



KUOW PUGET SOUND PUBLIC RADIO

STRATEGIC IMPACT FRAMEWORK

Fiscal Year 2023



Introduction

A “Strategic Impact Framework” (SIF) is a framework an organization uses to build strategies and make decisions through the lens of **social impact**.

Externally, a SIF communicates an organization’s intended impact and the social return on investment.

KUOW first developed a SIF in 2021 and has used it to guide our strategic planning, budgeting, partnerships and allocation of resources.

KUOW’s SIF is a “living” document, meant to evolve as KUOW responds to societal, media and audience changes.

This is the latest iteration of our SIF, updated in the spring of 2022.



SIF Components



NORTH STAR

A solution to a critical social problem that KUOW exists to support

INTENDED IMPACT

The change in status quo KUOW is uniquely qualified to bring about

OUTCOMES

The outcomes needed to achieve KUOW's Intended Impact

STRATEGIES

How KUOW will work towards each outcome

VALUES

The values that drive KUOW's work

Critical Assumptions



KUOW leadership built our SIF with the following assumptions:

- Listening habits are evolving quickly. While terrestrial radio drive-time listening is still strong, it is eroding. Audiences have more options for at-home media (and fewer have broadcast radios in the home), as well as ways to consume news and information. **Broadcast listening will continue to decline as a share of audience's total media consumption.**
- Younger and more racially diverse audiences have different media consumption habits than audiences that public media has historically attracted. **KUOW and public media must determine new audiences' media needs and position itself to engage with them.**
- The local and national news combination of NPR member stations is a unique offering competitors can't easily replicate. **KUOW must leverage the benefits of the NPR Network initiative to find and engage with new audiences and untap new sources of revenue.**
- Audience habits are increasingly screen-based. Audiences want their information in more visual mediums over verbal and/or text-based formats. **KUOW needs to pursue audiences on each digital platform in a customized way to meet their expectations.** Digital platforms are going to increasingly be the future, and disruption to the media landscape will only intensify.
- "News exhaustion" will lead audiences to seek content that has more meaningful connection to people, places and ideas.
- Misinformation and disinformation will continue to be prevalent and to polarize society. **A trusted convener of civil dialogue is needed to help communities and residents decipher information they consume.**
- Some portion of the population will still seek objective truth rather than affirmation of their worldview. Shared values are critically important to younger audiences. **It is critical that public media navigate polarization to maintain trust.**
- **Public media needs a comprehensive digital strategy.** Even a large market public station is too small to single-handedly produce enough content to be present, effective, and competitive on all the digital platforms audiences are using to consume news.
- **Public media has severe issues with diverse representation and racial equity in hiring, staff development, pay, etc.** Societal disruption has shown to exacerbate inequities. Diversity, equity and inclusion practices increase opportunities for excellence.
- **DEI training alone isn't enough;** public media organizations must completely transform to attract, engage, and retain talent and audience to represent the stories, identities, and interests of communities in order to shape our content, impact, and sustainability.

KUOW STRATEGIC IMPACT FRAMEWORK

FISCAL YEAR 2023

NORTH STAR: A fertile and vibrant ecosystem exists for community and democracy to thrive.

INTENDED IMPACT: Everyone in the Puget Sound Region can access information needed to understand and engage with what is happening in the world around them positioning them to have greater agency and empowerment.

OUTCOME 1 KUOW is trusted.

STRATEGIES

- 1.1** Adhere to rigorous journalistic ethics and standards
- 1.2** Follow the Trust Project best practices by being transparent about KUOW's content creators, editorial policies and priorities, racial equity work, finances, and impact
- 1.3** Ingrain best practices for equitable, inclusive reporting and narrative shift into KUOW's content-making and communications across all platforms
- 1.4** Regularly solicit, collect, and act upon feedback from KUOW's constituents
- 1.5** Be bold and nimble reacting to societal shifts with content creation and programming

OUTCOME 2 KUOW is accessible, inclusive and accountable to our communities.

STRATEGIES

- 2.1** Grow and sustain audiences on digital platforms
- 2.2** Seek out a diversity of perspectives and elevate, amplify and center the voices of Black, Indigenous and other Persons of Color
- 2.3** Be visible, accountable, and pro-actively invite and include KUOW's local community as content partners and collaborators
- 2.4** Engage in partnerships to reach new audiences
- 2.5** Follow ADA and usability best practices on all digital platforms

OUTCOME 3 KUOW is anti-racist and equitable.

STRATEGIES

- 3.1** Diversify KUOW's staff across all levels of the organization, prioritizing hiring, nurturing, and promoting BIPOC staff members to leadership/supervisory roles with an emphasis in Content
- 3.2** Ensure internal and external policies, practices, and communications are anti-racist, anti-oppressive, safe, supportive and welcoming to all
- 3.3** Embed diversity, equity, inclusivity, and accessibility into cultural and organizational standards to sustain these commitments

OUTCOME 4 KUOW is sustainable.

STRATEGIES

- 4.1** Grow and sustain audiences, prioritizing those on revenue generating platforms
- 4.2** Leverage tech to strengthen audience-to-donor pipeline
- 4.3** Maximize ROI of KUOW/NPR collaboration
- 4.4** Manage finances responsibly without limiting opportunities
- 4.5** Maximize revenue from diverse sources
- 4.6** Pursue organizational excellence through data-driven strategy, digital processes, values-based culture, employee development, and efficient and resilient infrastructure
- 4.7** Recruit a diverse, engaged, and skilled Board of Directors

Measurement and Accountability

KUOW will use the following key performance indicators to measure our progress towards our four outcomes and hold ourselves accountable in fiscal year 2023.

OUTCOME 1 KUOW is trusted.

METRICS

- 80%+ of audience rates KUOW as a trusted source of information per survey

OUTCOME 2 KUOW is accessible, inclusive and accountable to our communities.

METRICS

- 80%+ of audience rates KUOW as highly accessible, inclusive, and accountable per survey
- 5% growth in page views
- 6% growth for mobile and web repeat visits (from 17% to 23%)
- 10% Increase in listening rates for stream and podcast
- 50%+ of KUOW's content sources are BIPOC
- 50%+ of KUOW's content sources are women/non-binary/transgender

OUTCOME 3 KUOW is anti-racist and equitable.

METRICS

- Staff racial diversity (35%) (benchmarked from latest King County figure)
- 30%+ diverse BIPOC supervisory staff
- Maintain 50% racial diversity on board
- FTE Vacancy rate less than 10%

OUTCOME 4 KUOW is sustainable.

METRICS

- 9% growth in total audience across channels
- 9% growth in donor base
- Revenues and investments exceed or equal cost of strategic impact
- 10% increase in employee engagement per Gallup grand mean



Engaging with the SIF

LEARN MORE // We invite you to see the SIF at work in our latest Impact Report at [KUOW.org/impact](https://kuow.org/impact).

GET IN TOUCH // We greatly value input from our local community. If you have questions or comments about our SIF, please reach out at engage@kuow.org.

SUPPORT THIS WORK // KUOW's intended impact is only achievable with the support of our local community. Learn how you can support KUOW's work at [KUOW.org/support](https://kuow.org/support).

