



PUGET SOUND PUBLIC RADIO BOARD
 STRATEGIC PLANNING COMMITTEE MEETING
 MONDAY, AUGUST 9, 2021
 3:30 PM – 5:00 PM

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

- Station Business: review North Star-aligned KPIs and goals for FY22
- Committee Business: extract candidate action items from Board Retreat for station consideration

Requests for Committee Members

Your thoughts and feedback on KUOW’s FY22 KPIs and goals

Your assistance in extracting key candidate action items from the retreat during committee working session

AGENDA

3:30 – 3:35 PM	<ol style="list-style-type: none"> 1. Welcome and Call to Order 2. Overview of Meeting 3. Invitation to Disclose Possible Conflict of Interests 4. Approval of May 27, 2021 Joint FIN/SPC Committee Minutes Exhibit 1 	Andy McGovern
3:35 – 3:55 PM	<ol style="list-style-type: none"> 5. <u>STATION BUSINESS</u> <ol style="list-style-type: none"> A. Draft of Proposed KPI for Suggestions Exhibit 2 B. Feedback and commentary on FY22 North Star KPIs 	
3:55 – 4:50 PM	<ol style="list-style-type: none"> 6. <u>COMMITTEE BUSINESS</u> <ol style="list-style-type: none"> A. Board Retreat Action Items Exhibit 3 <ul style="list-style-type: none"> ➤ Quiet time for directors to review Ostara retreat packet ➤ Discuss and finalize list of candidate action items for KUOW 	Andy McGovern
4:50 – 4:55 PM	<ol style="list-style-type: none"> A. <u>ADDITIONAL BUSINESS</u> <ul style="list-style-type: none"> ➤ Agenda Items for SPC Next Meeting 	Andy McGovern

**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 or services whenever the premature exposure of such purchase would compromise the business interests of any such organizations.*



PUGET SOUND PUBLIC RADIO BOARD
STRATEGIC PLANNING COMMITTEE MEETING
MONDAY, AUGUST 9, 2021
3:30 PM – 5:00 PM

➤ **Public Comments**

4:55 – 5:00 PM	B. Executive Session*	Andy McGovern
5:00 PM	C. Adjourn	Andy McGovern

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APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

August 9, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on August 9, 2021 at 3:30 PM via Zoom conference.

PRESENT: Andy McGovern (SPC Chair), Claire O’Donnell, Wassef Haroun, Lisa Nitze, Heidi de Laubenfels, Mark Ashida and Nicholas Patrick

ABSENT: Irwin Goverman (SPC Vice Chair), Shauna Causey, and Robert Palmatier

ALSO ATTENDING: Caryn Mathes, Fieta Robinson, Jennifer Strachan and Ryleigh Brimhall

I. **Meeting Called to Order**

Mr. McGovern called the meeting to order at 3:35PM. 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**

Due to a lack of a quorum, Mr. McGovern tabled the minutes of the May 27, 2021 Joint Finance and Strategic Planning Committee meeting minutes to the next meeting.

IV. **Station Business**

Feedback and commentary on FY22 North Star KPIs

Mr. McGovern facilitated use of a collaboration tool allowing the committee to comment and ask questions on the current Strategic Impact Framework. Ms. Mathes and Ms. Strachan went through address those comments and questions made by the committee to provide further clarification on FY22 North Star KPIs.

V. **Committee Business**

Board Retreat Action Items

Mr. McGovern facilitated a discussion of Board Retreat Action items: Partnerships on Business Development, Innovation, New Platforms, & User Generated Content, and Customer & Source Data. With Partnerships on Business Development, there was focus new technological opportunities, aligning with businesses & organizations with similar value system, and opportunities that support other sectors like Seattle Arts Sector. With Innovation, New Platforms, & User Generated Content, the focused was on what new platforms would be valuable for content experimentation, continue bringing experts in the field to speak with the board and KUOW staff to infuse new ideas and education on what is new in public media, and opportunities for community platform for shared content creation. With Customer & Source Data, the committee discussed on potential tools and trainings for journalist to have more data-driven and visualization-based content, and live fact checking software or explanation for readers.

APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

August 9, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

VI. **Adjournment**

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 4:59 PM.

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



PUGET SOUND PUBLIC RADIO BOARD
 STRATEGIC PLANNING COMMITTEE MEETING
 WEDNESDAY, OCTOBER 13, 2021
 3:30 PM – 5:00 PM

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

Meeting Objectives

- Station Business: meet Rami, discussion retreat actions

Requests for Committee Members

Get to know and engage with Rami
 Engage with the retreat actions

AGENDA

3:30 – 3:45 PM	<ol style="list-style-type: none"> 1. Welcome and Call to Order 2. Overview of Meeting 3. Invitation to Disclose Possible Conflict of Interests 4. Approval of August 9, 2021 SPC Committee Minutes 5. What’s New with KUOW 	Exhibit 1	Andy McGovern Caryn Mathes
3:45 – 4:20 PM	<ol style="list-style-type: none"> 6. <u>WELCOME SENIOR DIRECTOR OF DIGITAL PRODUCT</u> <ol style="list-style-type: none"> A. Intros B. Initial assessment of digital gaps and opportunities in KUOW C. Discuss collaboration with SPC D. Open Q&A 		Rami Al-Kabra
4:20 – 4:50 PM	<ol style="list-style-type: none"> 7. <u>STATION BUSINESS</u> <ol style="list-style-type: none"> A. Discuss Retreat Action Proposals <ol style="list-style-type: none"> a. Quiet doc review and comments b. Live discussion 	Exhibit 2	Caryn Mathes
4:50 – 4:55 PM	<ol style="list-style-type: none"> A. <u>ADDITIONAL BUSINESS</u> <ul style="list-style-type: none"> ➤ Agenda Items for BOD Annual Meeting 		Andy McGovern

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PUGET SOUND PUBLIC RADIO BOARD
STRATEGIC PLANNING COMMITTEE MEETING
WEDNESDAY, OCTOBER 13, 2021
3:30 PM – 5:00 PM

➤ **Public Comments**

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

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

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APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

October 13, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

Upon notice duly given, the **STRATEGIC PLANNING COMMITTEE** (the “Committee”) of KUOW, Puget Sound Public Radio (PSPR) virtual meeting was held on October 13, 2021 at 3:30 PM via Zoom conference.

PRESENT: Andy McGovern (SPC Chair), Irwin Goverman (SPC Vice Chair), Claire O’Donnell, Wassef Haroun, and Lisa Nitze

ABSENT: Shauna Causey, Robert Palmatier, Mark Ashida and Nicholas Patrick

ALSO ATTENDING: Caryn Mathes, Fieta Robinson, Rami Al-Kabra and Ryleigh Brimhall

I. **Meeting Called to Order**

Mr. McGovern 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 was no conflict of interests.

III. **Approval of Minutes**

Mr. McGovern called for the approval of the minutes of August 9, 2021, Strategic Planning Committee Meeting. A motion was duly made by Mr. Goverman and seconded by Mr. Haroun. With no objections, the minutes were approved as presented.

IV. **Station Business**

What’s New with KUOW?

Ms. Mathes provided an update on station’s activities. There was nationwide cyber-attack on Marketron and KUOW, in abundance of caution, did the Marketron’s function by hand during the day of September 18. Ms. Mathes highlighted on how the “Great Quit” has affected KUOW’s hiring of new employees. She also presented on the current efforts on the continuing improvement of On-Site security. Gigi Douban, KUOW’s New News Director implemented “Weekly News Round Up” to celebrate and spotlight the work of the content team.

Welcome Senior Director of Digital Product

Mr. Al-Kabra introduced himself to the committee and provided a history of his professional experience. He discussed his current plans and priorities using the results of the Point B consulting on KUOW’s current digital media strategies.

Board Retreat Action Items

Mr. McGovern facilitated a deeper dive of Board Retreat Action items based on the discussion of Ms. Mathes’ responses at the recent board meeting.

APPROVED MEETING MINUTES

KUOW PUGET SOUND PUBLIC RADIO

October 13, 2021

STRATEGIC PLANNING COMMITTEE (SPC)

3:30 PM – 5:00 PM

V. **Adjournment**

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 5:02 PM.

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



KUOW, Strategic Planning Committee: January 31, 2022 Meeting - KUOW

Jan 31, 2022 at 3:30 PM PST to Jan 31, 2022 at 5:00 PM PST
Remotely Via Zoom

Agenda

I. Welcome and Call to Order

3:30 PM

Presenter: Andy McGovern

A. Invitation to Disclose Possible Conflicts of Interest

Presenter: Andy McGovern

B. Overview of Meeting Purpose

Presenter: Andy McGovern

C. Invitation for Additional Topics

Presenter: Andy McGovern

D. Approval of October 13, 2021, SPC Meeting Minutes

Presenter: Andy McGovern

E. Welcome Reach & Resource Committee Members

Presenter: Andy McGovern

F. What's new with KUOW

Presenter: Caryn Mathes

II. Station Business

Presenter: Andy McGovern

A. Digital roadmap review with Senior Director of Digital Product Rami Al-Kabra 3:45 PM

Presenter: Rami Al-Kabra

1. Provide Feedback and Questions

III. Committee Business

4:40 PM

Presenter: Andy McGovern

A. Review 2022 Workplan

IV. Additional Topics

4:50 PM

Presenter: Andy McGovern

A. Items for Executive Committee Agenda/Full BOD Meeting

B. Next SPC Meeting- March 21 2021

V. Public Comment/ Executive Session

Presenter: Andy McGovern

4:55 PM

VI. Adjournment

Presenter: Andy McGovern



KUOW, Strategic Planning Committee: January 31, 2022 Meeting APPROVED Minutes

KUOW

Jan 31, 2022 at 3:30 PM PST

@ ZOOM

Attendance

Members Present (Remote):

Michelle Merriweather , Virginia Anderson, Ryleigh Brimhall, Caryn Mathes, Andy McGovern, Filiz Efe McKinney, Roshni Naidu, Lisa Nitze, Claire O'Donnell, Fieta Robinson, Kerry Swanson

Members Absent:

Wassef Haroun, David Iyall, Christopher Jay

Guests Present:

Rami Al-Kabra, Matt Albertson

I. Welcome and Call to Order

Mr. McGovern called the meeting to order at 3:35 PM

A. Invitation to Disclose Possible Conflicts of Interest

There was no conflict of interests.

B. Overview of Meeting Purpose

He provided an overview of the objectives and purpose of the meeting.

C. Approval of October 13, 2021, SPC Meeting Minutes

Motion:

Mr. McGovern called for the approval of the minutes of October 13, 2021, Strategic Planning Committee Meeting.

Motion moved by Lisa Nitze and motion seconded by Virginia Anderson. With no objections, the minutes were approved as presented.

D. What's new with KUOW

Ms. Mathes introduced a new staff member, Kerry Swanson. Ms. Mathes updated on the December 2021 Gallup Poll Survey, and the grand mean was approximately up by 20% from June 2021's Gallup results. She also highlighted current DEI efforts and how they could effectively communicate them to staff and the board. She provided an update on employee hiring efforts and announced the upcoming audience research and piloting from the staff.

II. Station Business

A. Digital roadmap review with Senior Director of Digital Product Rami Al-Kabra

Mr. McGovern facilitated a review and discussion of Rami Al-Kabra's Digital Division Vision. The committee highlighted the planned customer research, the Digital Division staff structure, analytics & strategies of the digital products (KUOW .org, KUOW App, Syndication), future real-time adjustments with content, and, the vision's connection to the Strategic Impact Framework (SIF).

B. Review 2022 Workplan

The review of the SPC 2022 draft workplan was moved to future meeting to allow more time for discussion of Digital Division Vision.

III. Adjournment

There being no further business, Mr. McGovern adjourned the Strategic Planning Committee meeting at 5:02 PM.



KUOW, Strategic Planning Committee: March 21, 2022 Meeting -

KUOW/Zoom

Mar 21, 2022 at 3:30 PM PDT to Mar 21, 2022 at 5:00 PM PDT

Agenda

I. Welcome and Call to Order

3:30 PM

Presenter: Andy McGovern

A. Invitation to Disclose Possible Conflicts of Interest

B. Overview of Meeting Purpose

C. Invitation for Additional Topics

D. Approval of January 31, 2022, SPC Meeting Minutes

E. What's new with KUOW

Presenter: Caryn Mathes

II. Station Business

3:40 PM

A. Deep Dive: Audience Research with Jennifer & Michaela

Presenters: Jennifer Strachan, Michaela Gianotti

1. Provide Feedback and Questions

Presenter: Andy McGovern

B. SPC Budget Deep Dive Presentation

Presenter: Caryn Mathes

III. Committee Business

4:40 PM

Presenter: Andy McGovern

A. Board Retreat Update - May 21, 2022

IV. Additional Topics

4:50 PM

Presenter: Andy McGovern

A. Items for Executive Committee Agenda/Full BOD Meeting

B. Next FIN/SPC Meeting- May 26 2022

V. Public Comment/ Executive Session

4:55 PM

Presenter: Andy McGovern

A. Executive Session

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VI. Adjournment

Presenter: Andy McGovern



KUOW, Strategic Planning Committee: March 21, 2022 Meeting Approved Minutes

KUOW & Zoom

Mar 21, 2022 at 3:30 PM PDT

Attendance

Members Present (Remote):

Virginia Anderson, Ryleigh Brimhall, Caryn Mathes, Andy McGovern, Janice McKenna, Roshni Naidu, Claire O'Donnell, Fieta Robinson, Kerry Swanson

Members Absent:

Wassef Haroun

Guests Present (Remote):

Rami Al-Kabra, Matt Albertson, Michaela Gianotti, Jennifer Strachan

I. Welcome and Call to Order

Mr. McGovern called the meeting to order at 3:32 PM

A. Invitation to Disclose Possible Conflicts of Interest

There was no conflict of interests.

B. Overview of Meeting Purpose

He provided an overview of the objectives and purpose of the meeting.

C. Approval of January 31, 2022, SPC Meeting Minutes

Motion:

Mr. McGovern called for the approval of the minutes of the January 27, 2022 Strategic Planning Committee Meeting.

Motion moved by Virginia Anderson and motion seconded by Claire O'Donnell.

With no objections, the minutes were approved as presented.

II. Station Business

A. Deep Dive: Audience Research with Jennifer & Michaela

Mr. McGovern facilitated a review and discussion of Jennifer Strachan, Chief Content Officer, and Michaela Gianotti, Director of Marketing, the upcoming Audience Research Overview with the Committee. The goals of this project focused on who is KUOW's audience, how to optimize its content for that audience, and how does can this data be integrated into the Strategic Impact Framework and North Star.

B. SPC Budget Deep Dive Presentation

Ms. Mathes presented on Strategic Impact Framework FY22 Update. She highlighted each of the outcome's successes and what is the works for the initial planning phase for FY23.

III. Committee Business

A. Board Retreat Update - May 21, 2022

Mr. McGovern provided a brief update on the upcoming Board Retreat.

IV. Adjournment

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



KUOW, Joint FIN/SPC Committee: May 26, 2022 Meeting

KUOW/Zoom

May 26, 2022 at 3:30 PM PDT to May 26, 2022 at 5:30 PM PDT

Agenda

I. Welcome & Call to Order

3:30 PM

Presenter: Jessie Harris

A. Invitation to Disclose Possible Conflicts of Interests

B. Approval of April 7, 2022 FIN Meeting Minutes

C. Approval of March 21, 2022 SPC Meeting Minutes

II. Committee Business

3:35 PM

Presenter: Jessie Harris

A. Form 990 Update

Presenter: Janice McKenna

B. Investment Policy Statement - Proposed Amendment from Bernstein

Presenter: Mark Ashida

Presenter: Mark Ashida

C. Post Retreat Debrief

III. FY23 Budget Presentation

4:00 PM

Presenter: Caryn Mathes

A. FY22 Year End Report & FY23 Budget Presentation

B. Management Recommendation on FY22 Endowment Withdraw?

C. Q&A

IV. Next Upcoming Meetings

A. Next FIN/EXEC Meeting- June 9 2022

B. Next FISC Meeting- August 18, 2022

V. Public Comment/ Executive Session

5:25 PM

VI. Adjourn



KUOW, Joint FIN/SPC Committee: May 26, 2022 Meeting Approved Minutes

KUOW/ZOOM

May 26, 2022 at 3:30 PM PDT

Attendance

Members Present (Remote):

Mark Ashida, Ryleigh Brimhall, Wassef Haroun, Jessie Harris, Shawnteasha Kirkwood-Coleman, Caryn Mathes, Andy McGovern, Janice McKenna, Claire O'Donnell, Jon Schorr, Kerry Swanson, Ian Warner

Members Absent:

Irwin Goverman, Randy Hodgins, Sharon Kioko, Heidi de Laubenfels, Liam Lavery, Roshni Naidu, Fieta Robinson

I. Welcome & Call to Order

Finance & Audit Vice Committee Chair Jessie Harris welcomed the Committee members. The meeting was called to order at 3:35 PM.

A. Invitation to Disclose Possible Conflicts of Interests

There were no conflicts of interest expressed.

B. Approval of April 7, 2022 FIN Meeting Minutes

Motion:

Mr. Harris called for the approval of the Minutes of the April 7th, 2022 FIN meeting.

Motion moved by Mark Ashida and motion seconded by Jon Schorr. The motion was carried, and the Committee approved the minutes as presented.

C. Approval of March 21, 2022 SPC Meeting Minutes

Motion:

Mr. McGovern then called for the approval of the Minutes of the March 21st, 2022 SPC meeting.

Motion moved by Claire O'Donnell and motion seconded by Wassef Haroun. The motion was carried, and the Committee approved the minutes as presented.

II. Committee Business

A. Form 990 Update

Ms. McKenna updated the committees on the complete filing of the Form 990 for FY21.

B. Investment Policy Statement - Proposed Amendment from Bernstein

Motion:

Mr. Ashida presented the IPS amendment. This IPS amendment was focused on the increased percentage of "no more than 10% of the U.S. Equity portion of the Pool at the time of purchase, and 10% at market value, will be invested in any one security".

Motion moved by Jon Schorr and motion seconded by Wassef Haroun. The motion was carried and moves to the Executive Committee for approval.

C. Post Retreat Debrief

Mr. McGovern briefly highlighted the success of the Board Retreat.

III. FY23 Budget Presentation

A. FY22 Year End Report & FY23 Budget Presentation

Ms. Mathes presented the FY22 Year-End Report and the FY23 Budget. She highlighted the Strategic Impact Framework (SIF) Outcomes and the success of the "Whole Funnel" synergetic approach between the Content Department, the Marketing Department, and the Revenue Departments. The board approved 2.1 million bridge funds, a 28% increase from FY21, to support the FY22 budget as KUOW came out of the pandemic.

KUOW was on track to end FY22 on an 8.2% increase in revenue from FY21 versus the 6.1% initial anticipated and, only a 12% increase in spending versus the projected 28% from FY21. The decrease in anticipated spending was primarily due to slowness in hiring.

For FY23, the goals were to consolidate SIF outcomes, reduce the number of strategies, and combine operational and SIF KPIs. There was an anticipated 9.4% increase in revenue from FY22 to FY23.

KUOW Management recommended not to withdraw FY22 Endowment.

Motion:

Mr. Harris asked for a motion to move forward with the proposed FY23 Budget to be presented to the Joint Finance & Executive Meeting on June 9, 2022.

Motion moved by Jon Schorr and motion seconded by Mark Ashida. With none opposing, the FY23 Budget Presentation moves to the Executive Committee for approval.

IV. Adjourn

With no further business, Mr. Harris adjourned the meeting at 5:11 PM.