Presentation moves to the Executive Committee for approval.

**IV. Agenda Topics for Board Meeting**

Jon Schorr suggested that the FY2022 Budget be a topic at the upcoming full Board meeting on June 24<sup>th</sup>.

**V. Adjournment**

With no further business, Mr. Jon Schorr adjourned the meeting at 5:08 PM.

Respectfully Submitted by  
Jon Schorr, Chair, Finance & Audit Committee  
Fieta Robinson, Board Liaison