

Executive Director's Report

July 2007

CONTENTS

Introduction * General Administration * Outreach
Programming * Digital Distribution Project * Legal * Recommendations
Final Thoughts: Mission, Structure, and Democracy
Appendix: PNB Digital Distribution Discussion, 1/07

Introduction

At the end of April, after an all-day meeting of station managers, program directors and national staff, the Pacifica National Board heard a promising report on the prospects for programming collaboration. Since then, this new level of cooperation has been demonstrated through an impressive series of special national broadcasts (see pg. 5). During the same period, the national office has recruited and hired new staff members to replace departing employees (pg.2), the five sisters stations have completed their Spring on-air fund drives, the Affiliates Program has continued to expand Pacifica's reach by attracting new stations and playing a leading role in the Radio for People campaign (pgs.3-4), the Pacifica Radio Archives has begun work on a 1968 content development project, the Chief Financial Officer has helped station management develop preliminary budgets for FY 08 and led discussions on an ambitious new fundraising strategy, and most Board committees have been active and productive.

I list these activities not because they are so unusual, or because the Executive Director has so much special influence in these areas, but rather because the critical tone of so much e-mail dialogue can drown out the record of steady productivity that is demonstrated on a regular basis by Pacifica's staff. When an individual or group is dissatisfied with a specific initiative or staff member, the drumbeat sometimes begins to sound like the only thing happening. Combined with heated rhetoric from litigiously-inclined parties, this can have a damaging effect on morale and the organization's public image. It is important to keep in mind that such criticisms are the exceptions -- not the norm -- and that there is a much larger perspective -- Pacifica's day-to-day role as a respected leader of the larger independent media community.

Since I have been chided for writing overly long reports, I will attempt to make this one more concise.

General Administration

The Operations Collective (OC), formed in early 2006, continues to meet twice monthly and handle a broad range of management and operational issues. This working group currently includes Duane Bradley and Ernesto Aguilar (KPFT); Eva Georgia and Armando Gudino (KPFK), Lemlem Rijio and Sasha Lilley (KPFA), Ron Pinchback and Bobby Hill (WPFW); Robert Scott Adams and Bernard White (WBAI); and national staff members, including Jon Almeleh (technology), Verna Avery Brown (DC Bureau), Brian

DeShazor (PRA), Pete Korakis (Internet Projects), Ursula Ruedenberg (Affiliates Program), Nathan Moore (Programming), Phil Osegueda (Administration), Lonnie Hicks (Finance), and Greg Guma. National Election Supervisor Casey Peters and Interim Human Resources Director Dominga Estrada have also attended meetings during this period.

Between May and early July, teleconferences were held on 5/4, 5/18, 6/1, 6/15, and 7/6, dealing with budget development, on-air fund drives, election procedures, anti-harassment policy and training, obscenity policy, CAB status, Copyright Royalty Act revisions, carriage surveys, national specials, Web activity, digital distribution, and the ED Search.

Recent Hires

Interim HR Director: This job was posted to station and national websites, Craigslist, Opportunity Knocks, National Association of African American HR executives (NAAHR), and Idealist.org. Over 30 applications were received and reviewed. Special attention was given to affirmative action considerations, and to the experience of applicants in dealing with diversity issues. In early June, the Personnel Committee interviewed Dominga Estrada. She was subsequently hired as Interim HR Director for a three month period, leaving the permanent job posted.

Administrative Assistant: Zakiyyah Jackson was hired in late May on a temporary basis to cover the period up to the end of June. Meanwhile, more than 35 applications for the permanent position were reviewed. After interviewing several candidates, Lonnie Hicks, Phil Osegueda and I agreed to hire Christine Neira, who began work July 5.

Democracy Now! Negotiations

Several teleconference meetings with Democracy Now!'s General Manager Julie Crosby have been held since April, initially with the participation of a seven-member Pacifica team (Acie Byrd, Dave Adelson, Eva Georgia, Pete Korakis, Dan Siegel, Lonnie Hicks, and Greg Guma). In the more recent discussions, Dave Adelson and Lonnie Hicks have led the negotiations, with participation by Acie Byrd and Pete Korakis. We have resolved some issues, and continue to focus on four main topics: funding, cross-promotion, affiliate recruitment, and distribution rights.

National Fundraising

Pacifica's national office has implemented three mail drops during the current fiscal year: an acquisition list mailing in Fall 2006, following by a smaller holiday mailing to past supporters. This Spring, another mailing was sent, using acquisition lists. As of July 12, these efforts had raised \$497,470, netting a surplus of \$130,439. The most successful to date is the current drive, which began to produce a surplus in less than 30 days, but the holiday drive was also quite effective. Meanwhile, with the guidance of CFO Lonnie Hicks, WPFW is inaugurating an annual fundraising event in December. Over the next years, this could become a network-wide fundraising strategy.

Obscenity, Indecency and Profanity Policy

Pacifica's managers and staff have reviewed the recent recommendations of the Programming Committee concerning the policy on obscenity, indecency and profanity adopted by the staff in January. The Committee's recommendations included agreement that protecting our station licenses is the highest priority, and that the current policy should be circulated to programmers. Upon adopting the policy in January, general managers were instructed and agreed to distribute the policy to all staff, paid and unpaid. The Committee also recommended that all staff sign off on the document, acknowledging that they understand it is in effect. Station management has been instructed to do so and report on progress at the July PNB meeting.

The committee further recommended that Pacifica enter into a dialogue with the FCC regarding its current policies regarding indecency/obscenity, and that Pacifica join with other organizations that are challenging current regulations. This echoes a Board motion passed earlier this year. Managers and staff understand that the committee would like comments to be sought from programming staff regarding the current policy, and realize that it may be amended in the future. In recognition, the staff formed a working group to revise the current policy, consisting of Nathan Moore, Bobby Hill, Jon Almeleh, and Ernesto Aguilar. The OC will review their work at the end of July.

FCC Counsel John Crigler is ready to develop a workshop for staff. The law in this area will be fairly stable for the next few months -- at least until the Third Circuit decides the Superbowl decision or there is some further action on the Second Circuit decision.

Outreach

In June, the National Office hosted a visit from more than 20 journalists from around the world, organized by the US Department of State's International Visitor Leadership Program. The group included reporters, editors, TV and radio hosts, and other journalists from Austria, Brazil, Cameroon, Egypt, Germany, Ghana, Guatemala, India, Indonesia, Jordan, Kosovo, Latvia, Lithuania, Malaysia, Mozambique, China, Philippines, Senegal, Tanzania, and Uzbekistan. The discussion focused on Pacifica's role as a progressive media organization. During the same month, I appeared on The People Speak, an Internet Radio broadcast that reaches a listening audience in the US, Canada, Australia, Europe, South America and parts of Africa.

Affiliates Program

The scope of activities pursued by the Affiliates Program coordinator has expanded in recent years, incorporating aspects of outreach and development. This is a natural development, but as the Affiliates Task Force has noted, it needs to be formally acknowledged. The Committee's proposal is to create an Outreach Division that incorporates not only the outreach and development functions of the current Affiliates Program, but also broader aspects of Pacifica promotion and public relations.

Since April, several new affiliate stations have joined the network, including WNRB-LP, the first Hmong-owned radio station in the US; WCRS-LP in Columbus OH; WMPX in South Carolina; and Tri-City Detour, an Internet station in Johnson City, TN. This brings the total to about 125 stations in more than 35 states, as well as stations in Nigeria, Liberia, and El Salvador. Despite limited resources, this represents an increase on more than 35 stations in less than two years.

Radio for People Campaign

Pacifica is playing a leading role in assisting groups that plan to submit applications for full-power, non-commercial radio licenses later this year. This effort is a major contribution to community radio, and could lead to the launching of more community radio stations in the future. Affiliates Program Coordinator Ursula Ruedenberg has been leading this effort for Pacifica, and has attracted a \$10,000 grant from Public Radio Capital to promote applications from groups in the South and Midwest. At least two of Pacifica's sister stations have aired the campaign's informational show.

Weekly telephone conference meetings have been organized to answer some of the many questions people have about filing applications and building stations. These calls have gone a long way toward building support networks for license applicants. Pacifica's FCC counsel John Crigler has participated in two calls, providing important information on how to fill out applications and answering specific questions. Through this project, Pacifica has increased its visibility and credibility as an organization with the will and resources to further the cause of community radio.

Programming

At the April staff meetings in Washington, DC, Program Directors, General Managers, and national staff discussed program evaluations, the need to bring evaluation processes up to speed, and to start conducting regular evaluations. Since that time, the PDs and Network Programming Coordinator (NPC) have met by phone to talk about a variety of programming issues, including evaluations. Each station has some program evaluation tool either in effect or in draft form.

The NPC has gathered evaluation tools drafted and used by other community radio stations. These have been forwarded to the Pacifica's PDs, and they have been incorporating some of the best practices into their own program evaluation tools.

Although a uniform national program evaluation approach is the long-term goal, the PDs and NPC recognize that each station is approaching this on an individual schedule and with varying needs. The PDs will keep the NPC involved in the process for their stations, and hopefully bring some harmonization to the processes. This is expected to lead to a more uniform template that incorporates the best practices of each tool, based on feedback received in the initial round of program evaluations.

Recent National Programming

The Pacifica network has recently been offering a broad range of special broadcasts. The specials mentioned here were developed through the collaboration of Pacifica sister stations and affiliates, local and national staff, the Pacifica Radio Archives, and Pacifica's Network Programming Coordinator. All are available via Audioport.

The War on Immigrants -- analyzes the latest Senate bill and offers progressive viewpoints from around the country, including interviews with lawmakers, a look at global dynamics, stories from FSRN, and more. Producers: Ngoc Nguyen, Abdulai Bah & Mitch Jeserich. Hosts: Sonali Kolhatkar & Dalia Hashad.

Cages and Dreams: 40 Years of Occupation in Palestine -- investigates the causes and effects of military occupation, with voices from the older and younger generation, refugee camps and the Diaspora. Producer: Nora Barrows-Friedman.

Pride and Resistance -- observes annual LGBT Pride celebrations around the country and the world, looking at AIDS, Latino and Palestinian LGBT organizing, transgender rights, the contributions of queer artists and intellectuals, as well as gay people aging, gay gentrification, and more. Coordinating Producers: Brad Taylor and John Riley.

Is Juneteenth revolutionary? -- Federal troops arrived at Galveston, Texas on June 19, 1865 to read the Emancipation Proclamation. WPFW's Askia Muhammad discusses Juneteenth with words and music, addressing the question posed by the program's title. Producer: Askia Muhammad.

9/11: Government Failures -- A raw feed of the House Judiciary Subcommittee hearing on the failures of the Federal government in responding to the environmental crisis that resulted from the 911 attacks on the World Trade Center. Producer: Verna Avery Brown.

From the Vault: recent episodes -- San Diego Folk Music Festival 1972-1977: Curtis Metcalf presents recordings featuring Rose Maddox, Patsy Montana, Lydia Mendoza, and more; War and Peaceful Demonstration: 40th anniversary of the June 23, 1967 Century City Plaza Protest in Los Angeles: A look at the events of June 23, 1967 when 15,000 protestors filled the streets of Century City. At the time, it was the largest anti-war demonstration Southern California had ever seen; and The Lively Air: early 1960s broadcasts featuring Carl Sandburg, Rev. Ralph Abernathy, Herschel Bernardi, Buddy Collette, Celeste Holm, Peter Ustinov and more. The Lively Air, a vinyl album with highlights from three Pacifica stations dating back more than 40 years, was originally created as a premium for the Pacifica fund drives. This material has not been broadcast or heard for at least four decades. Producer: Brian DeShazor, Pacifica Radio Archives.

United States Social Forum (June 28 - July 1, Atlanta, GA) -- Daily broadcasts in English, Spanish and French of the first-ever United States Social Forum. Reporters from each Pacifica sister station, various AMARC stations, Pacifica affiliates, and other community radio stations contributed to the broadcasts, including news reports and

features, recordings from the Forum, and live interviews. A one-hour “best of” wrap up show has also been produced. “Best of” segments include: The opening march; Diverse struggles, diverse participants; Civil rights for rural Southern black women; Koreans rally against free trade deal; Wearable politics: Forum t-shirts; An Interview with Dennis Brutus; Indigenous women and sexual violence ; Children's Social Forum; New Orleans rebuilders reflect on the Forum; Voices from the plenary: Loretta Ross; The arts of the movement; Vox Pop: What you got out of the Forum; and an interview with Alice Lovelace, USSF Lead Staff Organizer. Coordinating Producer: Norm Stockwell (WORT).

The Carlin Case: Independence Day Special -- explores the details of the case, the historical context, and the evolution of the meaning of free speech. Coordinated by KPFT. Hosts: Tony Diaz and Kym King; Executive Producers: Luke Jones and Ann Raber; Technical Producer: Ernesto Aguilar; Assistance: Alicia Grifaldo, Steve Jolly, Julia Nasser.

The Day the Music Died: Web Radio in Peril -- Radio station staff around the country discuss the challenges and burdens the Copyright Royalty Board’s rule changes, as well as creative solutions, covering the history of copyright as it relates to music, fair use, and the alternatives available to broadcasting copyrighted music, as well as how this moment in radio history fits into the bigger picture. Producer: Eric Klein

Digital Distribution Project

The audience for Internet and Satellite radio, along with the use of MP3 players and other download devices is expanding, possibly already surpassing 100 million in the United States and providing access to a potential worldwide audience. According to a recent Standard and Poor's report, traditional media companies are vulnerable to audience fragmentation. “Terrestrial radio should stagnate, and retail sales of satellite radio receivers have also materially weakened in recent months, amid competition from iPods/MP3 players,” the report noted. On the other hand, it pointed to the growth of revenue from “digital initiatives, such as online streaming.”

Given the proliferation of distribution platforms, many sources are competing for talent and attention. The Pacifica Foundation wants to play a leading role in this development by empowering participants, lowering barriers, and building infrastructure that is attractive in both civic and economic terms.

Specifically, before the end of 2007, Pacifica plans to make possible the licensing and Internet distribution of new, “digitally born” music content and material generated during and relevant to the historic events of 1968. The idea is to begin building new infrastructure while other issues are investigated and resolved.

Therefore, after considerable study (See Appendix: Notes of January 2007 PNB discussion), the Foundation requested applications for consulting services that would establish Pacifica’s presence on the Internet, including completion and implementation of

a distribution license for content, development of a practical strategy for marketing online content to a worldwide audience, identification of long-term funding, building of initial distribution platforms, and a plan for use of the network's existing FM transmitters to build audience and financial support for online content.

This announcement was posted on Pacifica station websites and the national website for applications in May, and was sent to sister station staff e-mail lists. Press releases were sent to the Electronic Frontier Foundation, Participatory Culture Foundation, Creative Commons, and Center for Digital distribution. An application from PNB Member Rob Robinson, who had been facilitating Pacifica's Licensing and Distribution Task Force since 2006, was the most specific and informed, resulting in the offer of a three-month consulting contract. Robinson, who is taking a leave of absence from the PNB, is scheduled to complete this project by the end of September.

The plan is to initiate "pilot projects," resolve legal and regulatory questions, and ensure awareness of, resources for, and support among Pacifica's stakeholders, progressives and proponents of media democracy.

The work plan includes:

- Establishing a steering committee composed of Pacifica stakeholders
- Developing a podsafe music library of royalty-free content, licensed for distribution to Pacifica by the artist via Creative Commons (CC) licenses
- Outlining strategic infrastructure development plans to support digital platforms
- Contacting potential donors, resource partners and funders who can help Pacifica develop its infrastructure and expand the concept of a broad media commonwealth.
- Finalizing agreements that enable Pacifica to distribute program content
- Outlining protocols and best practices necessary to help producers and programmers understand and select CC licenses, research the ownership of copyrighted materials, obtain statutory licenses from performance rights organizations, and negotiate directly with artists and copyright holders.
- Preparing a Communications Plan that raises awareness and creates support for digital strategies
- Submitting an outline for a Digital Distribution Strategic Plan

Legal

Confidential reports are provided to the PNB during Executive Sessions on pending litigation. These currently include legal actions in New York (Null, Nieves), Houston (Freeland: Dismissed 7/07), Los Angeles (Paige), and Berkeley (Hanrahan).

Copyright and Liability

In response to recent inquiries about potential copyright liability that may arise from posting Pacifica programs on the Internet, Pacifica recently received advice from its FCC counsel. In the absence of a written agreement, the creator of a program is generally considered its “author.” However, if a program is prepared by an employee as part of his or her job, or is specifically commissioned or ordered, then Pacifica owns the copyright. In any case, the best practice is to have an agreement or policy that establishes the relationship between Pacifica and its programmers, the intention of the work recently completed by the Licensing and Distribution Task Force.

As a CPB-qualified licensee, Pacifica has a blanket license from ASCAP, BMI and SESAC for the performance of musical works over the air. The current issue is whether it will also continue to provide a blanket license for digital sound recordings if the Copyright Royalty Board’s new rates go into effect. In any case, CPB doesn’t cover copyrighted works in programs posted as podcasts. This means Pacifica needs to secure reproduction and distribution licenses from each copyright owner of a musical work or sound recording included in any Pacifica program posted as a podcast.

A separate but equally important issue is whether Pacifica should permit the posting of its programs on other sites. If this is done, Pacifica could be at risk if a programmer didn’t clear the rights to use copyrighted materials on the Internet. In fact, there could be some liability even without actual knowledge of an infringement. Pacifica has the right, ability and obligation to exercise some control, especially if the program posted elsewhere solicits contributions for Pacifica – a potential financial benefit. Another element is knowledge or encouragement of such a copyright infringement, even when no financial interest is involved. If Pacifica is aware that a programmer is posting programs on other sites and hasn’t cleared the appropriate copyrights, this could meet the legal “knowledge” requirement.

Indecency Ruling

In May, the Second Circuit Court of Appeals struck down the FCC's policy on profanity and expressed serious doubts about the constitutionality of its indecency policy. However, John Crigler, Pacifica’s FCC counsel, noted that the holding of the case was fairly narrow. The decision says only that the FCC hasn’t clearly explained its decision to apply its indecency and profanity policy to "isolated and fleeting" expletives. It remanded the FCC's profanity rulings to the FCC for further consideration.

FCC Commissioner Copps issued a statement urging the FCC to appeal and warning broadcasters that the decision should not prevent the FCC from enforcing its general indecency policy. Nevertheless, Crigler suspects that, as a practical matter, the decision will make it unlikely for the FCC to rule on the two WBAI complaints any time soon. Both of those relate to "isolate and fleeting" language.

On the other hand, if the FCC issues a future Notice of Liability (NOL) to one of Pacifica's stations and the organization chooses to appeal, the legal fees could be substantial. According to Programming Coordinator Nathan Moore, KBOO in Portland, OR paid a considerable amount defending itself against a spurious NOL concerning the "Your Revolution" poem. They won the case, but accumulated a debt despite increased fundraising from supporters around the country.

The good news is that the court said the time might be right for the unique treatment of the broadcast medium to end, given the media landscape that has arisen with the advent of cable and satellite TV and the Internet. The decision could be one of the first to undermine the scarcity doctrine expressed in the U.S. Supreme Court's *Red Lion* case or the underlying Pacifica case that defined the commission's ability to regulate indecent speech. "This is a huge shift away from *Red Lion* and Pacifica," one network executive said.

The 1978 Pacifica decision established First Amendment protection for indecent speech, but also said the commission could regulate it to protect children from the language. The 1969 decision in *Red Lion Broadcasting Co. v. FCC* said broadcasters get First Amendment protection, but granted the government the power to regulate broadcasters to preserve openness in covering the news because they operate with a government license on scarce radio spectrum. The New York court, however, said the judges would be foolish if they failed to note the advent of cable, satellite TV, and the Internet.

The decision is one of two free-speech cases the court is expected to decide soon. The decision on Janet Jackson's "wardrobe malfunction" during the 2004 Super Bowl halftime show also is due out of the Philadelphia circuit court of appeals.

Under federal court rulings and commission rules, material is indecent if it "in context, depicts or describes sexual or excretory activities or organs in a patently offensive manner as measured by contemporary community standards for the broadcast medium." Broadcasters today can face a fine of as much as \$325,000 per violation.

Recommendations

My basic recommendations remain the same as they have been for more than a year.

1. Reorganize and expand national production capacity, bringing resources and personnel into a more coherent structure. This means a national programming budget, coordinating various outreach, development and marketing efforts, and improving supervision
2. Two half-hour national newscasts five days a week on all stations – one in English (*FSRN*), and one in Spanish (*Informativo Pacifica*)
3. National public affairs programming, including *Democracy Now!*, *From the Vault*, a new daily or weekly series, and local programs carried by all sister stations

4. Rapid enhancement of technological capacity through a network-wide assessment, local staff and infrastructure development – including digital conversion, expanded streaming capacity, Internet channels with interactive content, investment in new equipment, increased distribution that empowers listeners, and training programs
5. Coordinated marketing and promotion, with an adequate, consolidated development and outreach budget
6. Leadership in the independent media community by supporting new non-commercial license applications, expanding the affiliate network, training for affiliate stations, and working with other organizations in support of free speech campaigns

This Spring, members of the national staff further refined this into a feasible set of objectives and priorities for the coming year:

Programming

OBJECTIVE: Fuller integration and coordination of various programming components to build synergy, collaboration and involvement across the network, and influence public dialogue.

This means encouraging more communication among people around the network; establishing a Programming Division to better integrate various national production entities; continuing to provide and improve compelling special national programming; making the best use of network-wide resources to create enhanced, creative, mission-driven programming; and, if finances permit, institutionalizing national production that can elevate Pacifica's standing.

Technical

OBJECTIVES: Fund the rapid enhancement of technological capacity, including digital conversion, expanded streaming capacity, and Internet platforms with open source content; increase security, reliability, “up-time,” and general quality of services; add value to the network’s human and technical IT toolbox; increase the quality of service to clients.

This includes consolidating national e-commerce to dramatically increase Internet revenues; upgrading Audioport aimed toward replacing KU with online distribution services; developing a server for a separate, music-based Audioport site, using a Creative Commons approach; a new ISP for audioport; and, if finances permit, a development server for new features being demonstrated to permit testing.

Affiliates/Outreach

OBJECTIVES: Increase ability to market Pacifica by implementing coordinated marketing and promotion efforts; establish a public relations operation to facilitate client

services and support fundraising throughout the network; continue and complete the Radio for People initiative.

The priorities are to establish an Outreach Division that goes beyond marketing to affiliates; providing adequate support for marketing efforts; improving and promoting the Pacifica image; developing national PSAs for on-air promotion; and actively supporting emerging radio stations by providing streams and support for Internet service.

Final Thoughts: Mission, Structure, and Democracy

Pacifica is currently grappling with several crucial issues: how to adapt to changes in audio distribution, the decline of terrestrial radio listenership and a gradual, related erosion of Pacifica's traditional revenue source, and, after five years with a new experimental structure, the need for bylaws revisions. The current digital distribution project is an attempt to address the first issue, and elected-related bylaws amendments to be considered this fall begin to acknowledge and address the third. But the second challenge – declining audience and listener loyalty – can only be fully addressed by a hard, honest look at current programming. And this, in turn, is linked to difficult, as yet unresolved questions surrounding Pacifica's mission in the 21st Century and the most effective strategies to achieve it.

Our CFO has recently predicted that, in financial terms, the current trajectory is taking Pacifica toward contraction and a potentially painful cash crunch. But even if this prediction proves too dire or premature, the underlying problems remain – chronic and often debilitating disputes over mission, programming, process, and power. And, linked with this, an organizational structure -- created to prevent takeover -- that also tends to impede the organization's continued evolution, the emergence of new voices, and the ability to respond with agility to a rapidly changing environment.

Earlier this year, I mentioned that a re-evaluation of Pacifica's mission would be helpful. The current mission dates from Lew Hill's 1946 prospectus for KPFA, arguably the most crucial document in the organization's history. In that prospectus five purposes were described, including the commitment to "engage in any activity that shall contribute to a lasting understanding between nations and between individuals of all nations, races, creeds and colors; to gather and disseminate information on the causes of conflict between any and all such groups; and through any and all means available to this society, to promote the study of political and economic problems, and the causes of religious, philosophical and racial antagonisms."

This remains Pacifica's central philosophical statement. The idea is that peace can emerge out of a form of pacifist dialogue – that is, diverse groups openly communicating with each other. The phrase "lasting understanding" doesn't mean that people find some objective, indisputable truth, or that they represent categories like race, nationality, and class. Rather it means that the exchange of ideas can help us to know each other as human beings. Initially, the intention was to organize forums, "gripe sessions" where

people could discuss all sorts of problems and challenges, as well as study groups and workshops. The key was dialogue that demonstrated the possibility of peace in practice.

In Pacifica today, however, there is little civil dialogue -- but endless argument, an ongoing and too often angry struggle over ideology, air-time and assigning blame that keeps Pacifica from creating constructive connections between people. There is also, at times, unnecessary self-censorship. During one recent show, for example, a guest being interviewed objected to sharing interview time with others who held different views on the topic. The host apologized, and said no disagreement was intended, since the guests had been purposely chosen because they were all "on the same page." This exemplifies a capitulation to "group think" that not only short circuits dialogue but also makes for less-than-exciting radio.

In short, Pacifica's mission needs some serious study and reflection – a real, long-over-due dialogue about fundamental intentions. But the organization also needs something else: a serious look at democracy as it is being applied here. It can be argued that Pacifica is currently experimenting with a form of representative democracy. But it also looks very much like a confederation, an association of communities (the stations) that view themselves as relatively "sovereign" and operate under a common constitution (the bylaws) with a weak central authority (the national office).

Like the confederal structure that pre-dated the US Constitution, the current confederal structure of Pacifica makes it difficult to reach decisions, or to insure that decisions made are actually carried out. It is also extremely difficult to amend the bylaws in order to increase efficiency and improve continuity. By design, the national organization is largely dependent upon the stations – which view themselves as semi-independent. Without local cooperation and agreement, the central organization can't provide essential services. As a result, the funding of priorities such as research, national infrastructure, development and marketing is consistently neglected. Under the Articles of Confederation, the national government couldn't regulate trade. Under Pacifica's confederal structure, each station regulates its own programming and creates its own budget, often leading to disputes and interfering with the development of national programming, other initiatives, and potentially advantageous partnerships .

Each station acts like a separate, autonomous entity, and many of its staff and Board members, as well as many listeners, see themselves as supporters of the station rather than the Pacifica network. In some cases, there is open hostility to the national organization, as if it is a parasite feeding off the stations. Thus, it is not surprising that, at times, managers or staff refuse to acknowledge and implement decisions made by the national Board. In short, the confederal structure of Pacifica doesn't give the management, and sometimes even the national Board enough authority to work correctly.

When I have described the problems facing Pacifica, I've been told that "democracy is messy." There is also the proverb that the cure for the ills of democracy is more democracy. These are comforting ideas, but not very helpful.

The Pacifica network reaches millions of people across the country and around the world, but only those who make a financial contribution – and not even all of those – or provide some form of work for one of the five sister stations are enfranchised. Of those only a small percentage choose to vote. The result is that less than one percent of Pacifica's audience is actually involved in selecting its representatives. An even smaller percentage – a few hundred people – can place someone on a local board. Are those who choose to send in their ballots representative of the listeners or fully informed? Or, are they sometimes misinformed by negative campaigns about “corruption” and mismanagement? Do they decide based on solid arguments, or rely on the opinions of friends and other shortcuts?

More to the point, is the current system either representative or truly democratic? And even if it does meet the textbook definition of democracy, is it the best we can do?

For democracy to function, compromise is essential. This encourages peace and smooths conflicting positions. A minority that loses at the ballot box will go along only if it has an effective voice; in other words, if it feels that the winning side is playing fair and willing to allow opposing opinion to be heard. But this becomes difficult when groups adopt a stance of moral absolutism – the idea that certain positions are right or wrong, no matter what the context – or form factions.

The goal of most factions is to advance particular policies and prevent the adoption of alternatives. When factional disagreements become public and intense – as they often do in Pacifica -- the broader organization suffers from disunity. This can produce ruptures that seriously undermine effectiveness. Factional “warfare” leads inevitably to charges and counter-charges about the conduct of elections, membership qualifications, or other allegedly fraudulent or unethical conduct. It also focuses on attacking “enemies” rather than furthering the broader organization. In the end, the legitimacy of an organization's democratic processes can be seriously undermined.

This is merely a sketch of some challenges facing Pacifica, and I don't presume to have the solutions. But even if someone did, before they could be usefully applied, there would first have to be an honest, self-critical acknowledgement of the nature of the problem.

Appendix

Digital Distribution Discussion Notes: January, 2007, Houston, Texas

Rob Robinson (WPFW): We need to think of this development as an expression of civic media and empowering communities. Satellite radio has about 20 million listeners, Internet Radio has an estimated 35-50 million, and there are at least 50 million MP3 players in use -- and more on the way. Anyone who puts up an Internet stream has a potential worldwide audience. This is not a passive medium -- younger people take content and pass it on. In addition, a number of civic organizations are putting content out on the Internet. The question is how to obtain support through donations and motivate new listeners? Our audience is also potentially worldwide. The goal is to put Pacifica on the cutting edge.

The Board decided that management and staff need to participate in developing procedures. We must have agreement from unpaid producers that content should be distributed and Creative Commons (CC) licenses are the preferable approach.

Dave Adelson (KPFK): In the future, given the proliferation of platforms, many sources will be in competition for talent. As a result, people want to be in multiple venues and Pacifica needs to make its platforms attractive -- in terms of both civic and economic interests.

If the terms of working with Pacifica offend producers, they may turn elsewhere.

Broader distribution allows anyone to re-distribute, while protecting economic interests. If people generate revenue, both Pacifica and the producer are protected. With existing platforms, unions are already considering legal action for violation of copyright.

Historically, civic centers build communities, and then major corporations commodify them. That may happen in this case with emerging platforms. But if you build a commonwealth model, your content can't be captured by commercial entities.

A hybrid license offers several different options -- attribution; derivative (but ensuring that Pacifica's fundraising appeal remains); share-alike -- licensed under the same terms so that commonwealth continues to grow. On the commercial portion, we would define the terms when revenue is involved. People should be able to use content to build distribution, but if they generate revenue Pacifica and producers should share in that. Copyright would be most enforced with large users. If affiliates use content to generate revenue, this could be structured in various ways with different affiliates

The Outcomes:

- *Empowering participants makes people want to participate
- *Lowering barriers builds audience
- *Building infrastructure provides a basis for attempts to succeed

WFMU has demonstrated that this approach builds audience and generates revenue. The FM signal has become the marketing tool for Internet streams. The idea is to take all applicants. They have a social blog and a pod-safe archive.

What is a pod-safe archive? It allows us to record music and license it. This creates an archive that can be used by any program. The attribution component means everyone must mention the source and the creator. Various restrictions can apply: duration, etc. Millions are already taking advantage of this opportunity. Big organizations have already purchased Myspace and Youtube. A year from now people may need another place to go. If we are to take advantage we need to do things correctly. Now podcasters can't use music without playing fees.

We can partner with others who may give us free bandwidth and server space if we use this approach. This can exponentially expand our capability. In the future, we may be able to negotiate with record companies to expand what we can offer via our civic media.

We could take news content and provide it; take the best of Pacifica programs and offer it on the Internet. Establish blogs to discuss stories. Create a separate space for affiliate content.

Resources: Archive.org might be a partner in providing access to bandwidth.

Proposal:

- *Establish audience targets for 2007, working with station management
- *Request that new programming be distributed online
- *Ask best producers to provide other content online
- *Actively solicit new producers on the air
- *Promote live events via the Internet in your signal area

This is not competing with ourselves. If we don't expand, others will.

Outcomes:

In less than a year, we could have a progressive version of Wiki-pedia with audio -- if we resolve copyright and liability issues.

If we can distribute content to the progressive audience, we can have incredible growth. But before we can do this, we must resolve the legal issues.

Legal issues:

The goal is that unpaid producers feel comfortable with Pacifica using their content. Some producers are concerned about giving away something that is valuable to them. For commercial distribution, producers can choose whether to proceed, and if agreed upon, define the terms and how any profits will be split. Low volume commercial distribution of their work would not be affected.

DISCUSSION

(Most answers provided by Dave Adelson)

Ron Pinchback (WPFW): A question is the logistics of managing the distribution. Since each programmer will make an agreement for distribution, how will this be monitored? Who will be responsible? The station or network?

Answer: Similar to Audioport: programmers would have a license embedded in the program. Agreements would be available online. We will need to write procedures.

Ron Pinchback: How do we deal with any commercial agreements? Who negotiates them?

Answer: Music programmers use copy written content. If Pacifica is negotiating a commercial use, we can control and define the terms. Counsel or GMs might negotiate. The producer also has a choice – to allow Pacifica to distribute non-commercially and non-exclusively, for example, or a commercial license, exclusively or non-exclusively.

Lemlem Rijio (KPFA): What do we mean by distribution? How is this different from what we already do? Are unpaid producers who use station resources owners?

Answer: Currently, for other uses, unpaid producers can do it – but they don't explicitly have permission. But they could be violating copyrights, and other producers and the network can't use it. Unpaid producers can assert co-ownership rights. But if we want to serve producers, we want to say that being involved with Pacifica provides enhanced privileges. The idea is to move to a support model.

Lydia Brazon (KPFK): We have to engage LSBs and staff and develop all the information or situations that may arise. There are too many unanswered questions.

Answer: We need to move fast. Others will get the funding that is now available. Once we have an agreement in principle, we can begin to solicit funding. No one is demanded to use a CC license. We can begin building infrastructure as we resolve the other issues. Some of the biggest issues have to do with administration in the stations. If that has to wait six months or a year, we will be far behind.

Lydia Brazon: If we had to vote today, I would say no. Make Ron's concerns a priority before you bring it to the Board for a vote.

Answer: It can work and does work.

Eva Georgia (KPFK): I'm not happy with an "old boys club" that has not included some of the women. Also, there must be clarity about how this happens on the air. Some programmers use the airwaves to sell their products. In fund drives, we now use content of producers. We can't get programmers to fill out speaker releases. The practical aspects need to be looked at.

Answer: Pacifica will be able to use this content for fund drives. Payola and Plugola will have to be monitored in online space. We would like to hear from managers about using the stations to ramp up interest in using the content online.

Eva Georgia: We do audio archiving. How will we monitor copyright infringement?

Answer: We're talking with archive.org.

Chandra Hauptman (KPFA): I am also concerned about Payola, Plugola, and people promoting their own websites on the air.

Answer: On commercial activities, we need to determine our policies.

Chandra Hauptman: People on the air regularly direct people to their own websites or archives for purchase. How does that relate to copyright? If they distribute it online on their sites, how does that relate to Pacifica?

Answer: It's a non-exclusive license.

Questions and comments in series:

Ambrose Lane (WPFW): Did the Taskforce discuss how we are going to aggressively establish an Internet presence? By station? Via Pacifica nationally? And what about a blog? What about the attempted corporate takeover of the Internet?

Margaret Prescod (KPFK): We have to catch up or become irrelevant. But we also need to bring inner city and black and brown communities into this. Communities groups need ISDN lines. There are youth who could already produce their own programs. We could have material while building youth interest. The other concern is looking at our mission – to be non-commercial. We're talking about moving into a semi-commercial area. Careerism and corruption could creep into Pacifica.

Acie Byrd (WPFW): This is a highly technical process. Out of the total population, 40% are not computer savvy. How does that fit into this? It's a wonderful idea, but how do you reach those listeners and meet our mission? That should be addressed simultaneously.

Rip Robbins (Affiliates): We're engaged in trying to add new frequencies. But 85% of the public has access to broadband and so many people are using the Internet. The producers are afraid to distribute their content non-commercially because they want to get paid or think they will be the next big thing. The reality is that we need to get messages out. The only way is to move forward into new electronic areas.

Lisa Davis (WBAI): We need an outline of concerns. Working with new technologies sounds so vast. We need to know the next steps. We could also develop an FAQ.

Mary Berg (KPFA): The analogy is made to open source software. This is not an apt comparison. We are talking about radio, which is entertainment and not everyone needs. We need more cogent arguments.

Bob Lederer (WBAI): We can't go on with the current model, and this is very exciting. On the role of unpaid staff and the use of their work – and it is their work – which they do mainly at home, there is a misconception about the motivation. It's not about making a lot of money. It's that people have spent years working for Pacifica without getting paid and sometimes paying for their own shows. They would just like to make a little back, and feel they have the legal right to do that. This is not about a commercial mentality.

Evelyn Bethune (KPFT): When young people start out, they use computers. If we hope to get their attention, we have to do the same thing – whatever the obstacles. This is the way to get out young people involved.

Lori Taguma (Affiliates): At my station, we've been offering audiofiles. Our online hits have doubled in the last month.

Thomas Ruffin (WPFW): This proposal is truly impressive, and I can't imagine any board members objecting to it. I would hope we could work out any problems as quickly as possible. Ambrose Lane asked how this would be brought up – via stations or by Pacifica. That was a very good question. My concern is that we don't adequately manage projects. The proposal doesn't outline the management structure. Has the network broken up into five stations? I'm not worried about the independent programmers. We would deal with the programmers who want to participate, and those outside who want to participate.

Lonnie Hicks (CFO): What problems will be addressed if we move forward? And what are the outcomes? Will this increase our listenership? Yes. Will it increase our ability to address youth? Yes. Will it give us distribution channels that follow our listeners? Yes, if properly managed. Copyrights and waivers may be a problem. But the question is what we can move on. Internal structure, management and legal issues remain. Moving to the Internet gives us a sixth channel and breaks the 24 hour barrier. A lot of new people will provide that content. Let's be clear about what we can move on – youth, the Internet. On the more difficult issues, let's decide how long it will take.

Berthold Reimers (WBAI): Let's do a laundry list of issues raised, and move on. We must move forward or become a dinosaur. Once the unpaid staff issue is resolved, we should move forward right away. We should do a budget project for this project and worry about how to get the money afterward and do whatever it takes. Let's force ourselves to raise money.

LaVarn Williams (KPFA): It's totally fascinating and we know this is coming. Let's get some part done on a trial basis, and then plan the bigger move.

Michael Woodson (KPFT): There should be some process, but let's go with it. There is a psychological problem, and the legal effort is a way to deal with that. When working with people, you have to teach people how to do audio editing, and so on. But it seems like this can liberate us.

Wendy Schroell (KPFT): We market ourselves as “Radio with Vision,” but there has not been that much. But there is a vision now, and it’s already being done. We had the same discussion when Democracy Now! decided to go to television. And DN does all the things we’re talking about. I hope the Board will not throw obstacles in the path. The object is to have programs heard all around the world.

Don White (KPFK): This is a major breakthrough. We’re putting out questions that we can address. Concerning the Archives, which represents 55 years of music and history, I know there are issues about copyright and ownership. My question: Concerning un-contested material, can the visibility of Pacifica be raised by including such material in this? Many people would be thrilled to get some of it.

Sarv Randhawa (KPFA): Even if I had only heard our Chair and Rob, I would be willing to bite. However, we remember the dot-com boom, when people talked about all the possibilities. Some people made money, but a lot of people lost money. The questions being raised are pretty valid. Our GMs are raising questions, and they are pretty grounded. I’m also convinced that legal issues can be resolved. But how will legal issues being monitored, and what staffing will be needed? So far I haven’t seen a study that provides financial impact analysis.

Dave Adelson’s response: Our job is to get a license approved. That allows us to act. Institutionally, the ED, CFO and Managers should talk about how best to implement this. The managers already have their plates full, but should discuss how to move this forward. We don’t have the personnel now, so we need a preliminary budget to move forward. On the semi-commercial issue, people on the air are often selling books. If people are willing to sign a license, they are making a permanent contribution to the commonwealth.

When we developed the Sound Posse model, others followed. It grew as an idea, but does take a while.

On the digital divide, many people on any bus have headphones and use I-pods. Very soon they will be wireless enabled. I think people need media. We are talking about building a commonwealth.

The management structure is the difficult part, once we resolve what we are allowing people to do. How can it be integrated? The Board should not dictate to stations. We need to get them to the point of wanting to do it.

This idea is not focused on the Archives. This is about material that is “born digitally.”

We hope to come back with a license in a month, but definitely need additional institutional resources to make this happen.

Eva Georgia (KPFK): What can we do immediately? A progressive Wiki-pedia and getting all websites up to par for podcasting and archiving. What audience do we want to reach? Youth.

Greg Guma (ED): The question is our intentions. The decision facing the Board is whether we want to go down this road. People have many options that they didn’t have before. We need to involve people to work out problems like copyright, Payola. But this is not the problem; it is the solution. It addresses how to reach out to listeners, how to become a national organization. The Board does not have to resolve every objection. You need to decide whether you want to do this. Nothing will be imposed on anyone; we will begin with a spirit of voluntarism. But we do have to begin. But we won’t begin until the Board decides where we want to go. The point is to endorse something – to become part of this new marketplace of ideas.

Ambrose Lane (WPFW): Moves that Pacific management -- the ED, CFO, and General Managers -- in consultation with our attorneys, are instructed to develop a plan for our action no later than the next quarterly meeting to aggressively establish Pacifica’s presence on the Internet and Satellite.

PASSED WITHOUT OBJECTION

Pacifica Foundation

Consolidated Budgets

Fiscal Year 2007-2008

MAY 2007 FORECAST

Fiscal Year	Fy04	Fy05	Fy06	Fy07 Projected	Fy07 (Projected) Compared to Fy06 Var \$	Fy07 (Projected) Compared to Fy06 Var%
Total Revenue	16,028	16,943	18,015	17,435	-580k	-3.22%
Total Expense	15,387	15,894	16,345	16,495	150k	.92%
Surplus/ Deficit /b/ dep	641	1,049	1,670	736.4	-933k	-55.9%

Comparison Fy07 v. Fy08 Budgets

Fiscal Year	Fy05	Fy06	Projected Fy07	Proposed Fy08	Comparison Fy07-08 \$	Comparison Fy07-08 Var%
Total Revenue	16,943	18,015	17,435	17,786	351k	2.01%
Total Expense	15,894	16,345	16,495	16,633	138k	.82%
Surplus/ Deficit /b/ dep	1,049	1,670	736.4	851,943	115.54k	15.69%

By Lonnie Hicks

Chief Financial Officer

Pacifica Foundation

Prepared for the Pacifica National Board of Directors
July 2007, Los Angeles, California

Please see above comparisons between the proposed budgets for FY08 compared to the Forecast for FY07 and other prior fiscal years. Several points can be made:

a. Revenues are up for Fy08 only 351k which is only about 23% of the 1.5 mil the Network spends each month. We need to have approximately 1.5 million at the end of the fiscal year ('September) in order to have the dollars needed to pay the bills in the month of October—otherwise stations have to borrow from reserves--which are shrinking.

b. Expenses are up only 138k which is good if this figure holds. ***There are enormous pressures to spend and to not worry about how new expenditures will be paid for. But of all years FY08 is not the year to take that attitude.*** The Network will surely crash by December 2007 if we do not strictly control expenditures in the face of declining revenues. Moreover, all stations will be impacted in the new year if a single station has a large shortfall—that is to say we have few reserves left—so now what happens at one station will affect all stations and the national office and the Board budget as well—that is to say that other stations will have to support sister stations next year if budgets and drives fail. This is a year in which all stations will have fewer dollars to work with in the first instance. The trend here is clear: ***There are fewer and fewer dollars in the Network piggy bank as is evident from the red ink below and at the edge there is little margin for error next fiscal.***

Unit Detail

	SUMMARY: Comparing Fy08 Budget to Actual Monthly Budgeted Expenses			
	BUDGET FY08	ACTUAL	VARIANCE \$	VARIANCE %
PRA	53,909	53,604	305	4.64%
NO*	155,529	281,645	(126,116)	44.78%
KPFA	153,355	359,952	(206,598)	57.4%
KPFK	104,821	302,776	(197,955)	65.38%
KPFT*	68,955	118,239	(49,284)	41.68%
WBAI*	182,205	283,643	(101,438)	35.76%
<u>WPFW*</u>	137,170	173,510	(36,339)	20.94%
TOTAL	851,943	1,573,369	(721,426)	45.85%

Note that there are several drivers in the FY08 budget. They are:

- a. A cash deficit of 764k from FY07 will be carried over to FY08 and mind you even the 736 surplus figure for FY07 requires stations to borrow over 250k to even reach that 736k surplus figure. Therefore, we enter FY08 764k in the hole.. Add to this gloomy scenario an additional 721k (the projected negative variance for FY08 and our total potential exposure is 1.48 million dollars.—a very large depression indeed. If we add potential ADA costs, legal cost overruns and any drive shortfalls, our picture is not inviting.

- b. There are, in these figures above, two stations which will need to utilize savings to balance their budgets for FY08- thereby requiring that the Board grant a waiver for the budget requirement that each station present a budget with one month operating surplus to pay the bills in October. At this point **none of the units above can meet this Board requirement**. Units which can meet a **half month** are starred above and include the NO, KPFT, WBAI, and WPFW. The rest ("A", "K") are not yet able to do so. But we have until September to remedy this and most stations Local Station Boards have not yet reviewed or approved the draft preliminary budgets above.
- c. In two of the stations above there is the likelihood that **staff reductions** will be necessary.

But where to find 1.48 million dollars mentioned in item "a" above? Obviously all of this cannot be done quickly. It will require time and preplanning. **Here are a few ideas.**

- a. **Hold all spending in FY08 to FY07 levels**—this is my recommendation and that of the finance committee.
- b. **Take on no additional staff**—new staff are permanent costs- difficult to reverse if revenues dip. Again, this is my strong recommendation.
- c. **Seed and fund revenue-producing ventures** with the RFP monies the Board has provided.
- d. Of course pursue **other cost savings and identify potential grants and large donors**.
- e. **Create a contingency fund** at each station against bad drives in a fiscal year- at about 5% of projected revenue.

Above all adopt a pay as you go rule of thumb. No new expenditures which do not pay for themselves in the fiscal year.

But will these measures be enough? Almost but not quite. Below are some revenue producing ideas.

Ideas To Produce New Revenue—What May Be Possible.

- a. We need to identify revenue possibilities from our **on-air specials**. Asking listeners to directly support our special broadcasts. We have done this in the past (raising about 18k per broadcast) and listeners responded. In this way our programming is directly funded by listeners. Possible revenue 80k
- b. Create **yearly national fund-raising broadcasts** (we are doing this on Dec 15th with WPFW hosting a national broadcast with stations simul-casting major donor parties in their separate locations and participating locally with their local major donors. Possible revenue 250k
- c. Identify **RFP grants for concert events** (there is possibility here.) Possible revenue 20k
- d. Increase reach through **regional mail drops** and increase revenue by 100k
- e. New **grants to offset operating expenses**. Possible revenue 50k
- f. Ask listeners to help offset the **costs of the elections** (It was done at WBAI) Revenue=25k
- g. Identify **new revenue sources from affiliates working with FSRN**—50k?

- h. Build our web sites to **create e-commerce items** to sell our premiums and station ware on line. This was done at WBAI one year. Revenue raised :60k
- i. Combine our news outlets and **create a progressive news wire service** where stories can be sold to local stations and National vendors.
- J **Create a new National Program** with can find an audience and increase the listener base. Revenue?
- k. **Create a digital library** which may be used to expand our listener base
- l. **Stage celebrity concerts** calling upon our celebrity supporters to do fund-raising events for us.

Ok. There are some good things on the list above—and some others which will be difficult to implement. Otherwise my bad idea section below then becomes relevant.

But, before we go to the bad ideas how much of the above is realizable in FY08? My view is as follows:

- a. I think items “a” through “f” are not only possible but likely. Revenue =525k
- b. In an election year our listenership grows. That will create new revenue= 100k
- c. Finally, there are some major donors whose gifts will likely come in next fiscal year. Projected –but unbudgeted revenue from this source=350k

We end the year with 975k of the 1.4 million we need with 425k outstanding for Fy09. Possible? With hard work sure. Meantime see the bad idea section below—if the above ideas do not come to fruition. These are “plan b.”

CONTROLLING EXPENSES

Increasing revenue is ok but expenses also must be controlled and held to budget. Here are, in my view, major expense areas we should look to hold the line on expenses, which in the final analysis is essential..

- a. **Staffing:** Currently we spend 8.6 million in salaries and benefits. This budget proposes to hold the line in this area and spend the same amount for FY08. We must not entertain new salaries which do not produce revenue to cover that cost.
- b. **Benefits:** are up but we have negotiated a contract which holds the increase to about 8%. That is good considering health cost increase are usually double digit.
- c. **Programming:** We spend 1.8 million dollars on programming each year. We pay Democracy Now 6.2 mil, FSRN 4.4 mil and national programming costs 166k. In fact, Network wide we are funding **8 news operations**, often covering the same or similar events. Of course we are reviewing this situation, but my view, is that we need to clearly look at this for the Fy08 budget with an eye to avoid expense duplication of effort.

These the major expense areas I will be looking at.

WE HAVE A PROBLEM –THE BAD IDEA SECTION

Note here that in the May Forecast *bottom line revenue* is up only 351k and compared to last year we see that expenses, on projection, are up by **156k**. Clearly all this is not sustainable... In plain language **we will have a looming cash deficit of 764k dollars**—which will grow worse if any additional station drives go bad and grows worse if there are no major gifts to rescue finances. *Gifts are not reliable revenue*. **In plainer English we will be utilizing our savings to pay bills- and that is not good. Not good at all.**

What are our options?

A few bad options come to mind.

I have divided them into 3 groups—short term, middle term and long term.

THE SECTION BELOW IS PRINTED FROM LAST MONTH'S REPORT

OPTIONS FOR A SUSTAINABLE FINANCIAL FUTURE

Short Term Problems Short Term Solutions

Problem: Cash Flow This is where we will, in October, have to take October drive funds and pay September bills. These monies (about 764k) will have to be recouped by stations by:

- a. Stations dipping into savings to bridge the gap
- b. Stations planning now to increase revenue goals to bridge the gap
- c. Stations planning now to reduce expenses by that amount—just to break even
- d. The Network adopting a financing solution—i.e., setting up a line of credit to bridge the gap
- e. A short term loan to bridge the gap until planning is able to figure things out

Under all that is, of course, reducing expenses in next year's budgets to bridge the gap over the next year. Here the presentation of an 18 month cash flow statement will highlight the problems.

Mid Term Problems and Mid Term Solutions

- a. Work with our Union folks to reduce expenses where possible
- b. Arrange for a loan against our properties while trying to figure it out and to avoid layoffs
- c. Identify revenue producing strategies to offset the expected expenses

Long term Problems and Long Term Solutions

- a. Underwriting. There I have said it.
- b. Lease sub carrier bands and/or HD bands- to third parties as a revenue producing venture The revenue could be substantial (1-2 million) and would give Pacifica sustainability over the next five years. I will go into this idea in more detail at the Board meeting in July.
There are, of course, other ideas out there. We could choose the best combination for us. What we cannot do is fail to act.

WE HAVE A PROBLEM –THE GOOD IDEA SECTION

THE FINANCIAL PROBLEM

Revenues Are Flat:

Expenses Keep Going up

Standing At The Cusp

Expense Creep-Saved By Gifts

	Salaries mil.		Listener Support/Do nations Revenue mil.	
2004	7,381		13,032	
2005	7,976	8.06%	13,348	2.42%
2006	8,165	2.37%	13,774	3.19%
2007	8,830	8.14%	14,129	2.58%
Totals		18.57%		8. 19%

Basic Cost Needs :

- Aging Infrastructure
- Technology Gap
- Investment Needs But We Lack Capital Or Savings
- Building and Moving Needs
- Archives- 12 million
- Governance Costs —Legal Costs -Health Benefit Costs

Need to Identify New Revenue Ideas And Broaden Base Of Collaborations —Self Generated Revenue Will Be Difficult

THE THREE LEVEL MODEL WILL IT WORK FOR PACIFICA? *STANDING AT THE CUSP*

PROBLEM:

FINANCIALLY OUR FREE STANDING STATIONS ARE
ENCOUNTERING FLAT REVENUE GROWTH

THREE LEVEL STRATEGY

SELF -SUSTAINING NATIONAL STRATEGY:

National Progressive Organizations Donations = 1 mi yr
National Programming Can And Has Produced Revenue
National Affiliate And Grass Roots Programming
National Impacts, National Event Broadcasts
Bottom Up Content From Local and Affiliates

SELF-SUSTAINING REGIONAL STRATEGY:

Regional Affiliates
Regional Progressive Organizational Support
Regional Programming - Regional Strategies

SELF-SUSTAINING LOCAL STRATEGIES:

Out-Reach to Local Progressive Organizations
Outreach to Local Community Leadership
Website Strategies -Trainings -Remote Broadcasts
Sliding Scale Funding

So What About Revenue?

On- Air Revenue:

- ✧ On Air Produces The Most Revenue At Least Cost —
- But is only about 75% Of What We Need
- ✧ How SCA, HD Radio and Web -Sites Can Be A Greater Source Of Revenue Than We Do Now

Pacifica Leadership Broadcasts -Dialogue and Perspectives

- Large Activists Organization Can Participate in Broadcasts and Pay
- ✧ Youth Cadres, Music, Broadcasts Build Community Contacts
- ✧ 50 Participants In Five Markets
- ✧ Programming Formats
 - ✧ Political, Economic, Social Influences Leading to 2008
 - ✧ Cross Cultural Discussions = good radio
 - ✧ Cross Community Discussions = good radio
 - ✧ Cross Racial Discussions = good radio
 - ✧ Wholly Owned Pacifica Programming is good
 - ✧ Training Component for Individual Organizations is good
 - ✧ Member Contact Component and Web -site Contacts for Organ
 - ✧ Sliding Scale Fees and Mailing List Contacts are invaluable

This is a vision of how investment in the digital future can produce revenue.

Parts of the plan are already in place and have been for several years. For example, we have been cultivating national support for the Network with National mailings to other progressive organizations with good results. We have raised over two million dollars in three years.

The **Regional Strategy** has also already begun with WBAI, (a mailing is going out in a week or so and the plan is to work with KPFT to implement a similar plan.

The **Local Strategy** has been proposed by the Board itself and a motion has been passed with will allow stations to move forward if they desire.

The idea of a new National Programming Initiative has merit. I have been talking about this with several folks to see if it is financially feasible.

The idea of a **yearly Network wide Annual Fundraiser** rotating among the stations each year is currently underway and promises to be a new off-air way of raising revenue-my best guess is that with all stations participating we could raise 400k in connection with the event.

The idea of an **RFP process** to encourage individuals and stations to make requests for funds to pursue seed monies for revenue producing projects has some interest.

All of this is designed to market Pacifica in new ways, to increase listener ship and to identify new revenue sources- revenue which is sustainable.

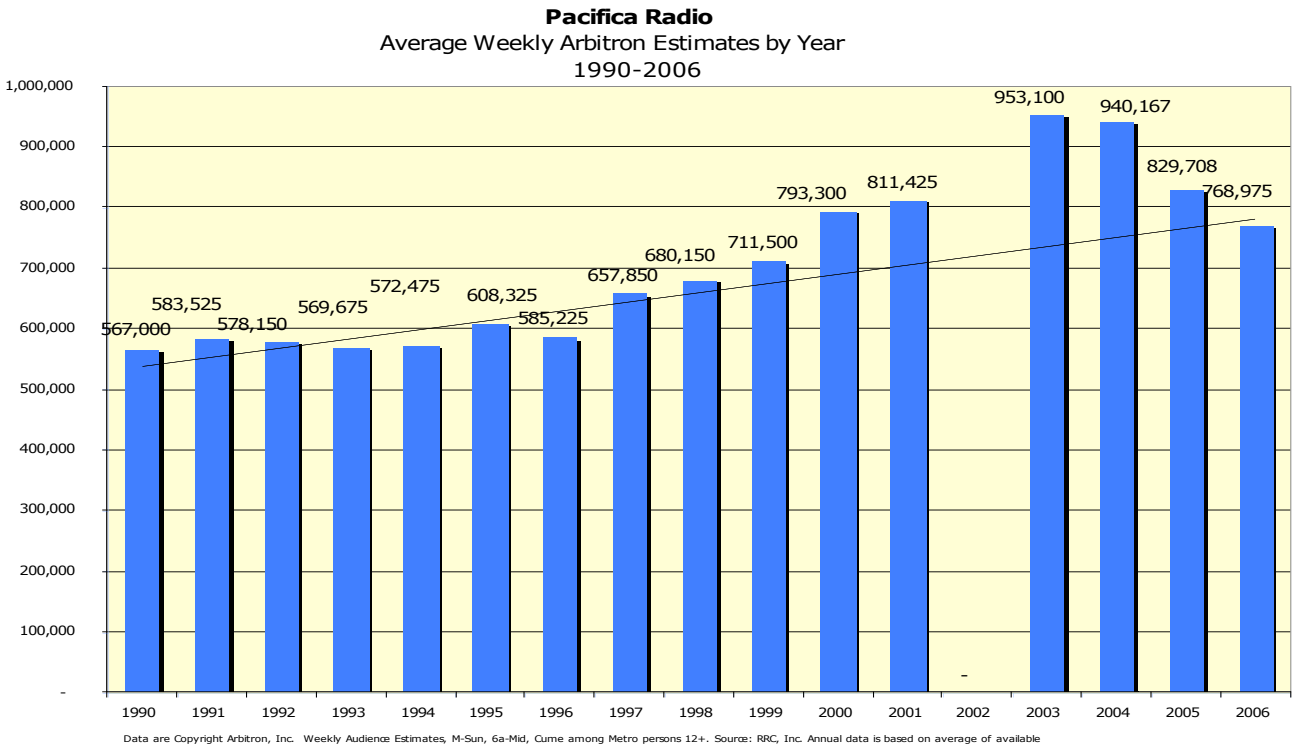
CFO ACTIVITIES

ITEM	TIME TABLE	INVOLVEMENT
Begin the Budgeting Process for the Network	March 1, 2007	GMS, LSB, UNITS
Working with Auditor to Complete the Financial Policies and Procedure Manual	To be completed by September 15 th , 2007	CFO, Auditor, Finance, the Board of Directors
Working to review the Chart of Accounts	In process	The Finance Committee, Staff, General Managers, Business Managers
Working with ED on developing Guidelines for an RFP process	Completd	ED, CFO (Completed)
Working on Post Audit Review	By September Board	CFO Finance Staff
Working on Planning the July Board	By July Board	ED, CFO Finance, Board Members, LSB (Completed)
Working with Finance on Finance Goals for 2007	By 2007-2008 (In Process)	CFO Finance Committee
Complete Draft 2008 Budgets	By July Board	CFO

THE SECTION BELOW IS REPEATED FROM MY LAST REPORT

Meantime how do the arbitron data look?

Below:



We see trends since 1990 to 2006. We are just below the trend line but clearly our number of listeners is down since last year and the year before—falling to levels dating back to the year 2000. We have of course, several ideas about what can be done. Here are a few now under consideration:

1- Re-conceptualize each Pacifica station as a regional Broadcaster—and market each station to the five or six adjoining states positioning themselves as the “voice of progressive radio in that given region. In each major region in the United States thousands of progressive organizations and their members will and have supported progressive causes and Pacifica with their dollars. I believe that such support in these times of war and a critical 2008 election will see that support increase. Millions of pieces of mail have been sent to members of progressive organizations around the country in the last 4 years and the response has been very encouraging. We have over 100 regional affiliates who can also participate in this effort, contribute programming and join our stations in regional broadcasts and regional fund-raising efforts.

2- Expand the platforms upon which listeners can access Pacifica’s broadcasts. More and more listeners want to download, podcast, access on line, listen at more convenient times and have radio on their own terms. We should accommodate those desires and work with those listeners.

3- We need to determine to survey our listeners and find out what programming they want.

5- We need to modernize our physical plant and our broadcast capabilities—not to is not wise.

6- We need to offer our staffs training and new ways to allow others to access our services—satellite radio, virtual programmers, common licensing, blogging hosts, new internet Pacifica channels,

increased interactive radio—we need to re-invent street level radio lifted to a national and international plane.

Therefore:

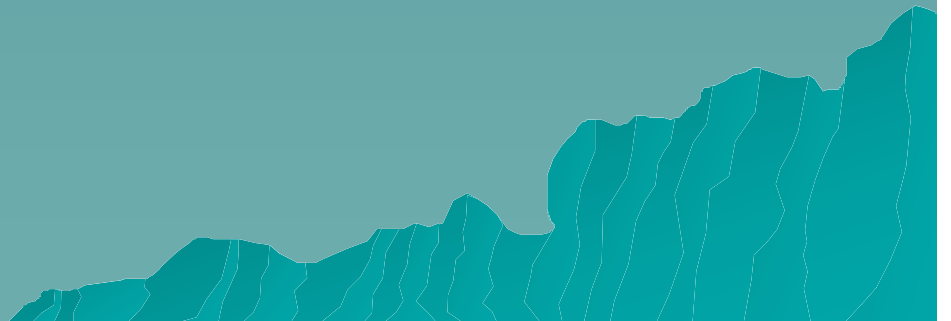
Pacifica's Future, in my view depends upon the following:

- 1- Increasing our membership and listener ship**
- 2- Expanding our footprint in local communities and expand local community ties**
- 3- Re-conceptualizing our selves as regional, national, if not international broadcasters**
- 4- Expanding the platforms and the delivery choices we offer listeners**
- 5- Operationalizing local voices to national platforms**
- 6- Expanding services to our Affiliate Stations and form closer partnerships**

end

Preserving Pacifica's Future

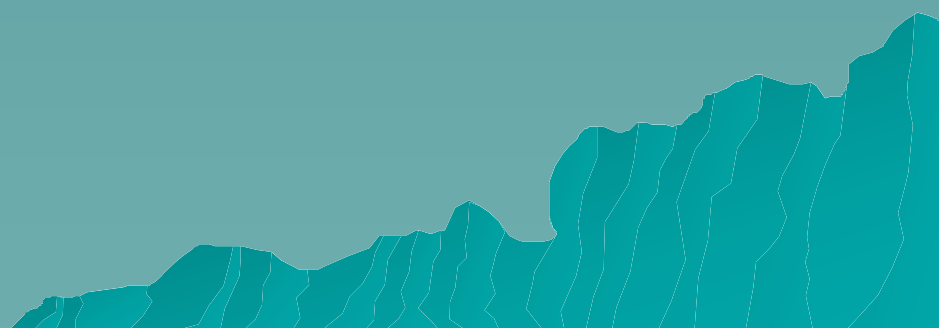
Sustaining the Network
The Two Year Window



OUR CHALLENGES

- ◆ SHRINKING REVENUE-RISING EXPENSES
- ◆ LONG STANDING NEEDS
 - Archives
 - Affiliates
 - Stations
 - Staffing
 - Fund Raising
 - Technology Needs-Research-Equipment
 - Infrastructure
 - National Office
 - Capital and Building Needs
 - Narrow funding base DN 25% of revenue

But how to get those needs met in the FY08 Budget?



PACIFICA'S CURRENT FINANCES ARE FRAGILE

The Struggle For An Affordable Budget in FY08 Or "Its Back To the Bad Old Days"

- Station revenues are shrinking-We are depleting savings
- No station yet has budgeted even 1/2/ month revenues
- Over 500k in unbudgeted expenses not yet in budgets
 - ◆ Legal 350-to 500k
 - ◆ Salaries and consultant expenses in NO might go up.
 - ◆ Board budgets not affordable- up 98 percent since 2004
 - need to reduce meeting expenses by 48k
 - ◆ ADA expenses- unknown-but not currently budgeted at all
 - ◆ New type of expenses—programming- 60k
 - ◆ 135K PRA-Delegate taking it to LSB


SAVINGS COUNTDOWN

- ◆ Several stations spending savings in both FY07 and FY08


FY07	FY08
KPFA 200K	74K
KPFA	100K
KPFT	85K
WPFW	73K
	332K

CONCLUSION:

THESE PRELIMINARY BUDGETS ARE IN BAD SHAPE
AND NEED MUCH MORE WORK
MOST LSB'S HAVE NOT SEEN THESE BUDGETS



What Does This Mean?

- ◆ We have layoffs in these budgets so far—242k
 - ◆ Even with a flat expense budgets stations have to use savings to balance the budgets
 - ◆ No station with even one month operating surplus
 - ◆ Despite all of these efforts we need to do more
- 

The Outlook for Next Fiscal

Given these budget facts:

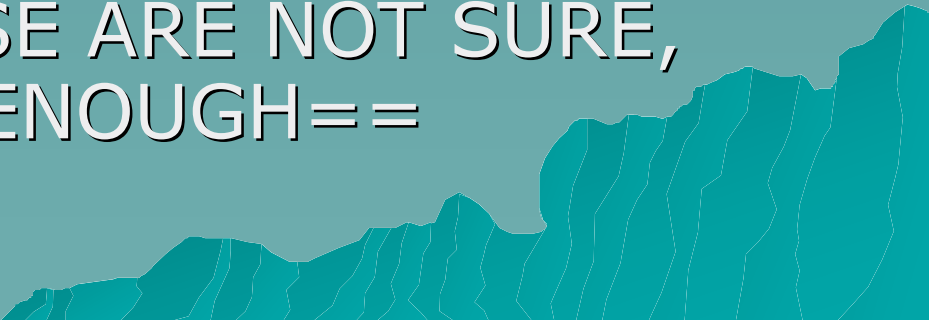
- The Network is in serious financial difficulty.
- With a bad drive or two we will have a crash in December 2007
- By December:
 - ◆ One station will not be able to meet payroll
 - ◆ Two units will be spending the last of their savings
 - ◆ Two stations and the NO will dealing with layoffs
 - ◆ All stations will be asked to pitch in to pay payrolls and to help sister stations with expenses

WHAT IS TO BE DONE?

MINIMUM EFFORT REQUIRED

- 1-HOLD EXPENSES TO FY07 LEVELS
- 2-NO NEW STAFFING COSTS
- 3-MAINTAIN THE ONE MONTH RULE
- 4-CONTINGENCY FUND AGAINST A BAD DRIVE
- 5-REVENUE INITIATIVES IN A SPECIAL BOARD MEETING
- 6-RECOMBINING RESOURCES
- 7- 8- DIFFERENT NEWS CASTS
DEMOCRACY NOW, FSRN, LOCAL, NO
I WILL MAKE SOME PROPOSALS IN THIS REGARD
- 8- REDUCE BOARD BUDGETED EXPENSES
- 9- STAKEHOLDER COLLABORATIONS- REGIONAL-NATIONAL
THE FREESTANDING RADIO STATION IS LESS AND LESS VIABLE

SOME BRIGHT SPOTS

- ◆ BBC POSSIBILITY- REVENUE POSSIBLE
 - ◆ YEARLY FUND-RAISING EVENTS DEC 15TH EVENT
 - ◆ ON AIR PITCHING SPECIALS
 - ◆ E-COMMERCE
 - ◆ NEW NATIONAL PROGRAMMING WITH REVENUE-
 - ◆ ELECTION YEAR BUMP 2007-2008
 - ◆ BUT, BUT, BUT, THESE ARE NOT SURE, AND THEY ARE NOT ENOUGH==
- 

RECOMMENDATIONS

- ◆ ALL BUDGETS FOR FY08 MUST BE BALANCED
ALL BUDGETS MUST PRESENT WITH ONE MONTH
OPERATING SURPLUS--PER THE CURRENT
BOARD MANDATE
- ◆ NO NEW STAFFING COSTS-DISCRETIONARY
SALARY EXPENSES MUST NOT INCREASE AND
MUST MATCH TO FY07 FORECAST LEVELS
- ◆ ALL BUDGETS MUST CONTAIN A CONTINGENCY
FUND AGAINST BAD DRIVES AND LEGAL
EXPENSES
- ◆ FUND ONLY REVENUE-SURE PROJECTS

◆ end

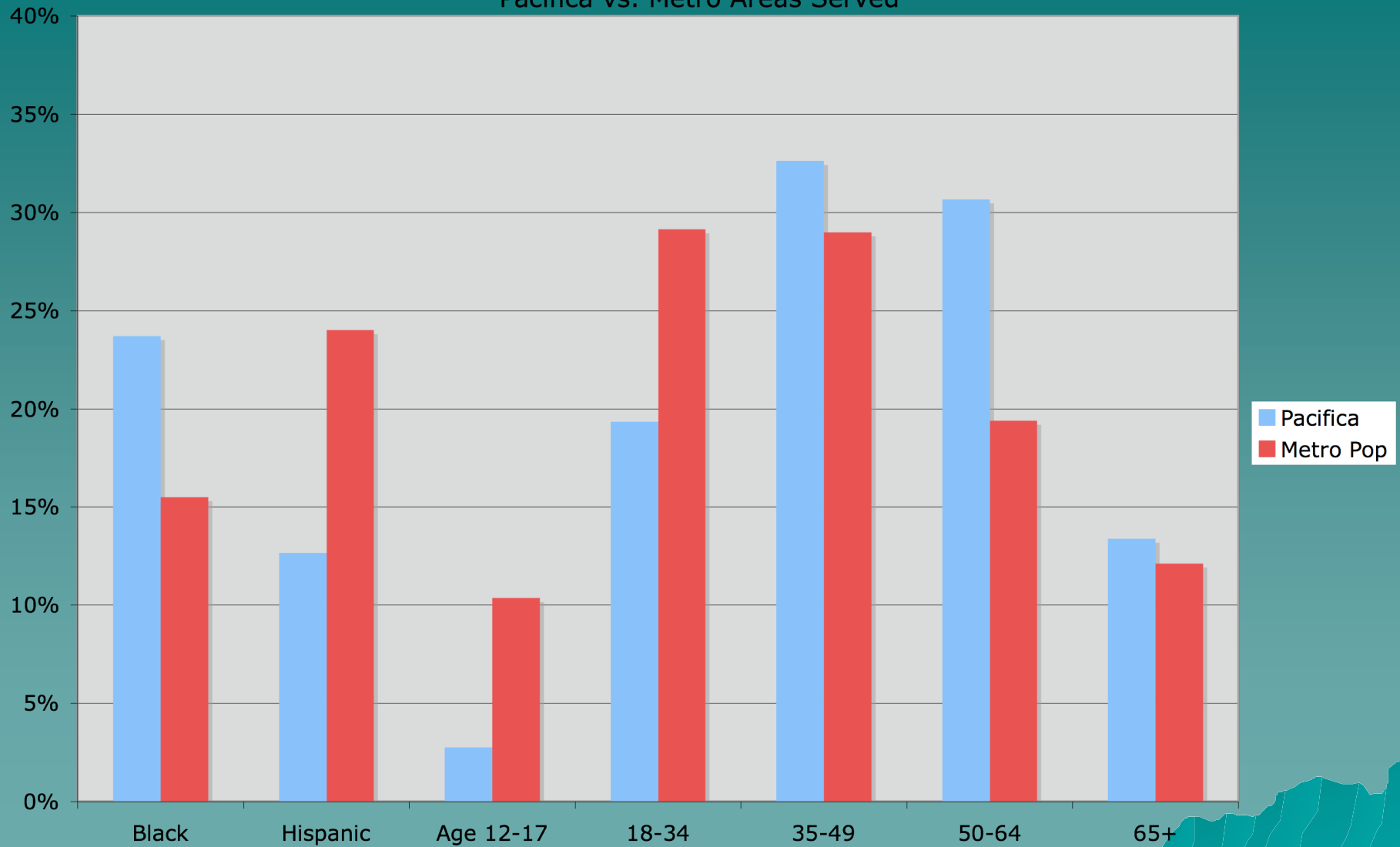


FINANCE MYTHS

- ◆ CENTRAL SERVICES PAYS FOR EXPENSES—IT DOES NOT
- ◆ CENTRAL SERVICE RATE IS FIXED
- ◆ CENTRAL SERVICE RATE IS 19.5%
 - IS ACTUALLY 13% (OF TOTAL REVENUE STATIONS- WE ARE THE BANKERS TO THE NETWORK-WE PAY ALL BILLS AND THEN WAIT THREE MONTHS TO GET REFUNDED FROM THE STATIONS)

Ethnicity and Age of Pacifica Radio Audience

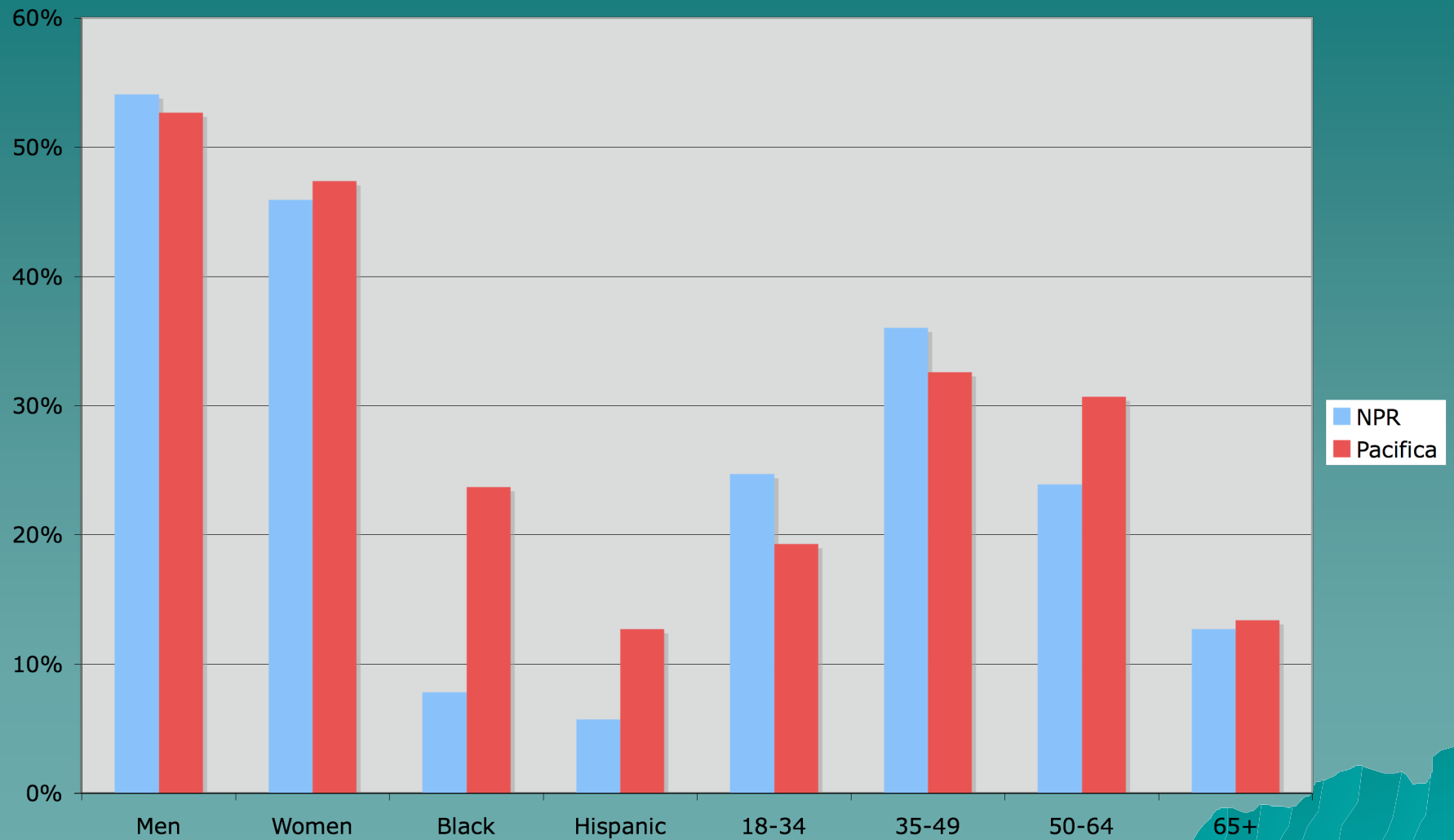
Pacifica vs. Metro Areas Served



Data are Copyright Arbitron, Inc. Audience Estimates among Metro persons 12+. Data is four survey average of Fall 03, Winter 04, Spring 04, and Summer 04. Source: RRC, Inc.

NPR Audience vs. Pacifica Audience

Gender, Ethnicity and Age



Source: NPR's Profile 2004 and Pacifica Foundation Arbitron Data, Copyright Arbitron, Inc. Source: RRC, Inc.

MEMBERSHIP

FUTURE OPTIONS

- **LOCAL MEMBERSHIP- LOCAL BROADCASTING- LOCAL TIES**
 - ◆ NEED FOR A LARGER LOCAL FOOTPRINT AND OUTREACH PROGRAM
 - ◆ NEED FOR A YOUTH AND WEB STRATEGY
- **MOVING TOWARD INCREASING NATIONAL SUPPORT**
 - ◆ NEED FOR CONCEPTUALIZING A NATIONAL SUPPORT NETWORK—CONSISTING OF MEMBERS OF PROGRESSIVE ORGANIZATIONS
 - ◆ OVER 20 MILLION EXIST IN THE US
 - ◆ THERE IS A DEMAND FOR NATIONAL NEWS AND INFORMATION
- **MOVING TOWARD REGIONAL SUPPORT**
 - ◆ RE-CONCEPTUALIZING EACH STATION AS A REGIONAL BROADCASTER
 - ◆ INCREASE COLLABORATIONS WITH AFFILIATES
 - AFFILIATE DRIVEN CONTENT
 - AFFILIATE WEB BASED SHOWS
 - AFFILIATE SHOWS ON SOME OF OUR STATIONS
 - AFFILIATE AND PACIFICA JOINT FUND-RAISING
 - ◆ INCREASE COLLABORATIONS WITH FSRN
- **GRASS ROOTS MEDIA ORGANIZATIONAL SUPPORTS**
- **WEB AND INTERACTIVE STRATEGIES**

DEMOGRAPHICS

CURRENT TRENDS

- PACIFICA'S AGING MEMBERSHIP : AVG. AGE 52
 - 87,000 BALLOTS SENT OUT DOWN FROM 100K LISTENERS OF A FEW YEARS AGO
- UNDER-REPRESENTATION OF MINORITIES –YOUTH
- THE DIGITAL REVOLUTION-WE NEED TO BE THERE
- PLATFORM PROLIFERATION-WE NEED TO BE THERE

AFFILIATES PROGRAM

Report to the PNB / July 2007
Ursula Ruedenberg / Affiliates Coordinator

Objectives:

- ✧ Continue to recruit new affiliates. Current goal: 150 affiliates, enlarging Pacifica's reach and strengthening community radio.
- ✧ Develop international affiliate relations, extending Pacifica's reach and connection to people of other cultures for mutual exchange and benefits to both.
- ✧ Continue to effectively meet affiliates' needs, providing excellent and personal customer service, strengthening partnerships with our affiliates.
- ✧ Encourage and increase greater contact and understanding between affiliate stations and Pacifica stations and PNB to encourage network synergy and broaden Pacifica Network reach and effectiveness
- ✧ Outreach to other parallel organizations to strengthen allied relations and further free-media.
- ✧ Key role for Pacifica in developing new community radio stations, particularly in the Deep South, for more equitable distribution of media resources for social and economic justice for people of color and low income people in the United States.
- ✧ Develop a national outreach department to work in collaboration with the PNB, the sister stations, and national staff, to initiate concerted mission-based marketing of Pacifica as the national broadcast champion in the United States.

Overview and Challenges:

Our office conducted a survey of our affiliates regarding program carriage, preferred methods of distribution, and general feedback about our services. An executive summary of the survey has been included at the end of this report. The report reflects good feelings about network-wide partnership with Pacifica and confirms areas of concern that have been expressed by national staff: 1) Pacifica's need to invest in technology and 2) the need for Pacifica to extend beyond being only a program-provider to our affiliates but to also offer them support services for helping them upgrade their stations. The integration of affiliates' technical and programming needs underlines that 2007-08 National affiliates and outreach funding allocations are integrally connected to the national operations and programming allocations and should be considered together with them.

The number of affiliates continues to grow (currently there are 125), with the addition of two new international members of the network in El Salvador and Liberia.

However, recent negative press and waning public confidence due to the high ED turnover in the absence of comprehensive marketing strategies is a serious challenge impacting the affiliates program, as well as other parts of Pacifica.

There is a serious and urgent need for a network-wide marketing and outreach plan for Pacifica. Without it, we are letting the public -or worse – competitors and enemies – brand us. Although marketing and outreach may seem intangible compared to radio programs, the consequences of their absence are very tangible, as has already been evident at conferences this summer.

Interest in Pacifica's workshops dropped significantly at the GRC. At the US Social Forum, members of the public easily recognized Democracy Now and Prometheus Radio Project's names and spoke about them with enthusiasm but Pacifica's name almost always drew blank looks or even

sometimes elicited head-shaking and sighs. . Also, our ability to raise funds on air or to attract grants and other potential funders is seriously affected.

It's not the public's job to recognize Pacifica's value; it is *our* job to educate them about why we are important to them – that's what marketing does. All of us at Pacifica continue to accomplish many great things but it is a bitter reality that our good work and our good production will not ultimately attract supporters or affiliates without a well-researched, planned, and executed marketing campaign for long-term growth.

Until now, we have been attributing declining revenues to new technologies and national trends in listenership in public radio (although these numbers do not apply specifically to community radio). Before blaming outside sources and trends – how much have we asked ourselves if we have made a real and concerted effort to market Pacifica to the public?

Pacifica's affiliates program is a good place to begin coordinating network-wide collaborative marketing efforts. Due to its national scope and its consistent promotion of the Pacifica name to prospects in multiple venues, the program has become the public national face for Pacifica as a media presence. Some examples of initiatives in this area are listed below. However, none of these replace the need for a concerted and collaborative network-wide marketing and outreach strategy. The affiliates program is:

- ✧ Representing Pacifica at conferences such as NFCB, GRC, Media Reform Conference, US Social Forum, Intercollegiate Broadcasting System, etc..
- ✧ Representing Pacifica Radio at coalition meetings between media democracy organizations and building relationships with parallel media organizations (such as Prometheus Radio Project, NFCB, Public Radio Capital, Free Press, and many more).
- ✧ Creating and coordinating buying of promotional items such as T-shirts, banners, brochures, etc.
- ✧ Applying for and successfully acquiring grants on behalf of Pacifica for outreach efforts.
- ✧ Creating Public service announcements, when possible, that are played on affiliate stations that promote Pacifica and the Pacifica archives.
- ✧ Helping to organize the Radio For People Campaign: Movement to help new noncommercial educational (NCE) radio license applicants and build support services to help create new community radio stations.
- ✧ Building relationships with regional media networks (such as the Northwest Community Radio Network.)

Outreach:

As part of our efforts to develop the international aspect of our network, we have affiliated Radio Sumpal in Chalatenango, El Salvador; and Peace FM 107 in Liberia. Our friends in El Salvador are struggling against government repression and gold mining while our Liberian affiliate is struggling against ruthless diamond mining interests. Efforts are being made to connect members of these new stations with producers around the network who have common focus.

We are also doing outreach inside the United States, to an area sorely lacking community radio: the Deep South. In this area of the country, we are recruiting and preparing people to apply for community radio (NCE) licenses during the upcoming license-filing window this fall (October 12-19) under the Radio For People Campaign. We are working in coalition with long-time civil rights activists and aspiring community radio builders, young and old, to build a regional network of minority-owned, locally based community radio stations.

One of former PNB affiliate member (station manager of affiliate WRFG in Atlanta, Georgia) Ebon Dooley's last wishes was that Pacifica and WRFG collaborate on a campaign to create more

southern community radio stations in response to this upcoming filing window. Since then, Ebon has joined the ancestors but we have realized this dream with the help of others at WRFG. Through them, we connected with the Federation of Southern Cooperatives, a long-standing civil-rights era organization for impoverished southern rural areas. Using the contacts and resources of the Federation, we began a network of southern applicants, who still meet on a weekly basis on conference calls hosted by Pacifica. We are currently involved in Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Louisiana, and Mississippi.

Helping to build more minority-owned community media has been a dream for many in local southern communities -a vision that has been shared by many inside the Pacifica network, as well. New community stations owned by historically underserved people who are working to overcome social injustices and their own poverty are extremely significant. As one of the areas with the lowest number of community radio stations per capita in the continental United States, the Deep South has a tremendous need for support.

Due to a \$10,000 grant from Public Radio Capital, created by myself with the help of Executive Director Greg Guma, Pacifica has been able to intensify its efforts there. Using these funds, Pacifica organized two mini-conferences in May at Atlanta, Georgia and Epes, Alabama. With this grant, we also currently employ two consultants from southern Pacifica affiliates (from Richmond Virginia and Sarasota Florida) who travel to participating communities throughout the South and help applicants.

We continue to find more partnering organizations in the cause of building a regional self-sustaining community radio network in the Deep South. Some of these organizations will apply for community radio licenses in October; others are playing a supportive role. Recent additions have been:

- ✧ Center for Civil Rights of the University of North Carolina School of Law - Chapel Hill, North Carolina
- ✧ Voices for Justice in Moore County, North Carolina
- ✧ Mississippi Action for Community Education (MACE) in Greenville, Mississippi
- ✧ Southwest Georgia Project in Albany, Georgia
- ✧ NAACP, Florida
- ✧ Project South in Atlanta, Georgia
- ✧ The Southern Media Justice Coalition
- ✧ Miccosukee Tribe of Indians in the Everglades area of Florida

After the filing window for Noncommercial radio licenses is complete (October 19, 2007) we hope to continue ongoing efforts to support the development of locally owned community radio stations in the Deep South. We plan to provide support services to those who will be doing the hard work of following through with building the stations despite legal challenges and various serious threats from conservatives.

During this difficult time for applicants, we will help sustain them by providing training and advocacy; help with funding-raising mechanisms for the new radio stations, and provide support and information to fend off ownership challenges, primarily from the religious right. We are looking for grant funds to hire consultants who will act as organizers, advocates and trainers.

Affiliates Task Force:

The task force will be bringing two proposals to the PNB regarding 1) a marketing and outreach department for Pacifica 2) a resolution to support for Local Community Radio Act of 2007 - House Bill 2802/S, and Senate Bill 1675 – supporting the approval of Low-powered radio licenses in urban areas.



National Programming Survey

Summer 2007

Ursula Ruedenberg / Pacifica Affiliates Coordinator

Data compiled by Doug George

Summary:

This survey was conducted between May and July 2007. Staff from 70 stations (out of 120 asked to fill out survey) completed this online. Those who filled out the survey expressed a high level of satisfaction. Some who did not fill out the survey may have abstained due to dissatisfaction, although staffing and time shortages was also a major factor. Major areas of inquiry in the survey included:

- Carriage of National Programs
- Carriage of National Specials
- Programs They'd Like to See
- Spanish-Language Programming
- Distribution & Technology
- Technology Priorities
- Feedback about Audioport.org
- Contrasting use of KU and Audioport.org for Distribution
- Suggestions from Affiliates about programs desired and general feedback
- Stations were also asked to identify producers at their stations who were interested in collaborating with Pacifica on national specials and headlines.

Affiliates expressed overall appreciation due to a positive perception of partnership and working together as a network. There was a desire for more communications and technical collaboration.

Distribution and technical issues were the primary concerns expressed and responses about these concerns were the most extensive. The two primary needs expressed were that: 1) Pacifica improve its distribution technology and 2) Pacifica help affiliates upgrade affiliates' own local technologies.

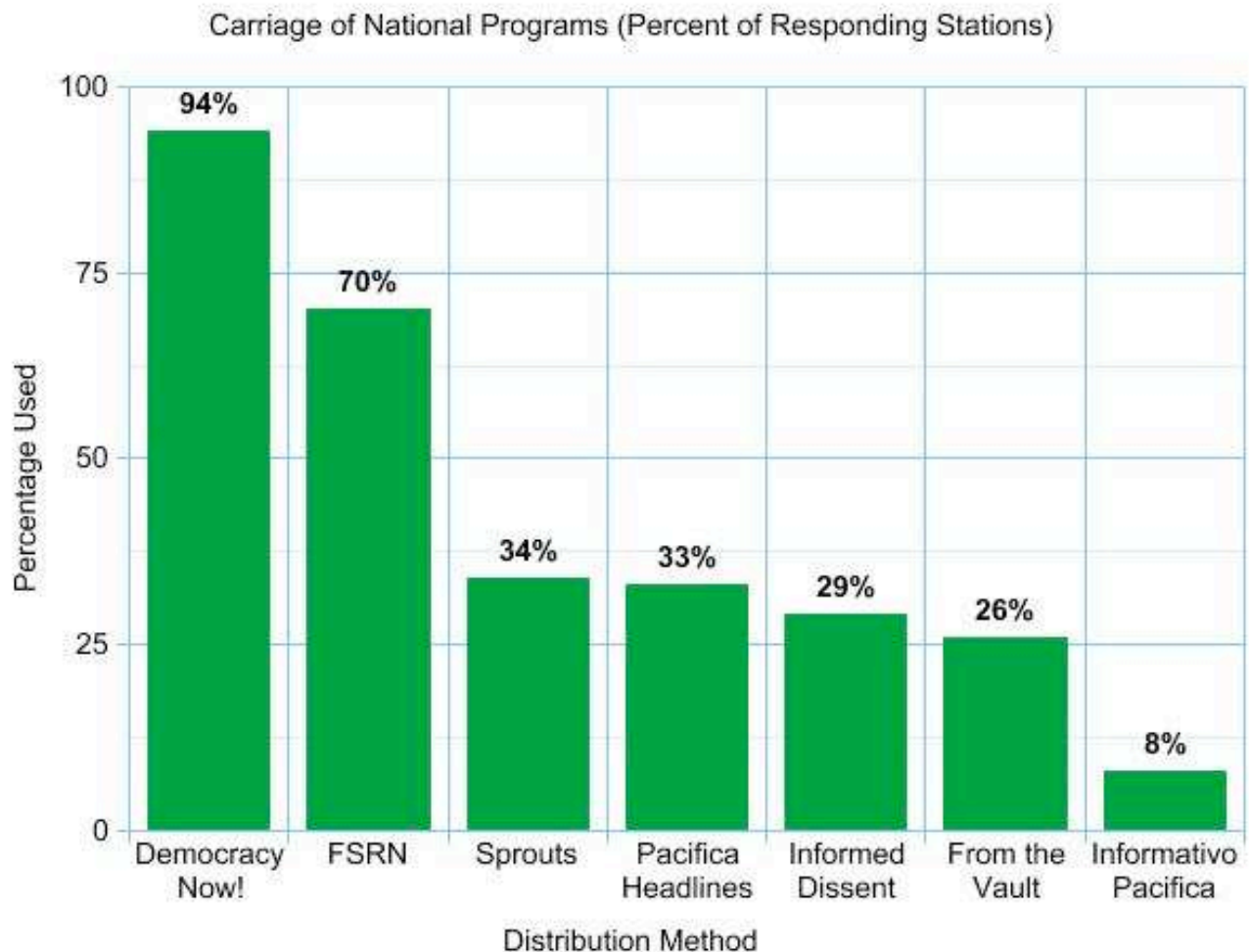
The survey shows that AudioPort has become the primary source of distribution. Automating the AudioPort was the most outstanding need expressed in the entire survey. Affiliates also want Pacifica to help them to be able to automate by providing them with low cost solutions and software.

Morning headlines were the most requested item in the area of programming. Also, 81% of respondents wanted a pod-safe music version of Audioport. Affiliates expressed interest in more Pacifica programming in the areas of: news, headlines, and a new program parallel to Democracy Now! with more debates and variety of viewpoints. Satisfaction was expressed for the level of diversity. 50% expressed interest in Spanish programming, particularly news.

To ensure that the survey was easy to fill out, we made most questions optional, allowing participants to proceed without answering all questions. As a result, respondents did not answer every survey question. Generally, as the survey progressed the response rate went down. For example: towards the top of the survey, 69 out of 70 survey participants responded to questions about carriage of Democracy Now! Later in the survey, responses to questions about Pacifica Headlines dropped to 63.

We have chosen to provide statistics relative to **the number of respondents** for each survey question. Remember that the total number of respondents varies so that the results are statistically valid but imperfect. For more detailed information contact Ursula Ruedenberg at Ursula@pacifica.org. This is an abbreviated report. For the full report that includes affiliates' comments and suggestions, go to: Pacifica.org/about. There will be a link to staff reports.

■ **Carriage of National Programs:**



✦ **85%** of stations currently carrying Pacifica Headlines are interested in Morning Headlines.

✦ **54%** of stations that don't run Pacifica Headlines are interested in Morning Headlines.

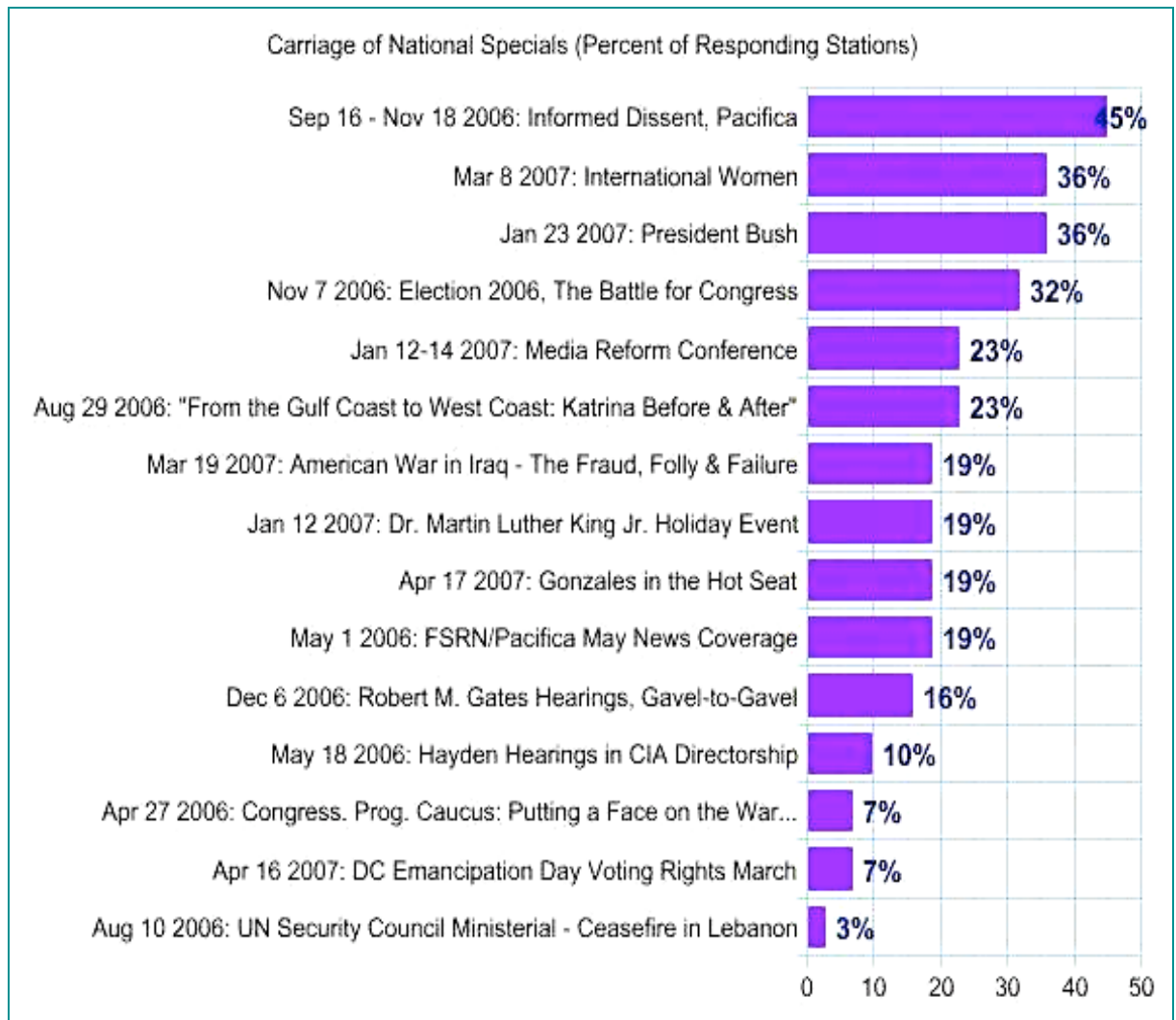
"I would greatly appreciate morning headlines posted by 6:45 AM EST. From a marketing perspective, the morning is by far a more superior time to air news, because I want my listeners talking about what they heard on my station while they are standing around the water cooler at work. Word of mouth is the best advertising a radio station can get, and that opportunity is wasted when all the current news stories are airing during the drive home from work. I was so desperate for morning headlines that for several months I was airing yesterday's 3PM headlines the following morning. "

A majority of respondents (65%) also expressed an interest in Labor Headlines. Indeed survey responses repeatedly reflect a demand for more news services, particularly headlines.

■ Carriage of National Specials

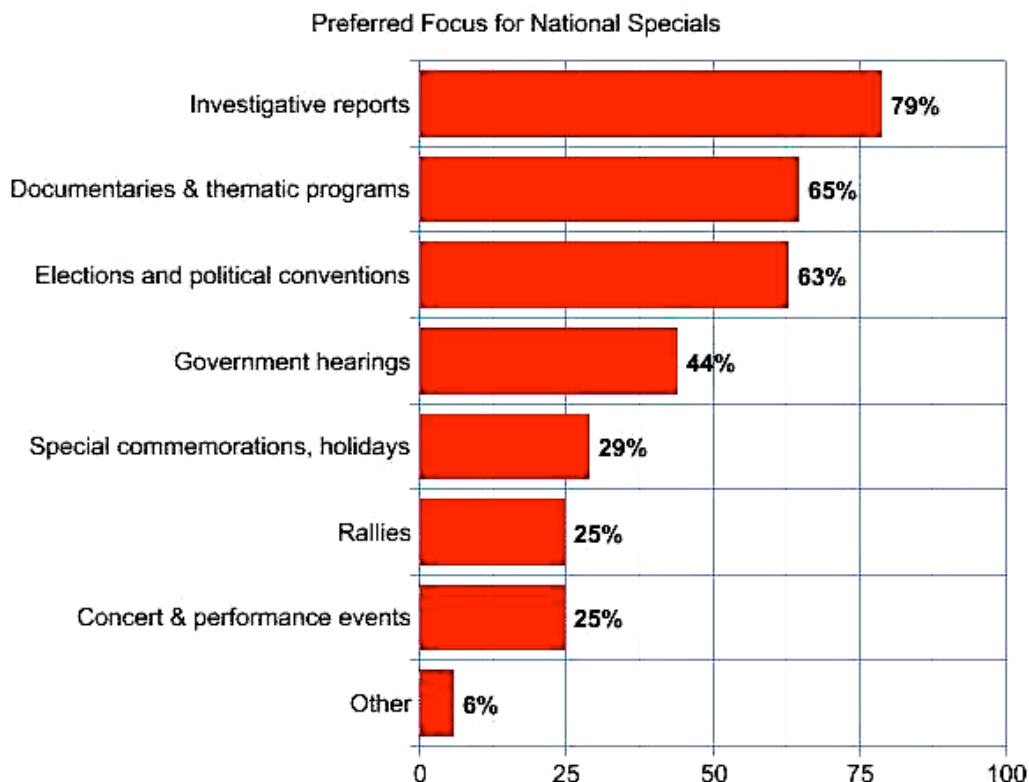
The demand for election coverage was high in 2006-2007; nearly half of all respondents carried some parts of "Informed Dissent," making it the most popular Pacifica National Special. Additionally, "The Battle for Congress" ranked among the top five specials.

Other popular specials were coverage of International Women's Day, analysis of President Bush's State of the Union address, Pacifica's live broadcast from the Media Reform Conference in Memphis, and April 2007's gavel-to-gavel coverage of "Alberto Gonzales in the Hot Seat."

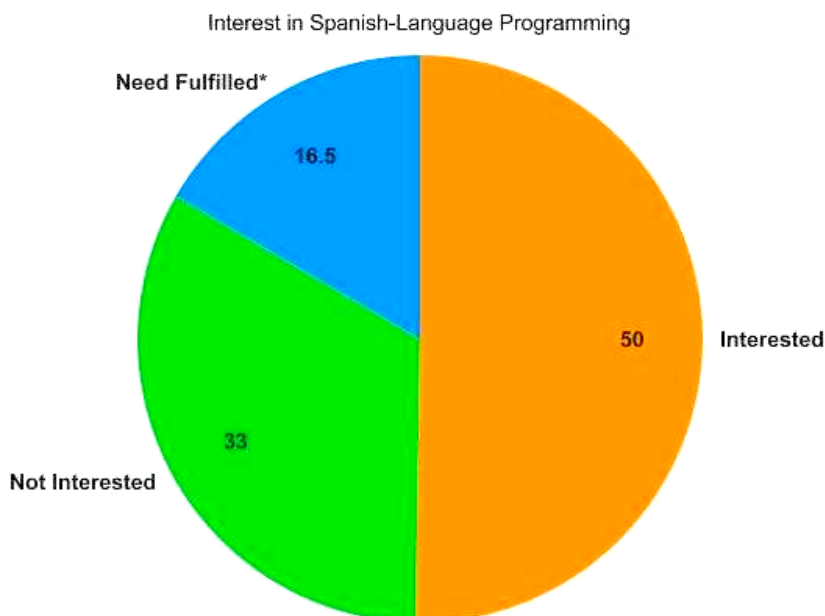


Format preferences for national specials: a clear majority (70%) of Pacifica affiliates prefer a 1-hour end-of-day summary (as opposed to 33% for gavel-to-gavel).

Preferences for future national specials: in-depth issue coverage and investigative reporting (see graph at right). Again the desire for election and convention coverage is clear; 63% of respondents indicated this a preferred focus. It's worth noting that rally coverage ranked towards the bottom, favored only by 25% of respondents.

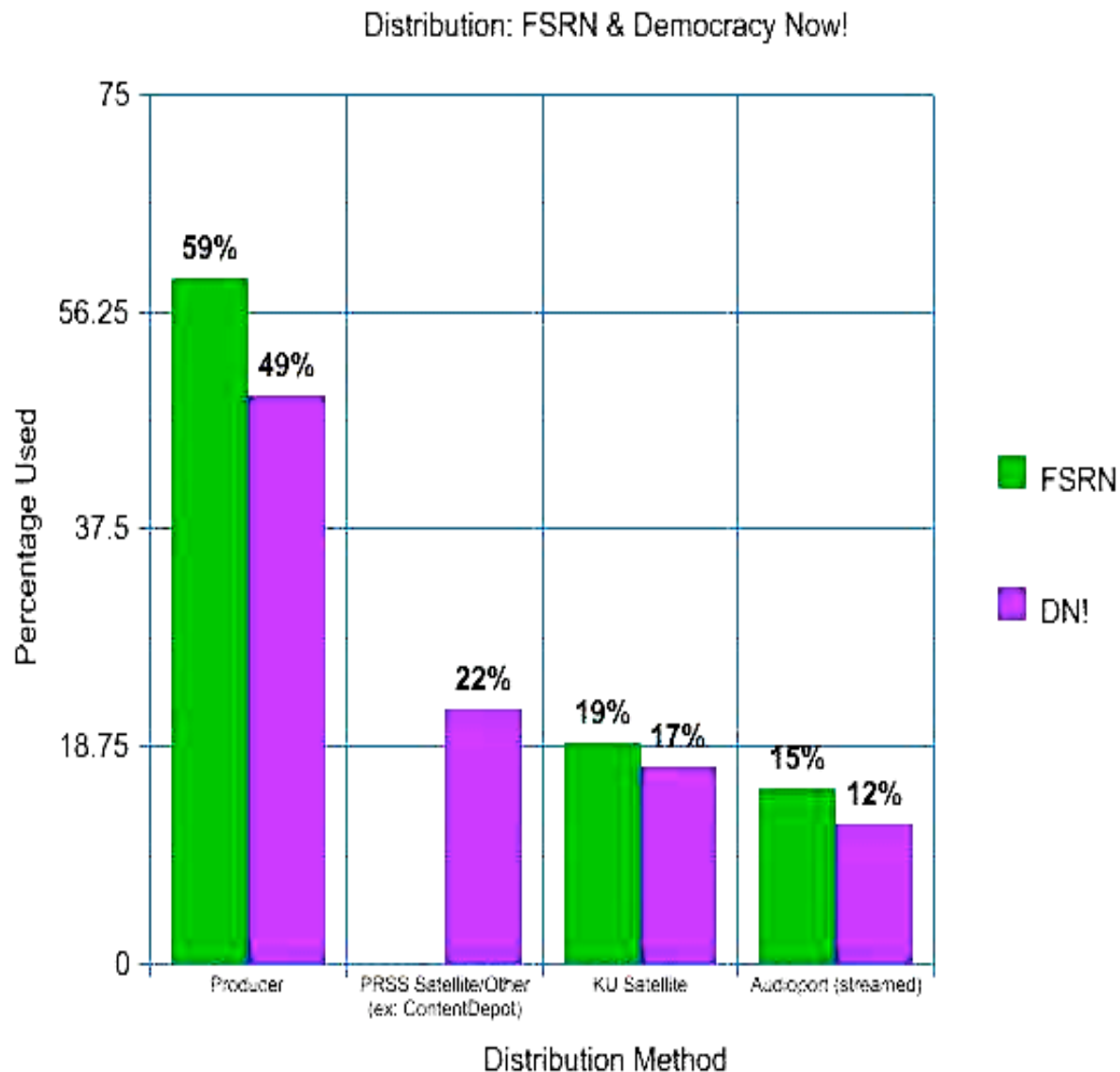


Spanish – language Programming



*Respondents who are fulfilling their need for Spanish-language programming by picking up DN's Spanish headlines, or Informativo Pacifica

Distribution & Technology

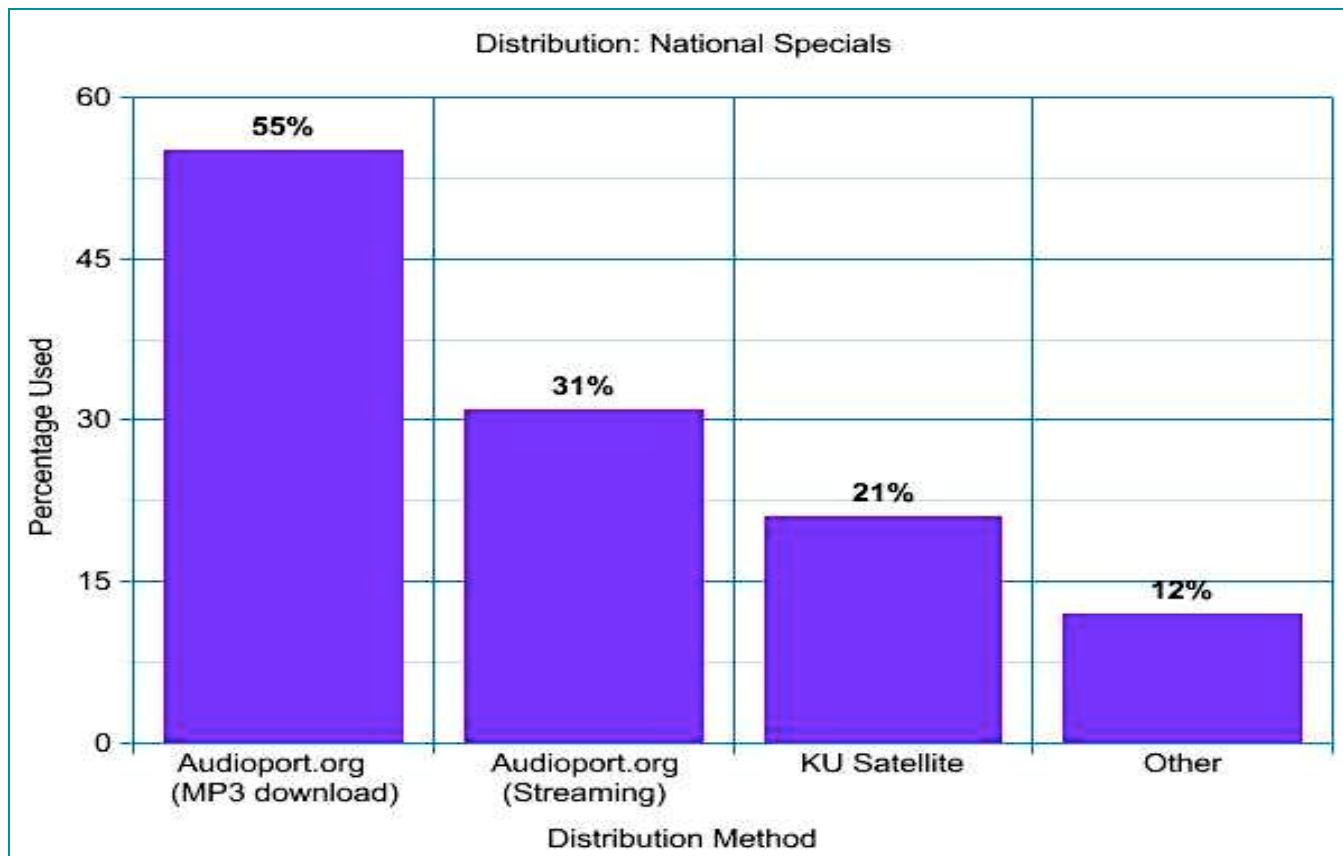


The Categories of Distributions Methods (shown from left to right) are:
Producer's Website | PRSS Satellite/Other (ex: Content Depot) | KU Satellite | Audioport (streamed)

In above graphic:
The left bar for each distribution method represents FSRN;
The right represents Democracy Now! Where there is only 1 bar, that bar is DN!

Producers' websites were the most widely used distribution method for Pacifica's top two national programs, Free Speech Radio News (FSRN) and Democracy Now!

For all other national programs however, Audioport.org is by far the most widely used method. For example, 69% of responding stations pick up **From the Vault** via Audioport, compared with 6% from the producer's website, and 25% via CD.



Some stations that use the KU satellite (see section on "KU Satellite Usage") express a preference for downloading the mp3 off of Audioport.org, citing this method as easier and more reliable.

"I don't see the point of Pacifica getting involved in the next generation of satellite delivery. Go with the net and make a simple but secure system for us. The cost is surely lower and there's no rain fade."

The survey yielded ambiguous data about which of the programs on the satellite are still being received by affiliates via satellite (as opposed to Audioport), reflecting the ambivalence of a network in transition from one type of technology to another. A study focused specifically on this question would be useful.

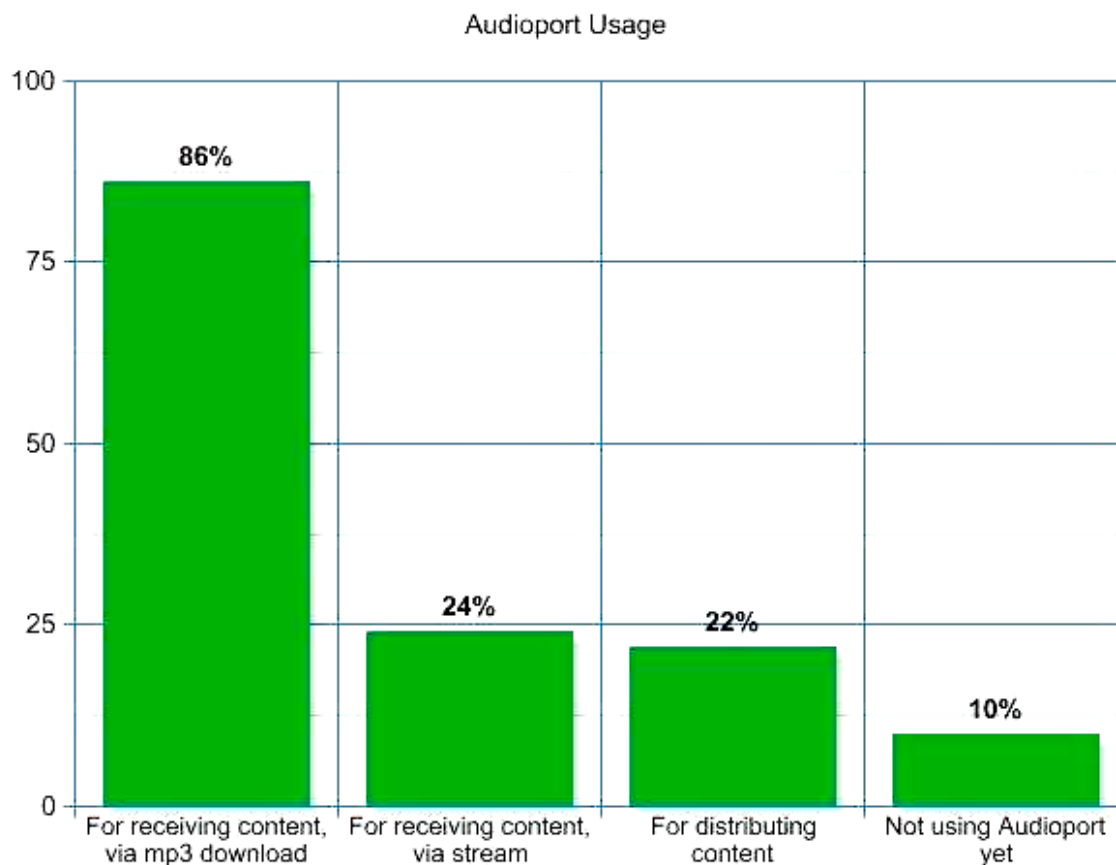
Technology Priorities

81% of affiliates would like to see the development of a music version of Audioport (i.e. a site for sharing copyright-free music)

57% of respondents would like to be provided with automation capabilities - specifically through the provision of show-specific pod cast feeds on Audioport.org. Overall survey responses reflect a desire for low-cost and accessible solutions via the web; some respondents pointed out that continued Audioport development should be prioritized over satellite distribution (see next section for more information about Audioport usage and preferences).

Although AudioPort provides access to live programming on the satellite by streaming the satellite, streaming is still a problem for some stations. Live programs remain one of the primary reasons for stations that have satellite equipment to still use it.

Feedback about Audioport.org



The survey reveals widespread usage of Audioport and a strong interest in expanding its functionality.

A majority of stations use Audioport (**83%**), and of those most (**83%**) use it once or week or more, primarily (**86%**) for receiving content via mp3 download. **24%** use Audioport for receiving content via stream and **22%** for distributing content.

Many respondents indicated being highly pleased with the current functioning and ease of use of Audioport.

Concerns:

Typical problems include: unpredictability as to when programs are uploaded, lack of notification when programs are not uploaded as scheduled, uneven audio levels, producers not filling out MP3 metadata forms, Stereo files are sent for mono programs, producers not providing enough information.

In other words, there is a need for **a) reliability** and **b) professional communication**, which includes both status reports and promotional information to inform program choices. Upon the foundation of widespread technical satisfaction with Audioport.org, improved communications can be built. This may include:

- A more extensive system for categorizing programs and producers
- Revised forms for entering program metadata
- More widespread usage of Pacifica Announce list serve and other public channels for updates on technical problems, or provision of program descriptions.

Contrast Use of KU and Audioport.org for Distribution

- 21 stations out of 33 respondents (64%) take programs from the KU (or streamed via Audioport.org).

Programs Taken Off Audioport.org (Download) On Regular Basis	
This Way Out	8
Counterspin	6
Explorations in Science	6
Your Own Health & Fitness	6
Building Bridges	5
Earth Beat	5
Radio Nation	5
Writer's Voice	5
Between the Lines	4
Making Contact	4
Midweek Politics	4
Uprising	4
WINGS	4
Media Minutes	3
Sierra Club	3
Talk Nation Radio	3
Voices of Our World	3
Alternative Radio	2
Bookwaves	2
Century of Lies	2
Cultural Baggage	2
Flashpoints	2
Law & Disorder	2
Media Matters	2
UC Radio	2
Unwelcome Guests	2
What's at Stake	2
Worker's Independent News	2
Against the Grain	1
American Activist	1
Bioneers	1
Compost Pile	1
Corporate Watchdog Radio	1
Echoes of a Century	1
Empire Notes	1
Guns & Butter	1
Logic Amen (KCBS)	1
OTE	1
Sex in Cars	1
Taking Aim	1
Upbeat Gardner	1
Venezuela Headlines	1
World of Possibilities	1

Programs Taken Off KU or the Audioport KU Stream On Regular Basis	
This Way Out	5
Counterspin	3
Explorations in Science	3
WINGS	3
Between the Lines	2
Cultural Baggage	1
Radio Nation	1
Workers Independent News	1

"We have stopped using KU - the downloadable mp3's are much more convenient for shows. Live coverage, on the other hand is better via satellite than stream. "

"We don't have a KU satellite system, otherwise we would likely air every special made available. ... We do download and air For Your Own Health & Fitness, Cultural Baggage, Century of Lies. We used to air others, but just don't have the time on dial-up to download them. "

"There should be some audio on the stream -- WWV, USNO Master Clock, tone -- when there is no program scheduled. This would enable us to make sure that the dish or stream receiver is actually working and receiving a signal and that our in-house distribution system is working. A tone would also be extremely useful for setting levels on a routine basis. There needs to be SOMETHING there. There should also be some redundancy at the uplink and at least a silence sensor that could alert local personnel if there's a problem. Impairment e-mails should be sent as soon as possible after a problem is noted. I met a couple of months ago with Jon, and there are relatively low cost ways to do this, which I'm always happy to share. "

"We stream the live satellite through Audioport. It's the only way we can get timely updates of Pacifica shows. Too often, pod casts are later than we would like. The satellite feeds via stream are perfect for us. "

"[We stream KU programs off Audioport] as we are all volunteer and don't have the time for many of the options you offer."

"We are very glad to be a part of the Pacifica family. Your support means a great deal to us at a difficult time. If we can rebuild, we hope to increase the number of Pacifica programs we carry, particularly ones that aren't carried on WBAI. Thanks also to Ursula for an always friendly voice, Jon for technical assistance when there's a problem, and Pete for the Pacifica logo he put together for our web site!"

—Tim Buller, GM of KBCU in North Newton, KS

I'm new and learning. Thanks for being there."

—Terry Green, GM of KUSP in Santa Cruz, CA

REPORT TO THE PACIFICA NATIONAL BOARD
Network Programming Coordinator, Nathan Moore
16 July 2007

CONTENTS

- *On being a network* – the theme of this report
- *Launching New National Programming* – proposals for the coming year
- *Building Digital Content* – creating a Pacifica national webstream
- *Recent National Specials* – stations working together
- *Communication & Cooperation* – talking, harmonizing, and national joint budgeting
- *Revised Indecency-Obscenity-Profanity Policy* – protecting the network from fines
- *Training & Workshops* – providing resources to the network

ON BEING A NETWORK

It's been about six months since I started work as Pacifica's Network Programming Coordinator. Having such a job title leads me to consider what it means to be a network and what a network like Pacifica should be doing. I'm sure I don't have the final answer or analysis, but certainly some thoughts.

From a programming standpoint, being a network means producing, sharing, and airing good national content. Being a network should involve launching new national programs, having the willingness to give these new shows airtime and the presence to know when to let them go, if necessary. Being a network should also include producing and airing excellent national specials around mission-driven themes, topics, and current events that are compelling to listeners. Stations in a well-functioning network should look to national programming as a solid anchor around which to build strong local programming.

In this era, being a network should include building up our web presence and generating digital content, particularly multimedia content. Being a network should also mean being able to figure out who we are, what common visions and goals we share, and marketing that image and our content through an outreach department. Being a network must also include funding and coordinating our technical capacity so that we're able to do all the things mentioned above, recognizing the interdependency of programming, outreach, and technology.

At its most basic level, being a mature network like Pacifica must involve frequent and clear communication, avenues to recognize problems and discuss differences, willingness to learn from each other, make shared plans, and really work together.

Does the Pacifica network do these things? We do some of them some of the time. There is much room for improvement.

LAUNCHING NEW NATIONAL PROGRAMMING

I have included three ideas for new national programming that I think should be developed relatively soon. The first, developing a national afternoon drive program, has been previously suggested by a couple folks but was inspired most recently by a proposal that Free Speech TV pitched to me. The second, producing outstanding documentaries on a regular basis, is something that taps into Pacifica traditions and has been suggested by several local and national staff. The third, developing a national

morning headlines service, is the most requested program service by Pacifica affiliates and would build our news program offerings.

FSTV Proposal

At the beginning of June, I was contacted by the National Program Director for Free Speech TV, looking for Pacifica to partner with them to develop a daily, 59-minute, afternoon/evening joint TV-radio program. According to FSTV's proposal, the program would counter the corporate media spin and use satire to fearlessly cover the 2008 elections. I brought the proposal to recent OC and Program Directors meetings for discussion. We're not a network that is known for being able to commit to this sort of request quickly, and the proposal is still on the table (as of this writing).

In discussing the FSTV proposal, we recognized that we'd do well to first discuss broader questions: Are we willing to seriously consider developing and launching *any* new afternoon drive program? Then if so, is this FSTV proposal what we're looking for?

Idea 1: Towards a national afternoon program

Whether we work with FSTV on this project or not, I think the time is right to seriously explore developing a national afternoon drive program for Pacifica. Many people in the network talk about the need for "another Democracy Now" and bemoan our lack of other flagship programs. We should not literally copy DN, but we do very much need another flagship program. A new daily afternoon drive program could be the other "tent pole" holding up the canvas of our Pacifica listenership (Democracy Now being the morning tent pole). Two of our sister stations currently *re-air* DN in the afternoons, 10+ hours after its live broadcast, for want of an afternoon tent pole program. From a fundraising point of view, many station staff members are feeling financially vulnerable due to declining DN revenues in the last couple years.

Still the network's biggest listenership draw, Democracy Now has really changed its focus from a primarily election-related program (in 1996) to more of an interview-centered, broad coverage of progressive and left-related issues and authors. Free Speech Radio News covers U.S. politics as part of a heavily international-focused newscast. That leaves a void in Pacifica national programming for strong and consistent elections and national news coverage. Meanwhile, election years have traditionally seen significant increases in both listenership and fundraising when Pacifica aired strong elections coverage.

I think a workable format for a new afternoon program would be a national news/news magazine program with space for headlines, investigative & documentary reports, topical & thematic features, live interviews, and more on a wide variety of topics. Ideally, such a program would rely on strong reportage from sister and affiliate stations, as well as a robust volunteer & intern program. If developed soon enough, a major – but not exclusive – focus of the program could be the 2008 elections, laying the foundation for a progressive political analysis of the coming year's issues. It would be best if the program were hard-clocked so local stations could insert content.

Benefits of a national afternoon program

The benefits of a national afternoon drive program would be many-fold, though we will need to act quickly if this is going to happen before the election season has already come and gone. Among the likely benefits of a well-produced, well-organized afternoon drive program:

- *Increased listenership* - a very good program could bring listeners to Pacifica and offer a solid alternative to programs like All Things Considered.

- *Increased fundraising* - with increased listenership comes increased fundraising.
- *Improved service to our communities* – pooling our financial, human, and technical resources to cover news and public affairs would help fulfill our mission of providing news on matters vitally affecting the [national] community and promoting peace and social justice.
- *Development of network identity* - a Pacifica national program would provide something to rally around, promote, and use as our “brand.” It would also bring us together as a network in a real way, with reporters, producers, and hosts from our stations and affiliates working together.
- *Training ground for newer journalists* - we need regular avenues to cultivate new and talented producers. A robust intern program associated with a new program could be such an avenue, and we wouldn’t lose talented producers to outside organizations.

Challenges and moving forward

That said, a very real challenge to developing this sort of program is budget. The FY07 uncommitted national programming budget provides enough for a number of national specials, but very little beyond that, and certainly not enough for a project of this size. There are a number of programming models that might reduce the cost of a new program, e.g. drawing on existing content & personnel from local stations, structuring the program to be primarily volunteer-produced, commissioning the program for a 10-week or 13-week pilot, and so on. But any of these models would still require more funds than are currently allocated to programming.

Next to budget, the greatest challenge to producing a new program would be finding the political will to air it. Developing any new national program would require some local shows to be moved, reduced, or cut, and those programmers would probably be pissed off, at least at first. Some would likely be able to organize an opposition. Politically speaking, putting a new national program on the air would probably not be a smooth transition.

But this shouldn’t stop us; we as a network should become a bit more flexible and be willing to try new programs that might better serve our mission and listeners. If we open up the space for national programming, I think that in the long run, stations (and listeners) will be rewarded for it, and local programming will be strengthened around it, and local programmers will have more opportunities for growth and participation in national production.

If we’re serious about launching a program of this sort, we need to do two things quite soon: start talking now about coming up with the money for national programming in FY08, and work towards an agreement of major network-wide stakeholders to develop a new national program.

Idea 2: Documentary production fund

Producing and airing documentaries is perhaps *the* greatest tradition of Pacifica, yet we produce relatively few of them anymore. Audio documentaries production and investigative reports are ideas that a number of people in our network have called for, and are also the two most requested types of special programming in the recently conducted affiliates survey. We need to better institutionalize the production of documentaries and investigative reports that can elevate Pacifica’s standing, perhaps even make some history.

Pacifica’s national programming department could play a key role in this by providing an annual fund for the production of audio documentaries, as well as complementary multimedia material and handsome pledge premiums. These documentaries would focus on crucial contemporary issues,

providing the definitive progressive/radical treatment and in-depth exploration of key issues. Local stations could have a role in identifying the national issues covered in depth. Some suggestions include: the case for impeachment, the movement for a just health care system, immigrant rights vs. the growth of state repression and border vigilantism, energy crises & the environment, the legacy of slavery, etc.

The beauty of this sort of programming is that many listeners would want their own copies to keep, particularly if complemented by attractive print and graphic content. Establishing a national pool for documentaries would require a significant initial investment, but would more than pay for itself come pledge drive time.

Idea 3: National morning headlines

The coming year would also be a good time to begin developing national morning headlines. Currently, each of our sister stations produces morning headlines on their own, typically mixing national and local news stories. A better structural approach – one that would not duplicate work and one that would help build our network culture – would be to bring these production resources together into coordinated national morning headlines, with an optional “out” for local coverage to be inserted.

Staff at some sister stations have already expressed an interest to me in national morning headlines. Adding further impetus to this project idea are the expressed needs of Pacifica affiliate stations from the recently conducted carriage report & survey. Namely, the program service most requested by affiliates is morning headlines. If Pacifica national could develop hourly headlines in the morning, it would be a great service and benefit to all the stations and affiliates in our network.

In the coming year, I plan to continue working on developing a morning headlines service that is solid, reliable, and meets high production standards. However, I want to approach this project deliberately. Before we even begin talking about content or staffing, we will need some improved form of distribution for headlines. Minimally, we would need a streamlined upload process and automation for station downloads through Audiopoint.org; ideally, we would create an automated headlines webstream that local stations could simply patch into their boards (with some tech support from Pacifica). Given Pacifica’s chronic underfunding of technology, these improvements will take some months to complete. But I will continue to report on the development of this project as it moves forward.

BUILDING DIGITAL CONTENT

As you know, Rob Robinson was recently brought on as a consultant to carry out Pacifica’s licensing and distribution project. He has asked me to work on the steering committee for the project, and I’m happy to do so. Part of being a media network in 2007 must include developing digital platforms – not just putting our radio stations on the web, but actually developing multimedia content that specifically utilizes the strengths of the web.

A good start in building Pacifica’s digital content is a project I’m already working on: to develop a “menu” of national programming. That is, I’m working to identify existing programs around the network that are potentially of national interest, consistently well-produced and reliable, and collectively cover a variety of peace & justice issues. Once we generate a list of programs for this menu, we’ll be able to offer them in syndication to stations and affiliates to build network cohesion and improve service to listeners. We’ll also be able to engage in a coordinated promotional and outreach strategy around our programming. And most importantly for digital content development, we’ll be able to slate these programs into a Pacifica National webstream in the relatively near future (and possibly other digital platforms as they’re developed).

Currently, the project is coming along at a steady pace. I have drafted basic criteria that programs need to meet to be included, and I'm talking with Program Directors at sister stations for their recommendations of programs that should be on the menu. I will be developing an application form for current programmers to apply to be part of the menu, and plan to open it to any programmer who wants to apply. With a review committee, I'll evaluate the applications received and will hopefully get this programming menu and national webstream up and running in the not-too-distant future. I expect the menu and webstream schedule will be reviewed on a regular basis.

PRODUCING & AIRING NATIONAL SPECIALS

With other staff, I'm currently planning budgets for national programming specials in FY2008. Building on my national programming calendar of anniversaries and events, we're looking at how to best cover national elections and related issues in 2008. Again, there is a relatively small uncommitted budget for national programming in FY07, which will need to be increased in FY08 if we're going to do the thorough election coverage that our stations and listeners expect.

Since the last PNB meeting, we've had a fairly robust schedule of national specials. Recent specials have included:

- May Day – a partnership with FSRN, primarily focusing on immigration and labor angles
- “Cages and Dreams,” marking the 40th Anniversary of the invasion of Palestine – this program featured producers from KPFA, KPFT, and WPFW.
- “The War on Immigrants” – a bicoastal broadcast, hosted from KPFA and WBAI, and in conjunction with FSRN reporters
- Juneteenth – “Is Juneteenth Revolutionary?” from WPFW and modular segments from KPFT
- “Pride and Resistance” LGBT Pride special – with feature producers from every sister station
- U.S. Social Forum – with reporters from every sister station and partnering with AMARC, we broadcast 60 minutes in English and 30 minutes in Spanish each day of the Forum (4 days). We also provided daily hands-on training to fledgling grassroots radio journalists at the Social Forum.
- “Web Radio in Peril” – a news documentary about the webcasting royalty fee hikes on July 15
- “The Carlin Case” – a production from KPFT and PRA for July 4th, exploring the Carlin Case (FCC v. Pacifica) and freedom of speech

In addition, I have also coordinated reporters from some big events, including the Mumia Abu-Jamal appeal in May, the Kent State anniversary in May, and the Troy Anthony Davis case in July. In each of these cases, Pacifica had a reporter on the ground, whose contact info I sent around to our network listservs and sister station News Directors. In each case, several local newsrooms called the on-the-ground reporters for phone tape.

NETWORK COMMUNICATION & COOPERATION

Program Directors meetings

Without communication and cooperation among various staff at the local stations and national level, a network like Pacifica will flounder. Operations staff need to be talking with other operations staff, web staff with other web staff, and so on. To that end, I have been convening the Program Directors every 2-3 weeks for a meeting since the April PNB meeting. Our discussions have been good, and I think we're beginning to build some sense of "network-hood" at least in our sector. But there's still a ways to go.

Evaluation tools & processes

One of the projects that came out of our April PNB programming discussion was to collect, review, and eventually harmonize our stations' program evaluation tools. Each sister station is at a different stage in the process of developing a program evaluation tool and process. I'm currently collecting all of these eval process drafts for review, and I'm facilitating ongoing discussions with PDs at our meetings about developing these processes at individual stations and sharing our experiences with each other.

Joint budgeting for national programming, outreach & operations

I have been working closely together with other national staff on a variety of projects, working particularly closely with the National Technical Director, the Affiliates/Outreach Coordinator, and the Internet Project Manager. Over recent weeks, we have come to realize how interwoven our respective departments really are. Mirroring that, national funding in FY2008 for programming, outreach, and operations are integrally connected and should be considered together.

COORDINATING OPERATIONAL POLICY DEVELOPMENT

As you know, the Operations Collective passed a quickly drafted operational policy on Indecency, Profanity, and Obscenity in January 2007. Board members, programmers, and others around the network provided feedback and critique and the PNB asked for a review of the policy. I have been coordinating a workgroup of the Operations Collective that has critically examined the original policy, gathered and reviewed feedback, and developed a new draft. This draft will have gone to the full OC for review by the time you read this. I think it's a much better document and look forward to its approval.

TRAINING & WORKSHOPS

Developing training programs for new volunteers

In June, I began to gather radio journalism training materials from a variety of sources ranging from the BBC to a local Pacifica affiliate. I compiled these documents onto a CD-ROM, originally for the training component of our involvement at the US Social Forum, though I think the collection will prove useful long past the USSF. In the coming months, I hope to post these materials online for use around the network and beyond.

Encouraging involvement in the programming and production infrastructure

As a brief follow up to my April report, I have developed a National Programming workshop and am hosting it with programmers at sister stations as I slowly make my way to each of them. The goal of my station visits in this cycle is for every programmer to have the opportunity to learn how national programming works and how to contact me to get involved. So far, I have also conducted a few other radio production skills workshops during my station visits.

PERSONAL SCHEDULE

Following this July PNB meeting, I will be working from Madison, Wisconsin briefly so that I can do the final pack-up of my household for permanent move to Washington. My wife Lisa has finished her internship and will be moving down here with me. I'm looking forward to this greatly. Also, I will be taking about a week's vacation in late August. The Executive Director has approved my request.

PNB National Technical Director Report - July 2007

Objectives for 2008

Needs assessments and Hardware Inventories

Pacifica needs to proceed with the much-needed technical hardware inventories and needs assessments for each unit in the network. This network wide needs assessment should include a four-sided strategy encompassing broadcast and web/internet technologies well as programming, finance and outreach. A team from the national office staff would work with the management and department heads at each station to assess technical, operational, programming and marketing strategies for the coming year, evaluate the financial feasibility of these goals, create a realistic budget, locate possible funding and draw up a timeline for the implementation of these projects. Discussions of the training and support materials that would be needed to instruct the staff in the use of present and new procedure and technologies would be included as part of the needs assessment.

The hardware inventory is an integral part of the technical side of the needs assessment and would allow Pacifica to keep detailed records about the technical infrastructure at each unit, providing information such as the make, model, cost, condition, date placed into service, repair history, mean-time failure rate and planned replacement date for each piece of equipment. This information would be updated as new equipment is purchased and added to a local database, which would be consolidated into a national database integrated with the national operations and finance department records, allowing the stations and the national office to plan its technological future.

National technical staff oversight of local units technical budgeting

The national technical staff needs to be included in the technology related aspects of each station's budgeting process. That would allow the national technical staff and national management to understand and guide the plans for technological improvements at each station specifically and the network's technological future as a whole. Putting this plan into action would give national operations insight into how the more technically able stations are implementing their technological goals and also enables them to help the stations that are still in the early stages of upgrading their technology.

Pacifica Support WIKI for training and support materials.

The National Technical Director intends to allocate at least one day per week to adding material to and updating the Pacifica Support Wiki at: <http://www.techport.org/wiki/> This site is planned as a repository for written and multi-media "how-to" training materials, for the current Pacifica/FCC/CPB policies

and also for other technological support information. If properly maintained it will become an important resources for the sister stations and affiliates.

Network Technical staff meetings

It would be advantageous to have the National Technical Director and the technical heads of each station (and the PRA) to have regularly scheduled telephone meetings to discuss the status of current and upcoming projects. These meetings will help build and strengthen the relationships between the six technical departments in the network, facilitating the building of a unified network, and allow us to assist each other with problem solving.

Recent upgrades to Pacifica's KU distribution system

Pacifica's main method of distributing live content is through our KU band satellite system. The KU satellite operates two separate program signals (discreet left and right channels) on a single KU band frequency. The left channel is for regularly scheduled programs and right channel is for special programs.

Pacifica needs a reliable backup system to provide for the occurrence of occasional KU uplink or downlink problem. Recent upgrades to both Pacifica's KU satellite and Pacifica's Internet-based program distribution system providing single-point-of-failure redundancy are outlined below:

Currently Pacifica has been providing 64Kb Internet streams-casts of both the KU left and KU right channels for our affiliates and sister stations. The audio source for these streams (generated by the KPFA in-house server) in the past came from the output of a KU receiver at KPFA. It now feeds directly from the output of the routing switcher at KPFA and is processed by a DBX limiter to ensure proper gain levels.

Two Barix Instreamers have been purchased to replace the KPFA server based streams, which will produce higher bit-rate (128kb) streams. They will be placed into service shortly. In addition, two more Barix Instreamers will be placed at KPFT and will use as an audio source KPFT's KU satellite receiver. This will provide backup streams in case KPFA has any Internet connectivity problems. Each stream (right and left channels, coming from both KPFA and KPFT) will be sent to two different Pacifica servers providing redundancy in case one of Pacifica server Internet Service Providers has problems. Additionally, a new RF transceiver purchased by KFCF has been placed in service at the KU upload site in Berkeley. The old transceiver was 30,000 hours past its replacement time.

These augmentations to the KU system will provide a more reliable way for Pacifica to distribute their live content with redundancy at almost every point in

the program chain.

Arbitron's Portable People Meter system

Arbitron, the company that analyses and sells reports on radio listener-ship, is using a new system to collect data. A unique inaudible code identifying a radio station using this system is sent through their broadcast signal that can be identified and the incident recorded by beeper sized receivers worn by people selected as data samplers by Arbitron. This will be the only way Arbitron will collect radio station data in our Sister Station's markets by the end of 2008. Even if Pacifica is not currently purchasing the reports from Arbitron, the system would need to be implemented (at each station) if we want to be included as part of Arbitron's data collection system.

KPFT in Houston was part of the pilot program and has had the encoder device installed in their studios for three years now.

WBAI:

The implementation rollout period for New York is slated to start during the summer of 2007. The last report from the old "diary" system will be during December 2007.

There will be 3,720 of these receivers in your market.

KPFK:

The implementation rollout period for Los Angeles is slated to start during January/February of 2008. The last report from the old "diary" system will be during Fall of 2007.

There will be 3,275 of these receivers in your market.

KPFA:

The implementation rollout period for San Francisco is slated to start during April/May of 2008. The last report from the old "diary" system will be during Winter of 2008.

There will be 3,275 of these receivers in your market.

WPFW:

The implementation rollout period for Washington DC is slated to start during the summer of 2008. The last report from the old "diary" system will be during December 2008.

There will be 1,775 of these receivers in your market.

"Arbitron will provide encoding equipment *at no cost* for each eligible station that chooses to encode. Stations are eligible to encode their signals, and to receive encoding equipment, regardless of subscriber status. "

More info: http://www.arbitron.com/portable_people_meters/thesystem_ppm.htm

Summer 2007 PNB Meeting – Internet Report

Los Angeles, CA
Pete Korakis

July 27 – 29, 2007
web@pacifica.org

OVERVIEW of FY07:

Two of Pacifica's new sites were actualized in FY07 and steady work in many other areas has continued.

1. Pacifica.org – The new Pacifica.org is the centerpiece of Project "New Sites", with a completely redesigned, and rebuilt website featuring many of the most popular Web 2.0 features available online.

- New Pacifica.org debuts late January 2007
- New features include a custom Radio Program content management system
- This custom software includes an integrated user "commenting" system, an integrated "Social Bookmarking" system, as well as an integrated "Tagging" system
- This custom software also includes a customizable "MyPacifica" feature to help registered users easily keep track of their favorite Programs and Topics.
- Every station's grid has been replicated, and can be viewed by days of the week
- Every programmer in the Network has a "Program Mainpage" and can enter their own shows (episodes)
- New PayPal donation form has brought back a secure source of revenues
- 175 registered users in the first quarter
- Traffic has set multiple new highs in the last 3 months
- Pageviews exceed 800,000 twice in the last 3 months
- Visitors exceed 200,000 in the June
- Top search engine, and news results achieved for regular and special programming including number 1 ranks for "Alberto Gonzales" and "LGBT Pride", both around important dates or relevant events
- Extra effort has been made to ensure full web accessibility* where possible (according to official Federal and W3C's protocols for users who are visually impaired)

2. PacificaFoundation.org – PacificaFoundation.org was conceived out specific needs, and concerns, and so far has solved many of the needs and expect to have all concerns resolved in the next 3 months.

- PacificaFoundation.org was launched in July 2007
- Site appearance is similar to Pacifica.org, creating a more uniform cross-site appearance for official websites of the Pacifica Foundation.
- Although PacificaFoundation.org appears as one in public presentation, it actually has been built out of two separate sites, each with unique databases software configurations. Please, if you will, revisit pacificafoundation.org if you haven't seen it in the past month and check out:

- PNB component with: PNB Calendar, Minutes, and meeting announcement spaces
 - Over 35 minutes already posted, and two dozen meetings have been entered in the new PNB calendar
 - Ways PNB members, and committee members to add content on behalf of their committees
- National Office component with: a documents manager, staff reports, and more
 - Over 90 financial documents currently available
 - Over 2500 downloads have already occurred
- So far all indication is that this site is also being well received, with particular traffic indicators displaying user trends already.
- Extra effort has been made to ensure full web accessibly* where possible (according to official Federal and W3C's protocols for users who are visually impaired)

3. New Web Servers – In the past month, our two most important 'National' sites, Pacifica.org and AudioPort.org have moved to new servers. Both of these moves will significantly improve speed and reliability, while adding or improving needed services.

- Pacifica.org now resides on its own server, with a very powerful Duo-core processor (no longer sharing with other Pacifica sites).
- Pacifica.org improvements include speed; more hardened server security; email delivery; anti-virus and anti-spam enhancements; disk drive redundancy;
- AudioPort.org adds a critical service – automated backups
- AudioPort.org improves speed significantly; and security;
- The former Pacifica.org server will continue to house other Pacifica related national sites, like PacificaNetwork.org and PacificaFoundation.org, while also maintaining the Ku Internet stream (for regular program distribution)
- Despite the added web server, and services, Pacifica will still benefit from an annual net savings in hosting costs – with a savings in the cost of hosting AudioPort alone at over \$7,000 annually

4. WBAI.org Streaming and Support – From consulting, to daily direct services, I continue to make my skills and services available to WBAI. In fact, for the entire FY07, I have supplied the world with WBAI's live web stream.

- I continue to provide Internet consulting advise and services to the station as a whole, and the iGM in particular
- For the whole 12 months (and then some), have provided 5 different qualities or types of streams to the public, including a 128k stereo mp3 stream which was never accomplished before (3 different mp3 streams, and 2 different ogg streams)
- Managed the upgrading and restoration of WBAI.org after a serious web server hack
- Post server hack, re-established a new, more secure shopping cart solution, in time for the WBAI spring fund drive
- All costs associated are paid for by myself

5. Highs, Lows, and Miscellaneous – Whether its ensuring program distribution methods are working 24/7/365, or grant writing, or operations issues from the mundane, to the urgent, here are some of the other mentionable items of FY07:

- Maintained and monitored the Ku Internet streams, our Internet distribution system for both special programs, as well as our 'regular schedule'
- Applied for a 2 year, two hundred thousand dollar grant from the CPB, with the intention of funding the next 4 upgrades of the Program Guide, ensuring it stays on the technical forefront, and allow for "quality of service" improvements. It was rejected as they 'were not sure you can do it'.
- Provides managements related services such as create budgets, and proposals, build upon the overall 'Pacifica Internet Strategy', and generally problem solve all Internet concerns for Pacifica
- Provides entrepreneurial related services such as pricing and compare venders, reading Service Agreements
- Provide 24/7 access to staff, and am available for all emergencies, at times even beyond Pacifica National's needs.

Forward to FY08: What's Needed, What's Next, and What's Not Possible

During the past 10 years, as other organizations have ramped up their technical research and development allocations, Pacifica has not done so. The cumulative negative impact of this neglect becomes more serious as time goes on.

We are now in a position where technical advancements are making quantum leaps and rapidly altering old paradigms. In the area of advancements in media, we see an explosion in 'user participation', and 'user experience' driven innovations.

1. Funding, and other Needs –Though complete data is missing, by some measures, Pacifica is spending less today on the Internet than we were in 2000-01. In my tenure, I've consistently used free (open source) software, and have actually decreased my major expenses. I have been committed to doing more with less, and have worked this way for the past 6 years, even during times when Pacifica achieved record revenues, both as a network (in 2003), and as a national office (in 2006). However, it is a real cause of concern that even during the "good times," no significant investment was made for new technologies, despite my proposals to do so (some of which were approved by the board).

2. Distribution, and Licensing – Consistent with the PNB's initiative, spearheaded by the work of the L&D, Pacifica will likely pursue a more aggressive distribution campaign, using the new licensing agreement for producers. We need to raise capital to make ourselves as technically relevant as possible, to better position ourselves to make the necessary upgrades to successfully accomplish our distribution, and licensing.

Another Internet concern regarding distribution is the new regulation on streaming royalties. This will impact all of our stations, particularly stations with a focus on music. The RIAA's recent request for a 1200% increase in fees (per online play or streamer) has been temporarily been delayed, but unless more political struggle can be waged, a fee

hike of some sort, or new pricing models or charges even may be possible in this political climate (ie. recall how large ISPs like ATT, SBC, RR, and Verizon were looking to add fees for better access to one's site).

3. Project "New Sites" Phase 2: e-Marketing and e-Commerce – Now that the fundamental work of launching Pacifica's web sites has been completed, we will embark on the second phase of developing our Internet presence, building an integrated approach towards Pacifica's valuable contributions, promotion, and raising revenue.

Next steps include:

- Marketing the web sites / Some Examples:
 - Using custom social book-marking links and enabling users to market their favorite Pacifica web pages, creating a virtual leafleting campaign potential with every visitor, on our behalf.
 - Creating easier and more direct ways to allow pre-existing on-line communities to find targeted Pacifica content (such as bringing Pacifica's LGBT content to LGBT web-based venues)
 - Working with the stations to upgrade web site promotional radio PSAs with more focus on specific calls to action ask listeners to register at our web sites for free accounts, which would help us build our email address lists.
- Growing web site traffic / Some examples:
 - Ensuring that diverse and fresh content is available, which ensures optimal search engine rankings.
 - Increasing number of Pacifica programs featured on Pacifica.org. Pacifica shows on the web site attract a tremendous amount of traffic.
- Building various on-line revenue generating features / Some examples:
 - Systems for customized, personalized email appeals and calls to action
 - New constituency relational management tool allowing us to securely solicit donations and sign up volunteers.
 - Pacifica program premiums to sell in our e-commerce store, as well as t-shirts, mugs, etc.

PROPOSED PACIFICA OUTREACH DIVISION
Affiliates Task Force of the Pacifica National Board
June 2007

INTRODUCTION:

The PNB Affiliates Task Force is recommending that an Outreach Division (OD) be formed as part of the Pacifica National Office. We see this as a natural outgrowth of Pacifica's ever expanding Affiliates Program. When the current Affiliates Program was created there were only approximately 30 US Affiliates. Now there are now over 125 international affiliates including new members in Nigeria, Liberia and El Salvador. The Affiliates Program, and therefore, The Pacifica Network, has gone international thanks to the efforts of the Affiliates Coordinator.

Over the years Pacifica's Affiliates Coordinator, has assumed many unfulfilled job responsibilities, necessary to the smooth functioning of a large \$18 million media organization, including outreach, public relations and media advocacy.

The OD can also assist with efforts to integrate outreach and public relations for Pacifica's sister stations by promoting the Network as a whole. Therefore the Affiliates Task Force is recommending the expansion of this program into an Outreach Division as a part of the National Office beginning October 1, 2007.

The OD will create annual plans and priorities and establish budget proposals in collaboration with the ED to be presented to the PNB for review and confirmation. 2007-08 National outreach funding allocations are integrally connected to the national operations and programming allocations and should be considered together with them.

Initially this Division will have two staff people; the current Affiliates Director and her administrative assistant. But we are mindful that this division is an investment in Pacifica's growth and increased profile throughout the world. With additional promotion resulting in the generation of increased revenue for the Foundation this Division will need to hire additional staff and/or short- term consultants.

Proposed 2007-08 fiscal allocations are attached to this proposal, outlining this Task Force's financial recommendations to the national finance committee.

MISSION:

The Outreach Division's mission is to promote Pacifica Radio as the broadcast champion for independent radio and to further the cause of progressive grassroots media. The OD will seek to further the collaboration between progressive radio producers and organizations that advocate for free-speech rights in an ever more repressive media environment.

VISION:

The vision of the OD is to create an effective outreach and public relations division that will

enhance the profile of the Pacifica Network in general and the Affiliates Program in particular and ensure its long-term success. As the founder of public radio in the US Pacifica needs to promote and expand its leadership role within community media at large.

FUNCTIONS:

The OD will be performing three main functions: Affiliates Program outreach and development, Promotion and Public Relations.

a. Affiliates Program

The OD will continue to deliver and maintain of services to the affiliates program and expand the Affiliates Network.

b. Promotion

The OD will coordinate and collaborate with Pacifica national staff, Pacifica Radio Archives (PRA) and the Pacifica sister stations to identify new markets for the promotion of Pacifica's products and services. In furtherance of the Pacifica mission this division would also address issues of media democracy.

c. Public Relations

The OD will coordinate and collaborate with national staff, PRA and the sister stations in the areas of development and public relations including elevating Pacifica's international profile and enhancing its reputation and prestige. This includes coalition building with parallel media democracy organizations and public relations campaigns through print and other media.

STAFF:

a. Director

It is proposed that the Affiliates Coordinator's job be redefined as the Outreach Division Director. This director will continue to report directly to the ED as well as continue to work collaboratively with the Affiliates Task Force (see attached job description).

b. Part time Administrative Assistant (AA)

This existing staff position will be redefined and expanded to assist with program implementation for this Division. The AA will continue to report directly to the Outreach Director.

c. Part time consultant:

This proposed position will need to be added at a future date. As this unit continues to grow and to expand Pacifica will need to add staff to coordinate a public relations and media advocacy outreach campaign as well as to coordinate station support services for community radio.

1. General Responsibilities

- Collaborate with the ED and the PNB for policy development;
- Collaborate with National staff including the Program Coordinator, Technical Director, Web Manager, Financial staff, and others to plan and deliver services;
- Supervise the existing staff person and hire and supervise additional staff as needed; and
- Continue to coordinate Pacifica's efforts with the "Radio for People Campaign".

2. Affiliates Coordination

- Continue to coordinate and oversee day-to-day affiliate relations for the Pacifica Network, including serving as the primary point of administrative contact for Pacifica's Affiliate Stations;
- Continue to provide outreach and promotion to new Pacifica affiliates and assist non-commercial stations and other groups who wish to become Pacifica affiliates. Negotiate and maintain Pacifica's Affiliation Agreements and contracts from contributing producers and affiliate stations. Update and renegotiate agreements as needed. Provide assistance for the affiliate PNB nomination process;
- Continue to initiate collaborative projects between the Pacifica Foundation and its affiliates, including assisting in the expansion of the Affiliates' Sprouts Program; the third most listened to Pacifica program after DN! and FSRN; and
- Continue to provide relevant information about Pacifica's affiliates and conduct and update national distribution activities (such as carriage surveys and opinion polls) to Pacifica management. Participate in the yearly review of the KU schedule.

3. Promotion

- Develop outreach and promotional materials, including web site content;
- Help expand, strengthen and promote Pacifica program distribution networks;
- Develop new client bases other than affiliates and promote Pacifica products;
- Provide information regarding Pacifica promotion and public opinion about Pacifica, to Pacifica management and the PNB;
- Develop fund-raising and grants as possible; and

- Develop ongoing collaborative relationships and alliances with partner media organizations.

4. Public Relations

- Develop media advocacy campaigns and support services for community radio stations;
- Develop marketing, outreach, and public relations campaigns and promotional materials for Pacifica Radio;
- Represent the Pacifica Foundation at public events such as conferences, media events, and press interviews, etc;
- Collaborate with national and sister station staff for marketing, public relations, promotions, and development; and
- Continue to report directly to the Executive Director and provide regular status reports to the PNB.

2006-2007 Budget Actual

The new proposed position (Outreach Manager) needs a commensurate salary that should be determined by a committee comprised of the Human Resources Director, and chair of the affiliates task force.

Total \$101,290.50

NEED	EXPLANATION	AMOUNT
SALARY		
Affiliates Coordinator salary		
FICA	7.45% of salary	
SUI (unemployment)	fixed amount	\$490.00
Helath benefits	fixed amount	\$525.00
Disability	4.00 per month	
Pension	2% gross annual income	
		\$1,015.00
Administrative Assistant		\$25,000.00
FICA	7.45% of salary	\$1,862.50
SUI (unemployment)	fixed amount	\$490.00
Helath benefits	fixed amount	\$525.00
Disability	4.00 per month	\$48.00
Pension	2% gross annual income	\$500.00
		\$28,425.50
OFFICE		
Telephone and Internet	half of overall cost [\$75/mo]	\$450.00
Cell Phone	\$75/mo	\$900.00
Conference Call Line	for affiliate meetings	\$2,000.00
Office Supplies	ink; paper; mailing labels; etc.	\$500.00
Equipment	laptop; printer; chair; etc.	\$3,000.00
		\$6,850.00
MARKETING AND OUTREACH		
Conferences	all conferences	\$13,000.00
Radio For People Marketing	calls; printed materials; etc	\$2,200.00
Mail	sales letters; contracts;	\$1,000.00
Sales Travel		\$2,000.00
Brochure		\$2,000.00
Promo Material	printed	\$800.00

Promo CDs	audio promotionals	\$1,000.00
Plaques for Affiliates	for every station	\$1,500.00
T-shirts		\$1,500.00
Consultant (such as PR)		\$5,000.00
Promotional campaign		\$30,000.00
Support services to new and improving stations		\$5,000.00
		<u>\$65,000.00</u>

OTHER (may be PNB expense)

PNB Meetings	\$1,000 per meeting (minus home meeting)	\$3,000.00
--------------	--	------------

July 13, 2007

To the Members of the Pacifica National Board:

Since our meeting last April, the Programming Committee has focused on two issues.

In response to a request from the PNB, we reported back to the PNB (Attachment 1) concerning the policy that has been developed by management in response to the Federal Communications Commission's regulations and policy pertaining to Obscenity, Indecency and Profanity. Briefly, the committee plans to propose specific changes in the policy to the PNB, in the meantime, the existing policy remains in effect. The committee is also developing programming proposals related to the FCC's overweening regulations and Pacifica's free speech traditions, that will be forwarded to management. It should also be noted that while the committee received comments from unpaid staff (attachment 2), not a single comment was received from a paid staff member. An analysis of the policy is attached (attachment 3).

Secondly, the committee is attempting to assess management's efforts to implement the Programming Policy that was adopted by the PNB in October, 2006. On April 18, we requested the Executive Director to survey program evaluation procedures at each of the five stations and report back to us (see attachment 4). We are still awaiting a response from management.

The state of programming at Pacifica mirrors that of technology. As a network, we do not build on strengths, nor eradicate our weaknesses. We resist replicating our successes throughout the network, with the result that we fail to institutionalize our best practices.

Some stations invest adequately in the staff and material resources required to produce mission-driven programming, but many do not. Some stations operate world-class apprenticeship and volunteer training programs, others do little for volunteers. The network has yet to establish goals for audience growth and development and the local stations likewise do not set quantifiable program goals and use objective measures to assess their performance. Although *Democracy Now!*, the last national program produced by the network, continues to grow in national notoriety and earns

millions of dollars, annually, the local stations cannot agree to develop additional national programming that would enable them to sustain and grow broad-based audiences. Our ability to produce news and informational programming continues to erode. Since 2004, most of our stations have experienced shrinking audiences, shrinking growth in revenues and expansion in expenditures. It is time to put parochial preoccupations aside and work together as a network to develop programming strategies to address these problems.

Respectfully submitted,

Rob Robinson
Chair, PNB Programming Committee

Attachments

Attachment 1

**Programming Committee Report to the PNB
On the Current Policy Pertaining to
The FCC's Regulations on Obscenity, Indecency and Profanity**

In reviewing Pacifica's current policy regarding the FCC's regulations on Obscenity, Indecency and Profanity, the Programming Committee of the Pacifica National board agrees that protecting our broadcast licenses should be the highest priority. We urge local station Program Directors to make this policy available to programmers and inform them that, by signing-off on this document, they acknowledge that this policy is in effect. This committee will look into holding conversations with the FCC and associating ourselves with legal actions against these regulations. We plan to solicit more detailed input from Program Directors and programmers on the impact this policy has on programming. The Programming Committee is in the process of making recommendations on how to update the policy to the PNB.

Motion by Dan Logan, passed 05.28.07

Rob Robinson
Programming Committee Chair

Attachment 2

Date: Tue 17 Apr 17:00:48 EDT 2007

From: "more_cerene" <more_cerene@yahoo.com> [Add To Address Book](#) | [This is Spam](#)

Subject: [PNB-ProgrammingCommittee] WBAI's Unpaid Staff re Current FCC Policy

To: PNB-ProgrammingCommittee@yahoogroups.com

To: PNB

From: WBAI Unpaid Staff Organizing Committee Shop Stewards

Date: April 6, 2007

Re: New Pacifica Policy on Obscenity, Profanity and Indecency

As Stewards of WBAI's Unpaid Staff Organizing Committee (USOC), we are very concerned about the new Pacifica policy with regard to prohibited words under FCC regulations. On the one hand, what is put forth is an escalating scale of punishments towards Staff, but on the other hand, educational efforts to alert the staff about these new measures and what is likely to constitute an FCC violation are almost an afterthought.

Further, the disciplinary measures apply to the shows themselves and not the staff who may have made a mistake, & are apparently extended to those hours when the FCC regulations themselves do not apply.

We want to emphasize that the most important thing is to prevent FCC violations, not punish after the fact producers who have not been educated on the "obvious" prohibitions, or trained to comprehend or anticipate subtle variations that might constitute offensive language.

This is particularly the case since there is no formal policy or determined method for mitigation, should there be an inadvertent occurrence. Further, we understand that punishment of staff is not considered a deterrent to FCC levying fines. The objective, therefore, should be prevention.

Our particular problems with the policy:

1. The disciplinary action to be taken for an alleged infraction of Pacific policy mandating a minimum suspension of two weeks for all program personnel rather than the alleged offending party contradicts and abrogates the clause on progressive discipline in our contract. Our contract requires that a first offense yield a letter of warning and education to assure that the breach is not repeated. Further, collective guilt should not be accessed against all the participants in the program, but only individual liability should attach against the offending party.

Target remedies to offending individuals, rather than suspending entire show. Distinguish penalties for inadvertent offenses.

Remedies for infractions should include warnings, errors of omission and inadvertent statements.

2. Further, the penalties that ensue based upon whatever policy is instituted cannot be applied arbitrarily or selectively. Recently, language allegedly violative of Pacifica policy was uttered by a national program, albeit mistakenly, as is generally the case, but no disciplinary action appears to be considered in that instance.

Apply penalties fairly.

3. There are ambiguities in the memo. In point #1 (which refers to the airing of "obscene material"), it is not clear whether Pacifica's intent is to abolish the "safe harbor" (10 p.m.- 6 a.m.) for words that might be considered to violate FCC and/or Pacifica policy as it is proposed. We strenuously object to any prohibition on the use of the 7 words during the safe harbor hours, if that is the intention, since it extends beyond the FCC regulations and belies our claim to be free speech radio. (The FCC's own website says clearly, "Indecent or profane speech that is broadcast between the hours of 10 p.m. and 6 a.m. is not actionable.") Also, any further unnecessary prohibition of speech than is absolutely required within the narrowest framework of FCC guidelines capitulates to censorship and the most biased and conservative interpretation of what constitutes indecent speech.

Articulate "safe harbor" guidelines.

4. In fact, we should be seriously discussing whether we should join in the fight against censorship by joining current lawsuits contesting these regulations rather than voluntarily self-censoring ourselves when it is not required by law. This is not in any way meant to suggest that we should place Pacifica in jeopardy by violating the law.

Commit Foundation to fighting regulations that do violence to traditions of Free Speech.

5. As to the issue of "bleeping," the memo is ambiguous ("it is not sufficient to bleep words"). Is bleeping prohibited, or is it being suggested that all trace of the "offensive word" be obliterated, regardless of the cadence of and or aesthetic of the piece? We hold that there really should be some indication that the piece was censored so the bleep serves a purpose.

Codify on-air procedures to remove "offensive" words.

6. There is also the need for guidelines if a mistake occurs on the air. For instance, if a guest or a caller says a prohibited word and the delay device does not function, there should be a standard response that the host or engineer recites.

"Woops!" protocols. If we are to advise on-air guests and interviewees, a brief, formal statement must be prepared informing them of provisions against indecency, obscenity and profanity.

7. The memo mentioned education and training almost as an afterthought. We believe that education, not punishment as thus far has been imposed at WBAI, should be the centerpiece of Pacifica policy. Educational materials pertaining to Pacifica policy should be drafted, distributed to all Staff on a frequent basis, and posted prominently in the station to demonstrate the institution's commitment to the policy.

We should provide regular training, with "Best Practices" guidelines; codify with case-studies; provide for annual conference calls to treat special cases & etc. Then update best practices periodically.

Codifying infractions and providing written guidelines pertaining to these regulations will enable on-air staff to make decisions without having to call FCC Counsel whenever there is a question.

In sum, this policy needs a thorough re-examination, this time with a full opportunity for staff review and input. We hope the PNB will address this as soon as possible.

Unpaid Staff Organizing Committee (USOC) Stewards

Margareth Dominique, Ken Nash, Marquez Osson, Louis Reyes Rivera, Cerene Roberts

Also:

Programmers who air music should be aware of profanities.

Stations should maintain archives of programming to document their editing of indecent, obscene and profane material.

Obscenity, Profanity and Indecency Policy

Managers of the Pacifica Foundation have studied and discussed how to address FCC

standards concerning obscenity, profanity, and indecency. Airing obscene material not only makes a station vulnerable to substantial fines (a); on air talent can be personally fined for indecent speech. The Communications Act permits personal liability for a violation of the law after the individual has received prior notice. Proposed legislation would remove the requirement of a warning.

No distinction is made between commercial and non-commercial stations. The same standards apply, although the FCC may exercise discretion and impose a lesser fine on a noncommercial station. There is also no distinction made between the broadcast of live and recorded material. Even fleeting usages are considered indecent.

Local community values do not determine whether a broadcast is indecent. The standard is national, and intended to reflect the values of the average listener or viewer, not the sensibilities of any individual listener or community. Indecent material need not be pornographic; the standard is based on "contemporary standards for the broadcast industry."

In consideration of these realities, the following are Pacifica's policies for all on-air personnel regarding obscenity and profanity:

- 1) Stations will not allow the broadcast of obscene material at any time (b). There is no "safe harbor" (10 p.m. to 6 a.m.) period for obscenity, and it is not protected by the First Amendment. Failure to observe this policy will result in suspension of staff or termination of the program on which the obscene material was broadcast.
- 2) Recorded content such as music, interviews, or speeches must be screened for expletives and other FCC language issues before it is aired (c). If necessary, it must be edited. It is not sufficient to bleep words or flip them to change the sound. Obscene words and phrases must be omitted completely (d).
- 3) Programmers, producers of programs, and board operators are responsible for any content that is broadcast. When producers cover live events or programmers have live guests, guests must be informed about the language restrictions before they go on the air.
- 4) If an incident of profanity, indecency or obscenity occurs on the air, the station is not required by law to report it to the FCC, but the General Manager or Program Director must forward notification to the Network Programming Coordinator within 24 hours of becoming aware of the incident. In addition, management must investigate each violation and provide the Network Programming Coordinator with a copy of a sensitive language report. If you have any questions about whether your material might violate this policy, discuss it with the station Program Director before you air it.
- 5) All Pacifica stations should use profanity delays at all times. Local management is responsible for the training of Board Operators, Producers, and Programmers in the proper use of profanity delays. Guidelines should be provided to all programmers, and be

posted in all "on air" studios. Qualified operators should be on hand during all live national programming.

6) Station management will determine the appropriate discipline in a timely manner, consistent with Pacifica personnel policies. Distribution of this policy constitutes written notification that violations carry the risk of suspension, probation, or termination of the program. The discipline measures, subject to local and mitigating conditions, are at a minimum, two week suspension of program; up to two month suspension of program; and/or loss of program.

7) With the support of the national office and FCC counsel, each station will provide education about indecency, profanity and obscenity standards and procedures for all staff, paid and unpaid, at least once a year.

Notes:

(a) If one program contains six different "indecent utterances," the FCC reserves the discretion to consider fining the station for six violations. The Broadcast Decency Enforcement Act has increased by ten times the financial penalty that the FCC can impose on broadcasters violating their decency standards - from \$32,500 per offense to \$325,000.

(b) Profanity and indecency are not the same. There is overlap, but the FCC insists that they are distinct. Indecency depends on three factors: 1) explicitness or graphic nature of the material; 2) whether the material dwells on or repeats sexual or excretory matters at length; and 3) whether the material panders, titillates, or is used for shock value. The material need not satisfy all three factors, however, and material that is not indecent may nonetheless be profane. The Commission has defined profanity as language that denotes "personally reviling epithets naturally tending to provoke violent resentment or denoting language so grossly offensive to members of the people who actually hear it as to amount to a nuisance."

Some words are presumptively profane regardless of their content. On the other hand, some words, such as "poop," "penis," "kiss my ass," "bastard," "bitch," "dickhead," "pissed-off," and "booty," are not indecent as long as a reference is fleeting. The seven dirty words used in George Carlin's 1970s monologue are still considered indecent. Although indecency is no longer limited to Carlin's list, the idea of inherently "bad" words is making a comeback in the guise of profanity.

(c) Words that cannot be understood by the average listener may be indecent. The relevant law is not limited to obscene, profane, or indecent material broadcast in English. Indecency counts even if it broadcast by mistake. The accidental nature of a broadcast may affect the amount of a fine, but not the fact that indecent material was broadcast.

Song titles, classic songs, and great literary works are not exempt. Artistic merit is considered as a factor, but is not an absolute defense to an indecency complaint. Neither

does the FCC exempt news events or documentaries. Indecency law does recognize the importance of context, but grants no absolute exemptions for news or news-worthy material. However, racial epithets and blasphemous religious slurs are not considered profane. Such language has been excluded from the definition.

(d) Exclamations by people on live call-in shows, like "Holy shit! I won," are not excused. But the fact that a broadcast is live could affect the amount of the fine.

A station can be fined even if it bleeps indecent material. An edited program may be found indecent if a sexual meaning can be inferred. The issue may devolve into a question of proof. If a station cannot provide satisfactory evidence of the broadcast of edited versions of music, the FCC could find that unedited indecent material was broadcast.

Date: Wed 18 Apr 22:44:04 EDT 2007

From: Terry Goodman <tgoodman@ispwest.com> **Add To Address Book** **This is Spam**

Subject: Re: Obscenity, Profanity and Indecency Policy

To: robrobin@erols.com

Cc: dadelson@ucla.edu, agudino@kpfk.org, bdesazor@pacificaradioarchives.org, pd@kpft.org

The policy passed by the Pacifica Operations Committee on 01/25/07 included the following item.

- > 2) Recorded content such as music, interviews, or speeches must be
- > screened for expletives and other FCC language issues before it is aired (c). If
- > necessary, it must be edited. It is not sufficient to bleep words or
- > flip them to change the sound. Obscene words and phrases must be omitted
- > completely (d).

Footnotes (c) and (d) do not adequately justify the policy proposed in this item. That "Words that cannot be understood by the average listener may be indecent" and that "The relevant law is not limited to obscene, profane, or indecent material broadcast in English" does not explain the insufficiency of a bleep or flip, as the result in these instances is no longer a word at all. The enormous benefit of flipping from an academic, archival, artistic, and historical viewpoint is that the damage to the source material is reversible, so that a censored segment may be restored for examination and use in nonbroadcast contexts, foreign broadcast contexts, or wherever current FCC regulatory interpretations do not apply. If a flip is not sufficient masking of a profanity, many items currently available from the Pacifica Radio Archives will require auditing before broadcast, because decades of previous policy strictly required box label warning only for profanity that was unflipped.

Pacifica must not allow kowtowing to the current perverse limits being applied to broadcast speech to permanently damage the integrity of its continuously growing archives of audio actualities, speeches, fiction, poetry, and music. If important material is to be bleeped or edited beyond the discretion of the original producer, policy should be in place to protect the integrity of the source material for future generations.

With respect to the situation that "If a station cannot provide satisfactory evidence of the broadcast of edited versions of music, the FCC could find that unedited indecent material was broadcast," this simply requires maintaining an uninterrupted archive of what has been broadcast. Any other interpretation means that the FCC could hold a station responsible for everything not broadcast as well as everything broadcast. While I'm sure there is legal precedent for this absurdity, complete audio logging is adequate protection. Pacifica's programming policy, therefore, should require complete audio logging and storage.

--Terry Goodman, KPFK Delegate

Date: Sat 5 May 16:04:23 EDT 2007

From: Scooter <radio4houston@yahoo.com> [Add To Address Book](#) | [This is Spam](#)

Subject: Scooter feedback on National Indecency Policy

To: robrobin@erols.com, lsb@kpft.org, pnb@pacifica.org, poc-whole@pacifica.org

On the subject of BLEEPING:

>2) (snip) It is not sufficient to bleep words or flip them to change the sound. Obscene words and phrases must be omitted completely (d).

This is unclear, omitting the word completely means leaving silence instead of a bleep, or is it required to close the gap, what does this mean?

I recently aired a promo on KPFT where I used what is called 'unnecessary censorship' for comic effect. I bleeped out several words that were not profane, this is one minute 60 secs <http://acksisofevil.org/audio/HueyPromo.mp3>

Obviously this was okay, as it was approved by management for regular rotation, and no one knows what was really behind those bleeps, it could have been really awful.

Does this mean that it is not acceptable to play ANY music that has one curse word, even if bleeped?

I see enormous shades of difference here:

1. The bad bleep:

" I used to blow it bad when I was too fff (bleep) ked up"

2. The whole bleep:

" I used to blow it bad when I was too (bleep) up." Which could be anything, ie 'messed', 'drunked', 'drugged', etc etc.

3. Common Sense no-no: 'I just put her legs behind my ears and (bleep) her all night."

These are obviously distinct gradations of this prohibition:

>It is not sufficient to bleep

>words or flip them to change the sound. Obscene words and phrases must

>be omitted completely (d).

I hesitate to adopt FCC language directives into policy, simply because the directives are intentionally unclear, and are designed to promote self-censorship in the fearful.

I also can state an historical KPFT reason against self-censorship.

In 1992, the Republican Convention was in Houston. The programmer for a show called, 'The Funhouse', a post punk program, had someone fill in for him.

This substitute, chose to play a song, after midnight, called "I want to Fuck George Bush's Corpse." It was not sexually explicit, it was the standard punk faire of the times, simply bombastic and noisy. This song was repeated over and over throughout the night, for the simple reason that THE RUPUBLICAN NATIONAL CONVENTION was in Houston.

A so-called 'notable pundit', from KPFA was in town to cover this non-event, whose recently retired name I will not mention, and complained to the GM.

The KPFT GM took this opportunity to fire the substitute programmer, and cancel 'The Funhouse' program, all people associated with that program, which fit neatly into a plan to run the riff raff, and volunteers from the station, and replace them with 'Sound of Texas' paid music DJ's.

This agenda was quite successful, and over time, anything remotely resembling 'The Funhouse', raging punk, rap music, hip hop, and of course....public affairs, and eventually, Democracy Now, was driven from the airwaves.

It was inevitable, as this was the plan since the union busting and dumbing down and mass firings that started -----fill in the blank-----, I'd suggest that the banning of Maria Gilardin from all five stations should have been a red flag, in the early nineties, but this was before the Internet, and we did not communicate between stations.

What is ironic is that the very same pundit from KPFA, who got really upset about 'I want to Fuck George Bush's Corpse', in '92, got even more upset when the very same GM was flown into Berkeley and shut down KPFA, ten years later.

This is what happens when you self censor, and have your way, for a little while, until they get around to YOU.

The most offensive and obscene radio program I ever did was about Beastiality, which was a mix I drew from Hannity and Colmes, and Dr. Laura. It is truly obscene, and all comes from prime time Fox TV and radio.

Thanks to Tracey James and Slave Revolt Radio for the clips.

Listen to this, and tell me how it fits. Is it okay to play this under the new policy in safe harbor. If so, WHY???

This is an exercise in obscenity, and all drawn from mainstream, commercial media played in the daytime.

<http://acksisofevil.org/audio/inner50.mp3>

I suggest being careful, I don't have problems with any current management at KPFT or elsewhere, but adopting unclear policy, out of fear from the gov't, is ill advised, and another invitation to get creamed by the next concerted effort to to shut us up.

If you think I'm paranoid, call Lyn Gerry, the keeper of radio4all.net, whenever we post PNB meetings, and LSB meetings, the first hits are from Langely VA and washington DC.

They pay close attention to this stuff, and the joke is, these spooks have to listen to all this crap, and endless deliberations on our constant battles, and these tedious endless meetings.

But it's not so funny,

These assholes are laughing all the way to the Reichstag as we voluntarily give up our freedom of speech, and line up like good Germans.

We should keep on doing what we do, and if we get creamed by the FCC, we do have some friends, here and there, who will bail us out on principle.

I say trust our luck. it's worked for almost 60 years, and we don't need to enter the new era of self-censorship. If I can't play 'Fuck George Bush's Corpse' all night, in safe harbor, when the Republicans are in town, then why am I here?

Fuck them.

If it were me, in '92, I would have chosen far more clever ways to insult channel surfers from the RNC, because "Fuck George Bush's Corpse" is not exactly my style, I prefer far more evil and seditious attacks, the full frontal assault is not as effective, but I fully support the playing of "Fuck George Bush's Corpse" repeatedly in safe harbor during the RNC in Houston, and still revile the white liberal dipshits from Berkeley and the damage they did to us..

We've already felt the wrath of censorship from Pacifica from liberal PC jerks, so perhaps yall should just use your common sense, keep your opinions on what is acceptable on Pacifica to your own stations, and leave us alone.

-s

Attachment 3

Dear Sarv:

This is to provide you with an analysis of some of the structural problems of this policy.

1. By not requiring GMs and PDs to get signatures from on-air staff, and to report on who has/hasn't signed it, they suggest that knowledge of and compliance with this policy by programmers is optional, since few stations have any formal agreements with on-air staff to begin with.
2. This IS a repressive policy; but then, in paragraph #6 it leaves it up to stations to promulgate disciplinary actions or "schedules of penalties". We know that disciplinary actions will only be fair if they are the same for all stations and if there is the expectation that violations will be certainly and fairly enforced. It does not appear that any stations have formulated a schedule of disciplinary actions.
3. Proposing remedies that remove "shows" rather than the individuals who violate FCC regs seems tough, but in reality masks the problem. While offending words may creep in inadvertently, or because a producer failed to edit a song or actuality, compliance needs to focus on the individuals who violate the regs, as much as the show itself. Any individual who offends more than once may represent a real liability.
4. This policy places reporting and compliance responsibility not with GMs and PDs -- where it belongs -- but with the Network Programming Coordinator. This (1) is not the job of the NPC; and, (2) relieves the GM and PD of accountability. Each local station should provide detailed reports, monthly or quarterly, on all violations that occur, whether they are inadvertent, the result of a mistake in previewing, editing and production, deliberate or unavoidable. If they don't have to go to the trouble to report this, we cannot expect that they will undertake the unpleasant business of disciplining their staff.
5. If we were committed to enforcing this policy at the local station level, all stations would have audiologgging and storage capability, as well as the 7-second delay equipment in place. This is not the case.
6. The Foundation has needs to get our FCC counsel to help us codify guidelines and regulations that provide on-air staff with "case studies" that enable them to make informed decisions in situations that may put our licenses, our 501 (c) (3) status at risk, or that may pose other threats to the Foundation.

Attachment 4

Date: Wed 4 Jul 12:17:59 EDT 2007
From: <rob robin@rcn.com> [Add To Address Book](#) | [This is Spam](#)
Subject: Fwd: Inventory of Program Evaluation
To: mavmedia@aol.com

Greg:

Can you, please, update me on your progress in assessing the state of program evaluation?

For example, I am aware that KPFA began an evaluation in 2004, but my understanding earlier this year was that only a portion of the programs had been evaluated.

The programming policy doesn't set a template for program evaluations. However, before stations embark on a course just to be in compliance it might be useful to get a sense of where the sticking points in the process are. For example, if they permit programmer self-evaluations, how do they use those? What do they listen for in evaluating particular shows?

I would like to speak with you and Nathan about this, so that the Program Evaluation process is part of a series of management decisions dealing with sustainability, listener feedback and mission fulfillment.

Rob
202.387.5956

Attachment: [Message 384 \(2k bytes\)](#) (Click to open)

Date: Wed, 18 Apr 2007 12:41:52 -0400 (EDT)
From: <rob robin@rcn.com>
Subject: Inventory of Program Evaluation
To: mavmedia@aol.com, nathan@pacifica.org, dadelson@ucla.edu
Cc: sbgluck@csulb.edu

Dear Greg:

Last Sunday, April 15 the PNB Programming Committee passed (11-2 in favor, with 2 abstentions) the following resolution:

"In order to begin implementing the recently approved National Program Policy, the National Program Committee asks the ED to request that each GM inform him by June 19, 2007 of the status of their station's program evaluation process, including the progress of collecting information from individual programmers on the ways that their program fulfills the Mission (see 8.0 below). We request that the ED forward this information to the National Program Committee immediately on receipt."

Let me emphasize that we want to know if our stations conduct a formal (a formal process can be documented, an informal one cannot) program

evaluation process, and, if so, what stage they are in in the process,
and, whether that involves self-evaluation by individual programmers.

Feel free to contact me if you have any questions concerning this
request.

Sincerely,

/ s /

Rob Robinson
202.387.5956

FY08 Technology Committee Budget Report to PNB, July 2007.
Approved at Tech Committee meeting July 18, 2007.

1. We've been asked to comment on the inability of workers to get a hearing and a process for compensation regarding fair salaries.
2. Technology is badly under-funded. Serious finance commitments are needed. Also, a serious strategy is needed for meeting technology needs, requiring a commitment of staff time.
3. Pacifica needs an operations budget breakout for FY08, like other breakout parts of the National budget. (We need a budget line, and some detailing of expenditures.)
4. The foundation should send the technology staff to each station to do digital distribution training, digital hardware assessment, and the management initiatives needed to parallel digital capacities across the network.
5. Support the technology staff's initiative to do needs assessment.
6. The promotion of digital productions within digital productions and elsewhere, and the solicitation of financial support for Pacifica's digital media via our digital distribution.
7. The per-song royalty fees need to be anticipated as much as possible. We need to start on a data-base which will calculate past and future costs.

Henry Norr moved that the committee support this outline as the budget report at the PNB in-person board report in L.A. in July 2007. Passed without objection.

Four Motions from the Technology Committee, Passed on June 20, 2007

I. Motion (Passed without objection): The Chair of the PNB Technology Committee will give a statement on technology budget concerns at the in-person meeting in July.

II. The PNB Technology Committee passed without objection the following motion at the July in-person meeting. Please add it for a consent item:

Whereas Pacificafoundation.org now has the capacity to accommodate the National Board calendar needs, and that Pete Korakis has requested a change be made in the calendar process, and that the Technology Committee has passed the following,

the PNB Technology committee requests that the web location for officially noticing all Pacifica National Board meetings as required by the bylaws, is now Pacificafoundation.org, replacing KPFTx.org

III. Request from the PNB Technology Committee to be considered as an activity for the July in-person PNB meeting, passed without objection:

The PNB Technology Committee requests that the PNB allow for time to train members for the posting of board and committee minutes on the Pacifica website. We would ask each committee to send forward a member or two to be trained in posting minutes, or if this does not get done at the L.A. meeting, that a telephone conference training session be arranged in August (by Rip Robbins and Pete Korakis).

IV. Motion to support PNB Plan for Digital Distribution
(Passed 7-Y, 1-A)

Whereas

1. Listening habits in the U.S. are changing, with broadcast radio beginning to decline and Internet-based digital distribution rapidly taking off.

a. The number of listeners to broadcast radio and the amount of time per week they tune in are declining, according to Arbitron. By contrast, more and more people, especially but not only young people, are spending more and more of their time listening to streaming "Internet radio," podcasts, and other forms of digitally distributed audio on computers, iPods and competing devices, and now cell phones. Apple has already sold 100 million iPods. U.S. sales of all portable digital audio players are expected to

reach 40-50 million units this year - and grow sharply in future years. According to one study, 44 percent of consumers under 24 years of age and 39 percent of those over 24 already consider the Internet to be the primary way to listen to music. Even radio's most valuable asset, its grip on drive-time, is vulnerable to the challenge of digital distribution - more than 70 percent of 2007-model U.S. automobiles offer iPod integration.

b. There's no reason to think this is just a passing fad. From the listeners' perspective digital audio offers compelling advantages over radio: they can choose, from an enormous range of options, not only what they want to listen to, but also when and where. The cost of portable players is coming down, while their capacity and capabilities increase. The only real downside with today's portable players is that users have to connect them to a computer to load content, but even this hassle will disappear within a few years as wireless Internet access capabilities become standard equipment (through the merger of cell phones and music players, a la iPhone, or by the addition of WiFi or WiMax radios to dedicated players).

2. This trend presents both serious threats and tremendous opportunities for Pacifica. It's a threat because:

a. If we don't make our content easily available in popular digital formats, and we don't make listeners aware of its availability (by effective promotion, putting it where people are looking, etc.), people who have adopted the digital audio model won't listen to it.

b. If we do make our content available in digital form, but we don't find ways to make money from it, we will face increasing difficulty in funding our work.

c. If we don't pay close attention to some tricky legal issues - in particular, reaching agreements with volunteer producers that clarify ownership and distribution rights to the programming they produce, and ensuring that we have rights to distribute any music included in programming we distribute online - Pacifica and our stations could face countless lawsuits and enormous royalty claims.

3. On the other hand, the emergence of the digital distribution model offers unprecedented opportunities:

a. It gives us the potential to reach vast new audiences outside the listening areas of the five stations (and the limited additional distribution we currently have

via affiliates). We have already had a taste of what this could mean, with listeners from all over the country and the world tuning into our streams and downloading our archived programming, but the possibilities of growth in this area are virtually unlimited.

b. It gives current and new listeners access to mission-driven programming produced by Pacifica's sister stations and the Pacifica Radio Archives as well as programming produced by Pacifica's growing number of affiliates.

c. If we can muster the resources, digital distribution gives us the potential to produce far more content than our stations can squeeze into 168 hours a week of air time. In addition to providing an outlet for a great deal of well developed programming that cannot be accommodated in the 168-hour schedule, this would provide excellent opportunities for training and learning, in effect giving us, in baseball terminology, a "farm system": programs and programmers that prove their merit and appeal through digital distribution could be promoted to the broadcast schedule.

d. Pacifica missed out on television. With digital distribution, however, there's no reason we have to be limited to audio - potentially, the same model could work for video.

Therefore be it resolved:

The Technology Committee supports the PNB's January resolution to develop a digital distribution strategic plan as a complement to terrestrial broadcasting. That commitment should include:

1. Exploring how the Technology committee can reach out to local station technology program producers -- including KPFK ("Digital Village"), WBAI ("Off the Hook" and "The Personal Computer Show" and KPFT ("Technology Bytes") -- about producing programming that presents how digital technologies, the internet and intellectual property issues are changing the broadcasting landscape and what the impact of these changes means to Pacifica;
2. Ensuring that such programs promote discussions of technological and strategic options for pursuing digital distribution, particularly insofar as they permit the broadest range of Pacifica program content to be shared as

freely as possible with the widest universe of listeners, in accordance with the desires of the copyright holders.

3. Recognizing the importance of digital distribution to Pacifica's future in budgeting and hiring decisions;

4. Ensuring that each station gets the training and equipment needed for digital distribution;

5. Supporting urgent efforts to resolve potential legal problems, including efforts to craft new licenses and to establish clear delineation of producers' rights, and to experiment with ways to generate income from digitally distributed programming.

Local Station Board
KPFK Radio 90.7 FM, Los Angeles
Eva Georgia, General Manager
July 2007

General Manager:

Fund Drive – June' 07

Drive total of \$1,059, 718 vs. goal of \$980,00. KPFK extended the drive by three days and raised 80K over goal with an estimated 47K in web pledges. Online pledging is still available until Friday, July 13th. Current fund drive income paid for June' 07 totals \$674,785 or 63%.

Fund drives over the past year or more have typically gone longer and in some cases had to be extended. KPFK Management will do an analyses of fund drives and will produce a discussion document for all.

Online Anti- Harassment Training

KPFK and Syntrio are working with Pacifica Radio Archives and the new H.R. Director to launch the online training within the next couple of weeks. The training includes sexual harassment training for employees and Managers, includes KPFK paid and unpaid staff, LSB, PRA and Pacifica National Staff. The cost for this training for 200 users is \$3700. Notifications will be sent out in the next week or two advising all participants about the training, how it works and deadline for completion. I want to thank Sheri for compiling the data needed to help facilitate setting up the training.

CAB

A CAB meeting was held on Tuesday, July 10 @ 7pm at the station. Even though it was not well attended, the discussions were very helpful. The next CAB meeting is scheduled for Tuesday, July' 31st. My assistant has worked diligently at contacting potential CAB members since the last Town Hall. Clearly we need to do something different to recruit more members to the CAB.

Areas discussed at CAB Meeting were: Mission Statement; increase Grant; 30% - national programming (Mary Welsh and Dave Adelson); run Promo; recruit members; write-up an overview of CAB, place on website and create Draft Letter. We will also look at the following: What is the role of CAB (community needs assessment); goal (what is it); requirements of group; benefits to the station; benefits to CAB members; time requirements, and clarify definitions (community needs analysis). Requirements for CAB Members are: You can be of service to your community and help KPFK to be able to better serve the needs of your community.

Budget

A draft budget for FY'08 has been attached for review of the LSB. Please also find a critical assumption page that will give you a better understanding of the major changes to the budget.

Santa Barbara Booster

Engineer, Bob Conger and Don Mussel have done substantial work during the month of June' 07 to upgrade the Santa Barbara translator that should create less interference from XLNC in that particular signal area.

Malibu Booster

I am working diligently with Operations and Engineering to have the implementation of the Malibu booster completed by the end of Sept' 07.

Union Contract

The three-year contract expires October 2007. AFTRA Union and KPFK Management met for contract deliberations on May 24th. Given those deliberations, neither the Union nor KPFK Management anticipates any major changes to the contract. The Union and KPFK Management are in the process of setting dates for negotiations.

EEO Report

The annual EEO report is due by July 31. At least 80% of the report has been completed and will be submitted to meet the deadline.

PNB MEETING – L.A

The Marriot Hotel Downtown was booked by the National staff because no Union hotels were available in close proximity to the station. Sue and I are working with the Outreach Committee on logistics. KPFK will host a dinner for the PNB on Saturday, July 28. We will provide childcare for the weekend. Parking fees are a challenge with the hotel as they are only able to give us a discount of \$11 per car per day. Public transportation is another option, but certainly not the most convenient.

PROGRAMMING:

ICE Raids

Notes for meeting as per LSB Resolution Date: May 9, 2007 @ 7pm

The LSB recommends that management convene a committee within 7 days to develop a feasible and legal strategy to deal with concerns raised by Rodrigo Argueta's motion regarding KPFK serving its listeners in a timely fashion and in response to the ICE raids in real time.

This committee should include representatives of the news and program department and at least three of the Spanish language programmers including Rodrigo Argueta, and this committee shall report to the LSB within one month on how the plan is being implemented.

Stations response to Immigration raids in Southern California.

Current Strategy

- Content is in English and Spanish
- "Know Your Rights" PSA on immigration and legal information for listeners.
- Special Programming on the issue. *(Month of April – 24 hours of station/staff coordinated content. Does not include the content of individual programmers)*
- Special news coverage and station headlines coverage.

Proposed New Strategy

Here are some suggestion/recommendation by the office of Programming.

- Content is in English and Spanish
- "Know Your Rights" PSA on immigration and legal information for listeners.
Increase PSA development and broadcast by 100% **(this has been accomplished)**
- Special Programming on the issue. *(Month of April – 24 hours of station/staff coordinated content. Does not include the content of individual programmers)*
Continue special feature programming through use of pre-emption **(this has been accomplished)**
(or buy in) policy and bi-weekly presentation for the duration of the raids as per current governmental campaign.
- Special news coverage and station headlines coverage.
Creation of special immigration news team task force. **(this has NOT been accomplished)**

Description: Identify a team of news reporters that geographically spans the KPFK listening area. These citizen reporters will be identified and assigned to a respective region with alternate reporters on file. Requirements:

- Will make open call for applicants and selection of one citizen reporter and 2 alternates per region.
- All participants will complete 8-hour orientation and training at KPFK News Department.
- Will follow all protocols and procedures.

Format will consist of newsroom coordination and headlines reporting with citizen report included as per the newsroom specifications.

Motion passed by LSB

The LSB recommends that management convene a committee within 7 days to develop a feasible and legal strategy to deal with concerns raised by Rodrigo Argueta's motion regarding KPFK serving its listeners in a timely fashion and in response to the ICE raids in real time.

This committee should include representatives of the news and program department and at least three of the Spanish language programmers including Rodrigo Argueta, and this committee shall report to the LSB within one month on how the plan is being implemented.

Tuesday night programming

This matter was closed by the ProC back in April.

Policies on news commentaries

Current draft awaiting approval by the GM.

KPFK broadcast commentary opportunities will be made accessible to non-profit community organizations, activist and representatives from community groups throughout the KPFK listening area as well as independently produced material from other stations within the Pacifica Radio network including affiliates and colleagues in the public radio industry. Commentaries shall not exceed 3 min Total Running Time (TRT) and no more than 1 commentary per program and/or newscast. All locally produced commentaries shall be produced in accordance with KPFK Broadcast Policies. News director and Program producers will have discretionary oversight to determine if in fact a commentary merits special consideration and time beyond that of this policy and with the written consent of the office of programming.

Policies on Premiums

No policy on premiums has been devised. This discussion was introduced at the ProC meeting on July 9, 2007 and will continue through the following meeting next month.

Program Evaluations

Program Evaluations templates have been submitted for review, amendment and addendums as per the request of the IPC and will be reviewed again at the next meeting (see attached).

DEVELOPMENT (7/06/07):

2006 February Fund Drive Summary:

Fulfillment: Payment in:	\$871,462	Pledges paid or 81.4 % per \$1,070,369 pledged
Premium shipment:	8820	Items mailed or 98%

2006 Spring Fund Drive Summary: June 13- June 25 (Extended to June 29 to meet goal)

Fulfillment: Payment in:	\$886,608	Pledges paid or 81.8% per \$1,082,461 pledged
Premium shipment:	8483	Mailed, 97% fulfillment
Pledged Web:	\$31,777	Web Pledges only: 301

2006 Fall Fund Drive Summary: October 10-October 23 (Extended 2 days to meet goal)

Fulfillment: Payment in:	\$883,562	Pledges paid or 83% per \$1,063,904 pledged
Premium shipment:	8102	Mailed, 97% fulfillment
Pledged Web:	\$25520	Web Pledges only: 209

2007 February Fund Drive Summary (Extended 2 days to meet goal):

Fulfillment: Payment in:	\$866,845	Pledges paid or 81.6 % per \$1,062,144 pledged
Premium shipment:	8293	Items mailed or 96% fulfillment
Pledged Web:	\$47,303	

Major Donors (non-Fund Drive; unsolicited, or responses to Major Donor mailings):

\$28,550. (since Oct 1, 06)

Direct Mail:

- April 2007	Direct Mail Response =	\$ 28,653
- November 27, 2006	Direct Mail =	\$ 35,172
- August 28, 2006	Mail drop: Final Direct Mail of Fiscal 2006 (inc. Survey funded by CPB) =	\$29,016
- July 2006	Mail drop on 7/24/06 =	\$36,478
- April 2006	Direct Mail Response =	\$35,462

12/18/06 Anonymous donation of stock: \$1963.06 value

Car Donation

Total since active promotion of program in May '05 through July 2, 2007: \$119,856.56

(Note: Beginning Fiscal year Oct.1.06-07-July 2, 07- we received \$67,896.33)

Recycle/refiller empty inkjet and toner cartridges- LSB Support will be helpful

Please alert Sue Welsh if you know a business that would place a KPFFK Box at their location, Full Circle will also service that business, pick up at "no charge" and credit KPFFK.

Voices of Tomorrow Training

Management is reviewing and evaluating the program for future grant proposals related to training opportunities for youth including City of Los Angeles and Los Angeles Unified School District (LAUSD)

Major Donors

Major donor event held at 7pm at the station on May 16. Good turnout. Thank you notes sent to attendees and those who could not attend. Dessert/Light refreshments served and a tour of station included. Donors are recording their experience as long time KPFFK listeners. Positioned as "Meet and Greet" major donors to present vision as KPFFK moves toward 50th Anniversary. Invitations for July 21, donor event in San Diego at the home of Gabrielle Woods' sister in San Diego in the mail. LSB board members interested in attending, please notify Gabrielle Woods or Sue Welsh. Major Donor Event set for August 11 at the home of donors in Santa Barbara from 3pm-5pm. LSB member Gabrielle Woods is actively working with Sue Welsh and GM on this project.

Note: July Direct Mail on Schedule to include PLANNED GIVING information

Included in July direct mail is the following information that is also to be promoted on the website:

"A special note to our long-time supporters - Finally, recent legislation to benefit your favorite radio station! If you are 70 1/2 or OLDER and own an INDIVIDUAL RETIREMENT ACCOUNT (IRA), you can now make a DIRECT ROLLOVER of funds from your IRA, UP TO \$100,000 and AVOID ALL TAX on your charitable distribution to KPFFK until December 31, 2007 only. Please consult your financial advisor and then call KPFFK @ (818) 985-2711 ext. 214."

Grant Proposals Pending

1. CPB Public Media Motivation (small project up to \$20,000) to support National Elections programming being developed by KPFK Program Department focused on early national primary in California on February 5. Expect notice by July 13.
2. NEA Collaboration with Will Geer Theatricum Botanicum submitted by Theatricum Botanicum on 8/14/06. No answer as of July 6, 2007

Grant Proposals Declined

1. CPB: Proposal Submitted December 28, 2006 to CPB Radio Major Market Service Extension Project in the amount of \$75,000 for a community outreach project to create unique content utilizing youth trained under "Voices of Tomorrow" grant. Declined. 22 Proposals submitted. Only 3 approved.
2. CPB: Proposal submitted Feb. 28, 2007 to develop new talent from underserved communities, especially youth, women and persons with special abilities incorporating environmental issues to produce and host online programming over a three-year period. \$129, 990. Declined. 81 proposals submitted. Only 8 approved.

Grant Proposal to be Revised

California Council for Humanities for KPFK Radio Documentary project: Born in California: Lewis Hill and the Invention of Listener-Supported Radio. KPFK has been asked to resubmit with a scaled down budget and production \$40,000 request on Oct. 1, 2007. Program Director to finalize results of meeting with Debo Kotun and development director to complete revised budget.

NOTEWORTHY JUNE EVENTS

- June Fund Drive from June 12- June 29. Goal of \$1,000,000 plus reached.
- Development of In-house premiums continues. More than 8 organizations, for whose events KPFK is media sponsor, have already agreed to give KPFK permission to tape as part of GM's goal to produce premiums in-house. A list is available.
- Tentative date and location for next TOWN HALL is Saturday, November 3.
- Outreach Committee: Next monthly meeting on Tuesday, July 10, in KPFK Conference Room. 7:30pm.
- Outreach Committee will help to provide transportation and cultural outings for PNB meeting. Reza Pour volunteering to coordinate transport from and to airport starting July 26-July 29.
- October 2006 Fund Drive Unfulfilled pledges- Special "October Surprise" letter sent followed by a mini-phonathon on May 26 from 11am-3pm to almost 1000 pledgers. Positive results demonstrate the benefit of setting up mini-phone banks in between Fund Drive to encourage fulfillment.

ENGINEERING:

Mt. Wilson

- Mt. Wilson transmitter site is functioning without problems.

Studios

- All studios are operating with few issues.

Santa Barbara

- The Santa Barbara Translator is operating very well and adjustments continue to be made to optimize the facility.

OPERATIONS:

Telephones

We have begun making some adjustments in our telephone services. The following were disconnected from AT&T 323-291-5114, 213-383-4042, 213-383-4192, and 323-877-5735, which gives us a savings of; \$1271.52 annually. We are near completion of our telephone service inventory and will be enlisting Gateway's assistance in its completion. Once this is done we can move forward on consolidating our telephone services, which will provide us with huge savings. Adjustments have been made on our long distant pricing with AT&T, so we will be seeing some savings. We look to switch over to *Working Assets* for our Long Distance and International provider once we consolidate our domestic telephone services. A call accounting system has been installed. It monitors the office phone lines. I am working with Gateway on a solution for it to monitor phone calls from the studios, where most of our long distance costs and abuse come from. Once our telephone services are straightened out we will move forward on requiring passwords for long distance and international phone calls.

Fire Extinguishers

All extinguishers have been checked. One needs to be refilled, but has been replaced with our spare extinguisher from the Operations office.

Services

We will be discontinuing our preventative maintenance for our HVAC system with Barr Engineering. The companies we have interviewed offer better rates and better service, once the switch takes place we will be looking at saving money on this service as well.

P.S. Each segment of this report was prepared by the appropriate department Manager.

REPORT TO PACIFICA NATIONAL BOARD MEETING

July 2007 – Los Angeles, CA

By Duane Bradley-GM / KPFT – Houston

Administration

KPFT enters the final quarter of FY07 in relatively good shape. The FY07 budget for listener support calls for \$1.245 million and current totals, as of June 30, show over \$986K income, roughly 79% of the annual goal. Cash in the bank as of July 13 is \$300K. Membership continues to hover between 8,000 and 9,000, and listenership varies between 105,000 and 150,000 weekly.

Recent staff changes include the addition of a full-time Events & Outreach Coordinator, Eddie Garcia, who had been working part-time as volunteer coordinator. Current staff levels equate to 8 fulltime and 7 part-time employees.

The lawsuit filed against KPFT and Pacifica by KPFT LSB member Ken Freeland was dismissed by the U.S. District Court this week. The outstanding lawsuit against Harris County Appraisal District is still pending, with trial now set for the August 6. We continue to remain very confident of success.

Our physical plant improvements continue and we look forward to Francie Moeller's pending compliance report.

Development and Fundraising

The Spring Membership/Fund Drive had a goal of \$280K and was exceeded by over nine thousand dollars. Over \$190K, or 66%, of the amount pledged has already been paid as of last week. The Summer Sizzle mini-drive is set to run from August 4-12 with a goal of \$130K.

Our 100K watt transmitter upgrade/HD conversion project continues to progress rapidly. Chief Engineer Steve Brightwell has the HD installation nearly completed and the new HD unit should be operational before the fund drive begins on August 4.

Our veteran Development Director, Donna Platt, resigned to become the Executive Director of the Houston Citizens Environmental Coalition. We have begun a national search for a replacement and our membership coordinator, Robin Lewis, has been named interim Development Director.

Board Relations

Overall, Board relations are improved and 2007 continues to hold great promise.. The Finance Committee has been meeting with key staffers to develop the FY08 budget. The Outreach Committee is planning townhall meetings for August as well as representing KPFT at a wide variety of events and produced "KPFT Voice", a newsletter to augment the KPFT outreach brochure.

I have assigned key KPFT staff members to relevant LSB committees to further the process of collaboration. I continue working closely with the LSB Chair to move this process forward as well as the continued utilization of Houston Endowment grant funds targeted toward board development and strategic planning. We are required to report back to the Endowment in September on our progress.

Programming

On the programming front, KPFT halted its webstream on Tuesday, June 26 and aired announcements about our participation in the Internet Radio Day of Silence, protesting royalty fee increases proposed to take effect July 15. KPFT has broadcast and participated in a number of Pacifica national specials, including the Radio for People special, for the upcoming FCC noncommercial filing window; an immigration special on upcoming Congressional actions; "Cages and Dreams", on the 40th anniversary of Palestine's invasion; Juneteenth programming; and "Pride and Resistance", for national GLBT pride events. In addition, KPFT broadcast 90 minutes daily from the U.S. Social Forum in Atlanta, Georgia, with Ann Raber and Renee Feltz representing KPFT in reporting and training capacities. KPFT aired a national 4th of July special on "FCC versus Pacifica", also known as the Carlin case, which was decided July 3, 1978. This national special was produced at KPFT with Tony Diaz and Kym King as hosts. KPFT also aired the documentary "Lynching's End? The Texas Courthouse Riot", a collaborative production funded by Humanities Texas.

The new Program Council has been meeting somewhat sporadically due to the ongoing legal issue preventing the Program Director from participating. The dismissal of that suit this week now allows staff participation again and we expect to move forward rapidly on program evaluation and other important work with the Program Council.

Community Relations and Outreach

KPFT again participated in the Houston International Festival, including stage announcers and a prominent outreach booth. We also had major outreach opportunities at the 20th annual Art Car Parade on May 12, which brought over 200,000 people to the streets of downtown Houston, including a KPFT entry in the parade as well as a KPFT-sponsored section along the parade route complete with commentators/announcers and dj's.

The KPFT Summer Youth program again brought in about a dozen young people for a 10 week intensive session covering all aspects of radio vision, production and operations, which will run through early August. The results of their work air on Saturday evenings at 9pm as well as in a variety of promo and public service announcements.

KPFT will again present a free concert series running for 6 weeks in the Fall at the Miller Outdoor Theater in Hermann Park through a grant from the City of Houston. A wide range of KPFT musical genres and performers is being planned for this third season of KPFT's collaboration with the city.

Elections

KPFT's 2007 elections process will hopefully go even smoother and more effectively than in 2006. It is our plan to have a much more participative outreach program to bring more candidates from more minority communities into the process. We are expecting returning elections supervisor Tucker Bradley and our new events & outreach coordinator Eddie Garcia to work very closely to make this election process the best yet.

Technical

KPFT's technical goals include the afore-mentioned 100KW transmitter power upgrade and HD digital conversion projects. We should receive notice by September on our Public Telecommunications Facility Program (PTFP) grant submitted in April. If approved, this upgrade will include replacement of most equipment in the on-air studio control room and production studio, the downstairs and upstairs news booths and in the studio/transmitter broadcast chain. Money pledged to our Watts Up! Campaign beyond that needed for the required CPB match, currently about \$17K, will be available as matching money for the PTFP grant.

WBAI Report
PNB, Summer 2007

With our well documented financial problems we sort of limp into this latest drive with a sense of desperation as well as guarded optimism; desperation because we are about \$500,000 in debt, optimism because our first few days was a bit ahead of schedule. By the time you all read this my hope is we will be well on our way to saving the sinking ship.

Problems abound.

Our building has put a new security system in place, whereby we have to pre-register every guest who comes to the station. Normally this new procedure wouldn't be a big deal, but it's all about timing. The fact is while this system is just now being enforced by our landlords, a memo went out to the paid staff of WBAI in September of last year directing the staff to inform everyone of the changes, get everyone used to the new system so the kinks could be worked before, oh let's say we have a fund drive, where normally we just put the call out for volunteers to show up at the station to answer phones or any thing else we might need. But since apparently this directive was ignored we now have numerous problems attracting volunteers. As a result there are times we don't have the necessary volunteers to answer the phones. Missed phone calls usually translate into missed revenue, and so it goes.

This drive features the third annual Health Fair July 11-28. We will offer free on-site healing services like massage, acupuncture, hypnotherapy, yoga and scores of other services. The goal is to provide free services to our listeners as well as create a new level of energy for the drive to hopefully encourage people to come by as well as encourage our listeners to pledge.

Our outside fundraising efforts have also fallen short. The usually dependable lectures by people like Ralph Schoenman/Mya Shone, and others drew half the crowd I'm told we normally attracted. Of course what has to happen is we need a new injection of fundraising ideas. What amazes me is the lack of input from those who claim to love the station, want to help the station, but when it comes to providing volunteers, coming up with constructive, practical ideas to raise money, just to name a few, most of these people are noticeably absent. This is puzzling to say the least.

Our attempts to attract a qualified Development Director are not going well either. Despite the fact the salary is not listed in the job description we don't even have a nibble. I'm not sure why this is happening, but it simply underscores the fact that maybe it's time to consider new options as it concerns raising funds. We do have a few new ideas requiring advance planning and won't be able to happen until next year.

With all this doom and gloom where do we go from here? Currently Programming is working on program schedule changes. Show times will change; some shows will be replaced by other more relevant programming in an effort to attract a new more supportive audience. The goal is to provide more balance, more arts more

interactive programming so our listeners actually begin to feel as if they are a part of what we are doing here.

We are still in the process of creating a training schedule/manual for not only our new producers but in the near future it will be mandatory that all on-air staff have a thorough working knowledge of our equipment which will serve two purposes:

1. It will free up our engineers to do other things around the station like maintaining equipment, and training.
2. It will also help save money by reducing the hours engineers need to work, because our producers will be able to run their own boards.

For now that's about it. Despite our problems we still forge ahead determined to succeed, we really don't have any other choice.

WPFW 2007 PNB QUARTERLY MANAGER'S REPORT

The spring membership drive ended with a shortfall of \$43,000. It would have been far worse had we not extended the drive for two days. Had we ended on schedule we would have fallen short by approximately \$115,000. By creating two extra days of special programming we were able to reduce our shortage by over \$70,000. I am very proud of the development staff for staying very positive during the drive. I must commend them for coming up with creative programming ideas including a "Junteenth" celebration to help overcome the drive deficit. One thing is certain, we will have a mini fundraiser in August to overcome shortfalls associated with the spring drive.

In our July staff meeting, we developed a plan to raise the remaining \$43,000 by holding a four day mini-drive from August 17th thru the 20th (fri - mon). Those four days will focus on acknowledging Africa Heritage Month and Black August. The fundraising will center itself around that theme. We hope to generate \$100,000 in those four days. That amount will erase the remaining shortfalls from our fall and spring membership drives and fulfill our income goals for fiscal 07.

Despite the bad news regarding the drive, the station continues to be strong financially. According to the April financial statements issued by Lonnie Hicks, Pacifica CFO, WPFW had a positive income variance for that month. That variance totaled \$51,000 which is an improvement over March's variance of \$29,000.

BUDGET:

The preliminary WPFW 08 budget has been submitted. We do however have some uncertainties associated with the anniversary gala we are currently planning. Some costs are yet to be determined but we do believe that we can get some final numbers by early August. Once we do, we will submit the necessary budget adjustments to complete our final 08 budget. The other major variance to the new budget will be payroll as we hire two new positions. Those hires are included in the 08 budget.

ELECTIONS:

In regards to the elections, Pacifica National has not selected our local election supervisor at this time. According to the National Elections supervisor, the process had to be extended to garner more applicants with the desired qualifications. Someone will be hired by late July or early August.

As instructed by the National Elections Supervisor, WPFW will appoint one paid staff member to assist the Local Elections Supervisor manage the staff component of the elections. Their primary responsibility will be to authenticate paid and unpaid staff participation in the election by verifying their eligibility. Our plan is to hire a Volunteer Coordinator by the end of July and appoint that person to fill that role.

The station has begun airing PSA's soliciting candidates and reminding listeners that they must be current members as of August 31st to vote or run during this LSB election cycle.

30th Anniversary:

It is our desire to produce an anniversary gala that represents the best of what WPFW and Pacifica has to offer. Our gala will serve as the kick off for our "Capital Campaign" to relocate the station. It will showcase our cultural offerings such as jazz, blues and world music as well as the public affairs component of our programming. We want the event to be a catalyst for reenergizing the network and our listenership.

The Anniversary Committee headed by Acie Byrd has been meeting every week for the past two months to move the project forward. We have had several conference calls with Pacifica CFO, Lonnie Hicks to coordinate Pacifica's involvement with our event.

We have also met with several DC City Council members to discuss why we are holding the gala. We primarily want council members to support our efforts to relocate by identifying any city owned property that they can make available for our use. The council members have agreed to issue letters of support acknowledging our 30th Anniversary.

Some of the ideas discussed thus far in committee have included the following:

1. to honor Rep. John Conyers with the annual Peace & Justice Award
2. to invite the participation of Michael Moore, Amy Goodman and Danny Glover
3. to connect the gala with our sister stations in a national broadcast to support our "Capital Campaign" for relocation
4. select 30 influential people to serve as honorary committee members to help promote the gala
5. offer program booklet advertising and booth space to progressive businesses and organizations at various contribution levels
6. feature video anniversary greetings from national / international celebrities during the gala

WEBSITE:

We are resuming our search for a website developer that we suspended during the membership drive. We are seeking more bids and would like to decide on a company by early August.

AUDIO DELAY:

The signal delay system has been installed in studios A and C. Training sessions are being scheduled for all programmers to learn the new system before the end of summer. This is WPFW's effort to comply with the new Pacifica guidelines regarding indecent language. The new system allows programmers to edit bad language before it goes out over the airways.

SUMMER HIGHLIGHTS:

1. WPFW served as Media Sponsor for the ACLU of Maryland's 75th Anniversary Celebration held in Baltimore this past June. The organization has also agreed to contribute to our anniversary gala.
2. The WPFW "Annual Yard Sale" will take place on Saturday July 28th. Last year the station set a record for its yard sale by raising over \$10,000. This year's effort will be even bigger because we have many more items to offer so we hope to surpass last year's achievement.
3. I have instructed our News Director, Askia Muhammad, to hold a "News Summit" this summer that involves all those involved in producing news for WPFW. The goals will be to further develop the News Department, create new opportunities for news in our schedule and to provide the necessary resources and training to do so.
4. The station has brought in its first intern as a result of our partnership with McKinley Tech's High School Communication Program. She is working and training with us throughout the summer. The intern will be paid by DC Public Schools as part of their pilot program to give deserving students occupational opportunities.