

# Pacifica Foundation

## CFO Report

### July-August Fiscal Reports

### Fiscal Year 2008 Consolidated Budgets

#### JUNE 2007 FORECAST

	SUMMARY		
	BUDGET 07	ACTUAL	VARIANCE
PRA	60,971	64,200	3,229
NO	232,868	137,728	(95,141)
KPFA	205,655	19,254	(186,401)
KPFK	120,875	(13,656)	(134,530)
KPFT	107,216	35,061	(72,155)
WBAI	269,347	75,902	(193,445)
<u>WPFW</u>	132,221	135,879	3,658
TOTAL	1,129,153	454,367	(674,786)

#### JULY 2007 FORECAST

	SUMMARY		
	BUDGET 07	ACTUAL	VARIANCE
PRA	60,971	56,126	(4,845)
NO	232,868	178,259	(54,609)
KPFA	205,655	(67,932)	(273,588)
KPFK	120,875	(44,711)	(165,586)
KPFT	107,216	99,737	(7,479)
WBAI	269,347	110,528	(158,819)
<u>WPFW</u>	132,221	97,864	(34,357)
TOTAL	1,129,153	429,870	(699,283)

By Lonnie Hicks  
 Chief Financial Officer  
 Pacifica Foundation  
 Prepared for the Pacifica National Board of Directors

Please see the above comparison between the forecasts for June 2007 and July 2007 and the trend is clearly downward. I have included a preliminary August Forecast below and it shows that, we as a Network, will finish the poorest year financially since 2004. (See August Forecast below)

### AUGUST 2007 FORECAST

	SUMMARY		
	BUDGET 07	ACTUAL	VARIANCE
PRA	60,971	60,971	(0)
NO	232,868	195,843	(37,025)
KPFA	205,655	(30,393)	(236,049)
KPFK	120,875	(91,874)	(212,749)
KPFT	107,216	91,557	(15,659)
WBAI	269,347	13,769	(255,578)
<u>WPFW</u>	132,221	72,918	(59,303)
TOTAL	1,129,153	312,791	(816,362)

The major point is that revenues and reduced listener ship and have impacted the network and the results are clear. First find below the bottom line results for each unit over the last four years compared with the planned budget for FY08.

### COMPARISONS OVER FOUR YEARS SUR/(DEC-ALL UNITS

	SUMMARY				
	BUDGET 08	FORECAST 07	AUDITED 06	AUDITED 05	AUDITED 04
PRA	53,669	60,971	64,027	19,398	(164,242)
NO	203,914	195,843	607,724	139,148	281,331
KPFA	157,843	(30,393)	590,249	228,815	472,429
KPFK	180,719	(91,874)	(72,812)	59,059	(42,515)
KPFT	68,955	91,557	(18,357)	60,267	106,765
WBAI	292,808	13,769	(62,711)	(124,649)	(90,624)
WPFW	145,073	72,918	160,323	129,464	93,274
TOTAL	1,102,980	312,791	1,268,443	511,502	656,418

### VARIANCE ANALYSIS -ALL UNITS FY08

	SUMMARY		
	BUDGET 08	ACTUAL	VARIANCE
PRA	53,669	53,624	44
NO	203,914	282,760	(78,845)
KPFA	157,843	359,578	(201,736)
KPFK	180,719	315,829	(135,110)
KPFT	68,955	118,239	(49,284)
WBAI	292,808	299,514	(6,706)
<u>WPFW</u>	145,073	177,045	(31,972)
TOTAL	1,102,980	1,606,588	(503,608)

The good news is that while FY07 missed target by 806k the budget for FY08 shows planning which shows a rebound where the new variance is down 300k to 503k. This was accomplished by units reducing expenses, staffing more conservatively and in projecting FY08 revenues carefully as the chart below illustrates.

**Pacifica Foundation - Consolidated  
Income Statements - Fiscal Year 2008  
With a Comparison to 2007**

	Forecast 2007	Audit 2,006	Audit 2005	Annual Total
5	CY.Forecast-07	Audit	Audit	FY 08 BUDGET
7	<u>Annual Total</u>	<u>2006</u>	2005	<u>Budget 2008</u>
<b>INCOME</b>				
Listener Support	11,993,076	12,099,748	12,381,066	12,675,262
Donations	1,430,279	1,987,502	967,549	1,764,167
Corporate Match	23,097	274,999	11,593	63,175
Central Service-Web site	50,230	0	0	87,804
Interest/Other Income	97,744	263,494	74,701	85,385
List Rental Income	33,329	31,087	16,711	54,000
Sales Income - PRA	57,634	90,573	103,053	90,000
Other Income – Affiliates	206,099	158,020	124,677	190,062
Community Events Income	173,823	53,778	139,336	332,000
Community Events Income(R)	228,582	180,905	196,661	239,000
Major Donor Income	114,623	62,024	344,324	70,000
Crafts Fair Income- R	218,773	189,849	294,128	178,100
Grants Income	488,270	84,222	139,912	647,500
Grants Income-CPB/CSG	1,672,836	1,893,408	1,739,284	1,677,715
Grants Income- Non Operating	105,000	107,499	25,000	70,000
SCA-CONTRACT MAINT.	246,000	228,000	386,500	186,000
<u>Folio Income</u>	=	<u>0</u>	<u>410</u>	<u>1,000</u>
Income Before Central Services	17,139,395	17,705,108	16,944,905	18,411,171

We can see on the revenue side that revenues budget are up from the FY07 forecast by 6.91% or 1.272 mi. *Mean time total expenses between FY07 and FY08 are projected to be up only 8/10 of one percent or only 148k.* This was is remarkable and accomplished only by taking to heart the Board directive to hold FY08 expenses to FY07 levels. This has been largely accomplished and bodes well for the Network in the FY08 year.

	CY.Forecast-07 <u>Annual Total</u>	Audit <u>2006</u>	Audit <u>2005</u>	FY 08 BUDGET <u>Budget 2008</u>
TOTAL EXPENSES	<u>16,745,093</u>	<u>15,868,826</u>	<u>15,894,227</u>	<u>16,893,594</u>
NET INCOME B/F CENTRAL SERVICES	2,688,018	4,199,074	3,427,012	3,903,038
CENTRAL SERVICES	<u>2,293,716</u>	<u>2,362,792</u>	<u>2,376,334</u>	<u>2,385,461</u>
EXCESS INCOME (EXPENSES)	<u>394,302</u>	<u>1,836,282</u>	<u>1,050,678</u>	<u>1,517,577</u>

However, there are additional areas of concern. They are:  
 Finishing the year with only 394k achieved creates a shortfall of 1.2mil. The next year's budget seeks to recoup 1.1 of that 1.2 mil-that is good. We have then only a 500k shortfall and are on the way to recovery.

#### Unit Detail

##### So What Happened in FY07- unit by unit

- a. *KPFA—Fy07 brought legal bills in the hundreds of thousands of dollars. This was the single largest impactor on the KPFA budget. Next fiscal year, hopefully, there will not be such impact.*
- b. *KPFF—Here, while revenues have been fairly steady, the station to accommodate salary and ADA expenses has added a summer drive which will have positive impacts for KPFF and stabilize finances if the summer drive is maintained in the future. Also the HD grant can presumably increase broadcast quality and help expand listener ship.*
- c. *KPFT- The new HD broadcast capability plus an expanded broadcast range can really help the station in the future. Good work at KPFT.*
- d. *WBAI—Here the expense of the location-over 250k per year, plus declining listener ship are major factors. Fix these two and the station would be on solid financial ground. Still the management has taken steps to right the ship and things look better next year financially.*

- e. **WPFW-** *The station has solid plans afoot for a capital campaign and has solidified its finances over the past three years to the point where it has over four times its operating expenses in reserve—one of the two best reserve-to-operating ratios in the Network. Great work*
- f. **The National Office—***The unit has been impressive in raising money but has the function of being the “banker” to the Network. The need to advance pay bills (insurance, health care, and legal means that the NO has to pay bills for the month and then wait 3 months to be reimbursed by stations who also have to wait 3 months to get paid. This creates a consistent cash deficit for the unit.*
- g. **PRA continues to struggle financially but with the recent BBC initiative it is possible to foresee real financial potential if BBC listeners are directed to the PRA website for archive purchases. Good work here.**

### **Summary Recommendations**

#### **a. Waiver Recommendation**

While no unit will in FY08 meet the Board requirement for one month, my recommendation is that each unit should have a least one-half month budgeted. The Board *should grant a waiver for the budget requirement* that each station present a budget with one month operating surplus to pay the bills in October. These are the best budgets possible at this time in my view.

b. *Strictly enforce the “hold the line on expense policy”* enacted by the Board in July 2007. If the budget is not adhered to then all the effort will have been for naught and we will likely have another bad year.

c. *Do fund revenue producing ideas* We must invest in these activities such that we can support mission-driven programming and activities.

d. **Do not increase staffing in FY08.** Staffing is permanent and the Network ramped up with staffing several years ago only to have to contemplate painful staff reductions this year and next year. Therefore over-staffing is the most critical of expenses to undertake.

**Above all adopt a pay-as-you-go rule of thumb that is to say “no new expenditures which do not pay for themselves in the fiscal year or which do not have identified funds to pay for it.**

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

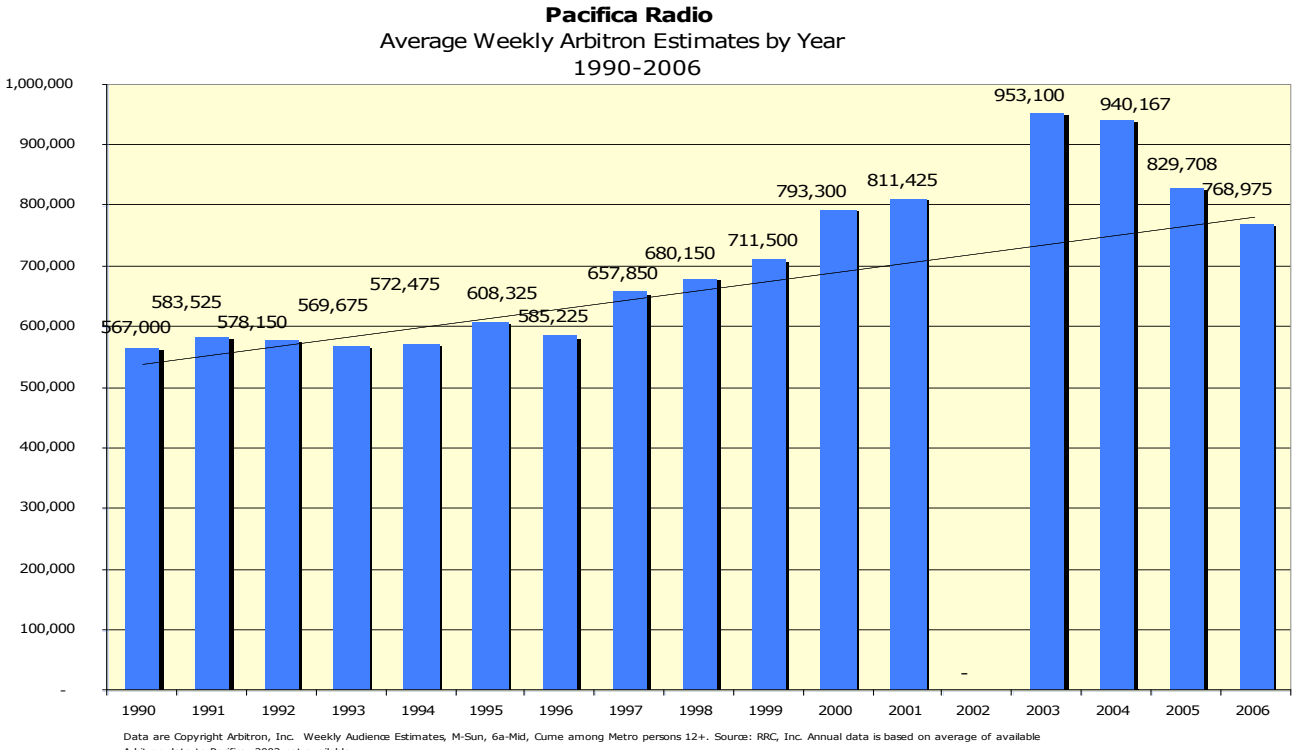
#### **Ideas To Produce New Revenue—What May Be Possible.**

- a. We need to identify revenue possibilities from our **on-air specials**. Asking listeners to directly support our special broadcasts is workable. 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 15<sup>th</sup> 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 **accomodate e-commerce traffic**

THIS SECTION REPEATED FROM PRIOR REPORTS FOR REFERENCE

Meantime how do the arbitron data look? How do things look there?



### **CFO ACTIVITIES**

<b>ITEM</b>	<b>TIME TABLE</b>	<b>INVOLVEMENT</b>
Review Network Budget	All Budgets done	GMS, LSB, UNITS
Working with Auditor to Complete the Financial Policies and Procedure Manual	To be completed by September 15 <sup>th</sup> , 2007 Completed	CFO, Auditor, Finance, the Board of Directors
1 <sup>st</sup> preliminary review of all budgets with Finance Committee—August 23, 2007	In process	The Finance Committee, Staff, General Managers, Business Managers
Working with ED on developing Guidelines for an RFP process	Completed	ED, CFO (Completed)
Working on Pre Audit Review	By September Board	CFO Finance Staff
Working with LSB to complete final budgeting process by September 10, 2007	Completed	ED, CFO Finance, Board Members, LSB
Work with Finance Committee on final budgets	In Process	CFO Finance Committee
Mail Final Draft 2008 Budgets to Board of Directors	By September 25 <sup>th</sup> 2007	CFO

### **FINAL NOTE**

**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

# **Mid-Term Report on Pacifica Elections**

**by National Elections Supervisor, Casey Peters**

This report is being written prior to the September 25 deadline for candidates to submit their nomination petitions and other materials to their Local Election Supervisor, so no count is yet available regarding the number of Staff and Listener-Sponsor candidates in each signal area.

Our election process is on track at all stations, with promotional carts and activities as scheduled. Thanks to the management at all stations for adding extra exposure through call-in programs promoting the upcoming elections. Most stations have already agreed to broadcast two rounds of on-air forums, the first prior to their Fall Fund Drives.

The webpage is still under construction, and will include election information, candidate statements, questionnaire replies, audio streaming of recorded forums and carts, and a blog for each candidate. Go to [www.pacifiaelections.org](http://www.pacifiaelections.org). Information is also accessible through station websites.

## **Voting Lists**

Membership/Subscriptions personnel at some stations are more adept than those at others at using the MEMSYS database application for weeding out duplicate entries and for seeking multiple member households with single listings, but some of this work must be done manually in all cases.

Volunteer lists are fairly well maintained at some stations and are largely absent at others, effectively disenfranchising an unknown number of qualified voting members, both in the Listener-Sponsor and Staff categories.

Unpaid staff lists at most stations have inadvertently excluded non-production people who volunteer for 2½ hours or more per week over the qualifying period. Preliminary lists were posted at all stations during August and semi-final lists during September. Lists are now being finalized for use in mailing ballots to Listener-Sponsor and Staff voters at all five stations.



## **Election Timeline**

As a result of many long conference calls with the PNB Elections Committee and its workgroups, 3 Bylaws amendments were introduced regarding our election timetable. One shifts the process to begin on June 1 rather than the current July 25 to avoid conflict with the Fall Fund Drives, November elections, and Thanksgiving. Another changes the cycle from the current 2 out of every 3 years to 2 out of 4, to improve governance, cut costs, and avoid conflict with congressional and presidential elections. The third proposes a vote of the membership on options dealing with term limits.

The first amendment will be adopted if passed by the PNB and 3 out of 5 LSB Assemblies while the term length and term limits proposals must be approved by the voting membership. The adoption of a new timeline will correct a difficult and faulty process criticized by each of my predecessors in their final reports as National Elections Supervisor.

## **PNB Elections Committee Report 09-25-2007**

The PNB Elections Committee wishes to report that it has met each month and considered several issues assigned to it or assumed to be in the nature of its scope. The committee has no motions requiring consideration by the PNB at this time, but requests action on a membership matter.

The committee's membership is as follows:

Teresa Allen, Carolyn Birden, Lydia Brazon, Jane Gatewood (Secretary), Terry Goodman (Chair), Ambrose Lane, Bob Lederer, Henry Norr, Rosalinda Palacios, Sandra Rawline, Cerene Roberts, Deb Shafto, Jack VanAken, LaVarn Williams, and Carol Wolfe.

Delegate member Rosalinda Palacios and Director member Ambrose Lane were absent from the Committee's regular meetings in June, July, August, and September. It is a PNB policy that "any committee member who misses 3 consecutive committee meetings shall no longer be a member of the committee" but there is a requirement that LSB and PNB chairs be notified of pending suspensions. As appointing authority for Director members of the PNB Elections Committee, the PNB is asked to appoint or re-appoint a WPFW Director to this committee. The KPFA LSB is being asked to appoint or re-appoint a Delegate member.

At its meeting of August 27, 2007, the Committee adopted the following motion advisory to the National Elections Supervisor:

**"Resolved** that the PNB Elections Committee urges the PNB Elections Supervisor to extend the deadlines for final verification of membership lists at WBAI in light of reported problems with the underlying documentation. Further resolved that the NES be urged to remind General Managers of their responsibilities to maintain lists under resolutions adopted by the Pacifica National Board."

The NES indicated on September 24, 2007 that he had already reminded GMs of their list responsibilities and that he would consider extending the verification deadline at WBAI, if such an extension was recommended by the WBAI Local Elections Supervisor.

The Committee has established a Subcommittee on Campaign Finance Reform looking for legal ways to reduce the potential unfair influence of money in Pacifica's delegate elections. Its workgroup on Membership Lists is developing best practices guidelines for the maintenance of membership records. Its workgroup on Staff Definitions and Lists is separately discussing issues and controversies related to unpaid staff categorization. Its Technical Advisory Workgroup has been asked to research the subject of internet voting. Committee Member Carolyn Birden is researching teleconferencing alternatives with an eye to reducing Foundation costs in this area.

Terry Goodman, Committee Chair

*WBAI Fourth Quarter Report to the LSB:*

*The last report was all about doom and gloom, and while on the surface things still might appear bad, I'm going to talk about what's good and what we will improve on.*

*On the eve of yet another fund drive, we will strive to be like our sister stations in that we are making moves to encourage our listeners to keep this drive short by giving early and often as well as pay by credit card when they donate. Credit card pledging seems to be the easiest way for us to fulfill on our quarterly goals. So, in this case, we have carts running on both of the aforementioned ideas. For each person who uses a credit card, we will enclose a bumper sticker, or some other free incentive. By the time you read this, we might have some sort of report on how it's going.*

*In addition, we have a list of premiums we can post on our web site that folks can purchase all year long.*

*We applaud WPFW on its fundraising event in December and we would love to piggy back on it as previously suggested.*

*But after a few meetings with paid staff, we think the best way to take advantage of this event is to first of all show our support to WPFW by running congratulatory spots as well as promotional spots about the event.*

*In the meantime, we are going to produce our own event the first week in December where we have chosen 20-24 of our best producers to sell between 20-24 tickets to our own fundraising event where they will all sit at tables to meet, greet and otherwise entertain. Our paid staff of "celebrities" will be on hand to further sweeten the pot and with a bit a planning, pre-promotion and a bit of luck, we will raise some much needed capital.*

*I have received a proposal from another producer interested in having us sponsor weekly dances in the Latino community and other locations around New York. He is convinced we can begin to really make serious inroads to the various communities as well as raise some much needed capital by sponsoring these dances. We have proposals in to various venue owners/ managers as well as promoters. This is a win/win for all concerned.*

*We had a reasonably successful book/cd sale the week of September 19<sup>th</sup>-23<sup>rd</sup>. The final figure is not in, but judging from the traffic, it appears as if the time spent was well worth it.*

*Our performance space has been in use a lot more regularly than usual which is good. I have a new music/interview show called "The Artist's Studio" where I do live interviews with musicians coupled with live, in-house performances. The initial show featured jazz drummer, Greg Bandy. We have two objectives with this show, to provide an outlet for non-*

*mainstream artists looking for an avenue for exposure. There are many independent record companies who would pay for the opportunity to perform over our airwaves. This show presents a prime opportunity for that to happen. The hope is to gain the rights to these recordings and use them as well as many of the past recorded performances in the creation of our own record label.*

*Once we begin to build a reliable audience, we will become known as the station where you can gain exposure, develop and expand the audience and as a result, we will be able to attract local venues, as well as promoters who are interested in getting their artists heard. This is very important if we are going to attract the vaunted 'younger' audience.*

*Along those same lines, there is also an opportunity to establish relationships with a few local Harlem jazz clubs in an effort to do partial or full live broadcasts from their venues. This will enable some of our producers to become more active and visible. We need to promote our producers more. As a result, our station will naturally reap the benefits from this exposure. In a perfect world, we can all make some money.*

*Here a few more new shows that are in the begging stages and, hopefully, will be launched by the end of the year.*

*One is a college student news forum show. We will have students from anywhere between four and six local colleges do a bi-weekly at first, then weekly forum discussing what their concerns, issues, and desires are; again, a way to invite as well as excite a younger audience. There are so many single mothers in our society; the reasons for single motherhood are varied. Our thought is to have a panel of possibly three single mothers who are single for different reasons for an hour long show discussing the benefits, liabilities, the opportunities, social services, societal concerns, etc. of single motherhood. This panel will be able to book their own guests, and discuss various topics that we think will open the eyes of our audience as well as are not a segment of this society. Of course, the ultimate idea would be to have them travel to various communities around the metro area and conduct forums in the hopes of providing a communication and activist networking forum.*

*With the increasing number of small business that exist in addition to the number already existing we would do good to provide some sort of service to help people navigate through the maze of owning your own business. The idea is to use the group SCORE, volunteers who contribute their time free of charge to provide professional guidance and information to maximize the success of the existing and emerging small business. All of these volunteers have all been extremely successful in their various careers. The hope is they will produce a show and, ultimately, help us with marketing and promoting WBAI.*

*So, that's it for the last part of the year. Of course, we will still focus on raising more money so we can stay afloat. But this time rather than chant the mantra of despair, I figured it might be good to see how we are progressing, despite our problems.*

## **WPFW PNB REPORT SEPTEMBER 2007**

**WPFW recently completed its summer mini drive in August which generated over \$100,000 in revenue. The four days of limited fundraising celebrated "Icons of Inspiration" in acknowledgement of African Heritage Month, Black August and Caribbean Independence. This was the first time we approached a mini drive with targeted programming and are pleased with its success. We will apply this strategy to our fall drive to see how it works there.**

**At the end of July, the station had a successful inventory sell that generated over \$12,000. This set a new record for monies generated from such sales and surpassed last year's effort by more than \$2,000. I must thank the development staff for the success of both fundraisers.**

**We are now preparing for our fall drive. That drive will take place October 7th through the 20th. The goal will be to raise \$490,000. During this drive, we will initiate some new policies and experiment with some new ideas that we believe will help reduce the costs of our drives. Among those initiatives will be an effort to limit the number of gifts offered and stop allowing program hosts to offer gifts not approved by the development department. By doing this, we will preempt some programs that have not been productive during the drive and limit the number of vendors used to obtain gifts.**

**In other station news, we have completed our search process for two key positions. Lydia Harris was hired by Pacifica to be our Local Elections Supervisor. Rachel Pope has been selected to serve as Volunteer Coordinator for WPFW. She begins her work immediately and will assist the Local Elections Supervisor in maintaining the unpaid staff lists relevant to the election.**

**We have completed interviews for the position of Music / Cultural Affairs Coordinator and will make a selection before the end of September. This position is part-time and the primary duty will be to assist the Program Director coordinate our music and cultural programming.**

### **30th ANNIVERSARY:**

**The Gala Committee continues to meet on a weekly basis. Karen Spellman has been contracted by Pacifica and WPFW to serve as executive producer and event planner for the gala. She will be responsible for coordinating the various committees and activities related to the event. At this time, we are looking at revenue generation ideas, entertainment options, production requirements, and preparing promotional packages.**

**Thus far, we have been able to secure the participation of Congressman John Conyers and Amy Goodman. We are also pursuing the possibility that Michael Moore may want to be involved. DC City Councilman, Kwame Brown, authorized a discount for DC Convention Center services that amount to over \$8000 so far.**

He has also agreed to help the station's relocation efforts by providing a list of city owned properties that may be suitable for our needs. Should we select one of those properties he will spearhead an effort to get the City to donate the property or provide it at a very low cost to Pacifica.

WPFW appreciates and acknowledges the support of the Pacifica National Board for our 30th Anniversary Gala and capital campaign for relocation. Pacifica CFO Lonnie Hicks has been very helpful by providing assistance in developing our plans for the event. If all goes as planned, by 2009, Pacifica will be the proud owners of a new WPFW Multimedia Community Resource Center.

#### WEBSITE:

In August, after interviewing several web development companies, we selected a firm to redevelop our website. The company, BlueZone LLC, is well underway in creating a new and dynamic website for the station. If all goes as planned, we will introduce the new site in time for our fall pledge drive. The new site features internal control, enhanced streaming, greater e-commerce abilities, archive listening on demand and individual e-mail accounts for all program hosts, producers, LSB members and staff.

#### ELECTIONS:

The Local Elections Coordinator, Lydia Harris has been working with the staff to energize interest in the elections. We have held one election party in August and have another scheduled for September 25th. All of the appropriate staff lists have been posted and election carts are currently running. We are in the process of creating a grid for the upcoming on-air candidate forums and setting up a schedule to run the recorded candidate statements as well as post them on our website. Ms. Harris and Casey Peters have also participated in two on-air discussions about the elections so far. We will continue to schedule these on-air opportunities for the election coordinators until the process is complete.

#### FINANCES:

WPFW continues to operate in the black despite shortfalls in our Fall 06 and Spring 07 pledge drives. Our reserves are in tact for now but we may have to tap them in 08 because our CPB funding is being used to assist shortfalls encountered by WBAI and other network deficits. We view this as a temporary situation and have no objection to helping our sister stations in a time of need. WPFW has needed such help in the past.

We are being careful about 08 income projections and expenditures because of stagnant or declining listenership among public radio stations. We believe we can overcome this situation by creating exciting new programming and overhauling our current program grid which we are scheduled to do before the end of the year.

**It is our intent to utilize the new website to pursue new revenue opportunities. To this end, I have volunteered to serve on a task force of Pacifica station managers and staff to examine ways of developing organization and business relationships that could translate into financial support without threatening the Pacifica mission. Such financial opportunities can no longer be ignored if we are to survive and grow.**

# **REPORT TO PACIFICA NATIONAL BOARD MEETING**

## **September 2007 – Berkeley, CA**

**By Duane Bradley-GM / KPFT – Houston**

### **Administration**

KPFT is ending FY07 in relatively good shape. The FY07 budget for listener support calls for \$1.245 million and current totals, as of August 31, show over \$1,148K income, roughly 92% of the annual goal. As of September 10, there is \$300K cash in the bank and we expect to carry over about \$275K into FY08. Membership continues to hover between 8,000 and 9,000, and listenership varies between 105,000 and 150,000 weekly, depending on the season.

The recent staff opening of the Development Department director position is in the process of interviews, with a projected hire date in October. We also are losing our evening operations coordinator and will need to find a replacement. Current staff levels equate to 8 full-time and 8 part-time employees.

The outstanding lawsuit against Harris County Appraisal District went to trial on August 6. The judge will issue a decision in the next few months. We continue to remain confident of ultimate success in this matter.

Security and safety issues have predominated since the shooting incident last month. Improvements to KPFT's control room window/wall have alleviated the immediate need to fix the damage in that room. We are in the process of determining what further technical upgrades are necessary and wise. Access control systems, video monitoring and other improvements are being considered and researched. We have also been looking into KPFT photo-identity cards as a probable necessity.

### **Development and Fundraising**

The Summer Sizzle mini-drive had a goal of \$135K and was exceeded by over nine thousand dollars. Over \$90K, or 66%, of the amount pledged has already been paid, as of September 1. Our Fall Drive has been set to run from October 22 through November 8, with a goal of \$350K.

Our 100K watt transmitter upgrade/HD conversion project continues to progress. Steve Brightwell, Chief Engineer, has completed the HD installation and the FCC notification filings were accepted on September 7. We are very proud to be the first Pacifica station to go HD and we are looking forward to the possibilities this will allow.

Our veteran Development Director, Donna Platt, resigned in June to become the Executive Director of the Houston Citizens Environmental Coalition. We conducted a



national search while our membership coordinator, Robin Lewis, has filled in admirably as interim development director.

### **Board Relations**

Overall, Board relations have improved. The Finance Committee met with key staffers to develop the FY08 budget and we are proud of the fact that KPFT has passed the LSB on time *and* was approved by the PNB. The Outreach Committee held a town hall meeting in August as part of the ongoing strategic planning process. In addition, the committee continues to represent KPFT at a wide variety of events and have now produced a second edition of "KPFT Voice," a newsletter to augment the KPFT outreach brochure.

I continue to work closely with the LSB Chair to move this process forward. Also, the continued utilization of Houston Endowment grant funds targeted toward board development and strategic planning requires a report back on our progress to the Endowment by September 30. We are planning a visioning workshop as part of this process for mid-October.

I have assigned key KPFT staff members to relevant LSB committees to further this process of collaboration.

### **Programming**

KPFT concluded this season with the third annual Summer Youth Program wrapping up at the end of August. Youth participants, ranging in age from 14-17 years old, did a wide variety of programming, including interviews with Afghan refugees, roundtable discussions on alternative fuels and debates on Affirmative Action. Also in August, in association with the San Francisco-based Freedom Archives, KPFT produced a special on political prisoners for Black August; the program was distinct in featuring the involvement of our youth program volunteers in script-writing and production. We also aired Black August segments produced by Thandi Chimurenga of KPFFK. In honor of the anniversary of Hurricane Katrina, KPFT aired a series of programming segments by local nonprofit, Surviving Katrina and Rita in Houston.

In September, KPFT hosted its third annual Labor Day special, produced by our labor collective. KPFT broadcast the recent Congressional Committee hearings with David Petraeus and Ryan Crocker, as well as the post-show, to much response from listeners. KPFT hosted a local program special for El Diez y Cinco/Seis de Septiembre (Central American/Mexican Independence Day). Furthermore, we collaborated with KPFFK in airing a special edition of their program Tibet Connection.

On the new programming front, KPFT's Program Council and management collaborated on the creation of a new environmental program and programming schedule adjustments. Finally, KPFT launched an online training video series to educate

programmers about best practices. Video modules, covering everything from technical to pitch trainings, are available at [kpft.wordpress.com/training](http://kpft.wordpress.com/training).

### **Community Relations and Outreach**

KPFT will be conducting a town hall meeting about immigration in conjunction with the upcoming 5<sup>th</sup> Annual Edward James Olmos Houston Latino Book & Family Festival. KPFT staffers and volunteers from the Outreach Committee as well as the program, Nuestra Palabra, are spearheading this exciting opportunity.

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 will air on Saturday evenings at 9pm as well as in a variety of promo and public service announcements.

KPFT is again presenting a free concert series running for 6 weeks from October-November 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. However, returning elections supervisor, Tucker Bradley, has resigned and a replacement will be on board by mid-month. Our events & outreach coordinator, Eddie Garcia, and his new assistant/intern from the University of Houston have been working very closely during this period to make this election process the most effective yet.

### **Technical**

KPFT's technical goals include the aforementioned HD digital conversion project. We will receive notice by the end of September on our Public Telecommunications Facility Program (PTFP) grant submitted in April. If approved, this upgrade will include replacement of most of the equipment in the on-air studio control room and production studio, the downstairs and upstairs news booths and the studio/transmitter broadcast chain. Money pledged to our Watts Up! Campaign, beyond that needed for the required CPB match (currently almost \$20K), will be available as matching money for the PTFP grant. Other areas of technical improvement are related to the security issues mentioned earlier in this report.

## **Quarterly Report to the Pacifica National Board**

**KPFA Interim General Manager, Lemlem Rijio**

**September 2007**

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### **Administration:**

#### Financial Position:

This year, KPFA has earned slightly less than budgeted, but has also spent less than allocated. We are forecasting the station will close the fiscal year with a surplus of a little over \$100,000.

One month from the end of the fiscal year, KPFA had \$1,358,235 in its bank accounts. If Pacifica pays out the CPB money due to KPFA on time, the station appears to be on track to end the fiscal year with roughly \$1,250,000 in cash.

KPFA's Fiscal '08 budget, approved by the LSB and NFC forecasts a decrease in listener support and proposes a reduction in expenses. At the meeting in Berkeley, we will have a more detailed financial report.

#### Compliance with FCC Regulations:

KPFA continues to be vigilant about compliance with the FCC's policies on obscenity, indecency and profanity as well as Payola/Plugola. While aware of the importance of our Constitutional rights, the management team continues to raise awareness among staff to observe compliance, while at the same time taking clear action against violations to ensure that KPFA's and KFCF's licenses are not jeopardized.

### **Programming:**

#### Special Broadcasts and Programming

These past few weeks have been studded with special programming achievements – kudos go to all of the incredible KPFA staff, unpaid and paid, who brought these productions together.

#### **The War Comes Home:**

Last week, KPFA launched its innovative multimedia project, The War Comes Home. The War Comes Home, which can be found at [warcomeshome.org](http://warcomeshome.org), features first-person accounts of US veterans who have returned from Iraq and Afghanistan and looks at the true cost of the US occupation for those in America. The project is set up so that people

can use social networking technology and interactive media to distribute the reports around the internet, embed the stories in blogs, and contribute their own experiences to the site. The website features audio, photos, transcripts, a blog on the politics of the Iraq occupation, and resources for veterans and activists.

The project is part of an effort to alert people about KPFA through the internet who would otherwise never find us and to build on the new media strategy that we launched with our revamped KPFA website. Upcoming stories will look at the plight of homeless Iraq War veterans, sexual assault of women in the US military, and the fate of Iraqi refugees who attempt to seek asylum in the United States. Carts will be running on air over the next several months as we launch new installments of the series.

The project has gotten an enormous amount of attention. In the last week, it has been featured on the number one blog site in the country and twice on a blog site in the top ten. Articles about it have been published in Common Dreams, and the producer of the first installment, Aaron Glantz, has been interviewed on many programs around the Pacifica network, as well as WMNF in Tampa, KAO in Denver, Air America with Thom Hartmann, and the interview requests continue to roll in.

#### **Katrina Second Anniversary:**

KPFA sent Hard Knock Radio's Davey D and Weyland Southon to New Orleans to report on the International Tribunal on Hurricanes Katrina and Rita. The audio that they sent back, and which was aired on the KPFA Morning and Evening News, the Morning Show, Hard Knock Radio, and other programs – was incredibly compelling and horrifying. The testimonials of New Orleanians laid bare what really happened to that city's poor people and people of color when the levees broke.

KPFA led the way in extensive reporting on the anniversary (which Democracy Now! also did, but in our wake). The programming that came out of that tragedy was a wonderful example of collaboration across the station and our programmers, particularly the members of Hard Knock Radio, have much to be proud of – and we're very proud of them.

On Saturday, September 8<sup>th</sup>, in a six hour broadcast that drew on a wide-ranging team of KPFA programmers, KPFA broadcast from the 6<sup>th</sup> annual Power to the Peaceful event in Golden Gate Park. Kudos go to the team that made it happen: Anita Johnson, Weyland Southon, Amelia Gonzalez, Andrea Lewis, Victoria Z, Esther Manilla, T-KASH, Greg Bridges, Mickey Mayzes, Frank Sterling, Oscar Hernandez, Chris Brown, Diana Martinez, Elena Garcia, Bonnie Bone, Michael Yoshida, and Jim Bennett.

#### **Petreaus Testimony to the House:**

KPFA funded and produced Pacifica's national coverage of General Petraeus testimony to the House of Representatives about the "success" of the troop build up in Iraq. The broadcast was hosted by Mitch Jeserich and produced by Esther Manilla, with technical production by Eric Klein.

KPFA brought to the air the voices of the protestors who continuously disrupted the hearings and were arrested and brutalized by the police. The producers of KPFA's broadcast coordinated in advance with the members of Code Pink, so that we knew when to go to them by cell phone in the hearing room as they staged their protest against this horrific occupation. Mitch, Esther and Eric did a fabulous job puncturing the official spin and providing consistently good journalism through a grueling eight hour broadcast, which started with an Iraqi blogger talking about the reality in Iraq and ended with a discussion of the privatization of Iraqi assets.

**Dr. Asa Hilliard Tribute:**

Last Monday, Walter Turner and Greg Bridges did a three-hour Africa Today special honoring the life and legacy of educator and historian Dr. Asa G. Hilliard, who died in Cairo on August 17<sup>th</sup>. Walter continues to do an incredible job bringing to the airwaves important topics that would otherwise not get enough coverage.

**Aimee Allison on Morning Show:**

We are very happy to announce our hire of prominent anti-war activist, journalist, Conscientious Objector and Green, Aimee Allison for co-host of the Morning Show with Philip Maldari. She replaces Andrea Lewis, who was awarded a Knight Fellowship. Aimee started on Monday, September 10<sup>th</sup>, and has been doing a terrific job.

## **National Technical Director    October 2007 PNB Report**

### **RECENT ACTIVITIES**

The main project I have been working on since the last PNB meeting comprises an integrated, multifaceted infrastructure system for real-time internet transmission of audio content. In other words, this project provides consolidated webstreaming capabilities at a reasonable cost with the following uses:

- Real-time high quality recordings for the Pacifica Radio Archives
- Lower resolution web-based archiving for the Sister Stations
- STL backup facility for local stations
- High quality audio streams for affiliate rebroadcast
- Multi-resolution and Multi-format audio streams

This is how this system would work:

The source audio would come directly from each sister station using a reliable inexpensive hardware device that would stream high resolution webstreams to Pacifica Internet servers for bit-rate and format conversions to lower resolutions for online listener archives and listener streams. High quality streams could be generated from the local station's initial stream and picked up by receive-devices, such as remote archiving computers or hardware receivers (for STL or Affiliate rebroadcast).

This system would also allow for the automated recording of local material that is an essential need for the Pacifica Radio Archives and will be a need for the Pacifica National Stream Channel that is to be part of the Licensing and Distribution project. Consolidating these processes in this manner will allow us to perform many tasks efficiently and reliably with one system. Because the system is modular it can be customized (so we can add or remove elements) to fit each station's needs.

I have been testing the hardware devices with engineering staff from our sister stations and found them to be reliable. I have had long discussions concerning (which features Pacifica needs) with the software developer who is writing this modular (stream-listener/converter/archiver/re-streamer) software package.

### **NEEDS FOR FURTHER TECH DEVELOPMENT**

As part of the many aspects of my job as the National Technical Director, I need to train staff (when needed), coordinate comprehensive hardware inventories at the local units, and the larger overall project of the needs assessment, which would be carried out with other members of the national staff in the areas of programming, web design, outreach and finance. For all of these projects, we need resources including the allocations of funds for travel and lodging to allow

us to move forward. In the case of the hardware inventory, we will need station personnel to help with the various tasks.

This year's budget crunch has curtailed my ability to travel to stations for training inventories and needs assessments, which has slowed the progress of all these projects.

In addition to more funds, I will need a reorientation of my current work activities. I need to concentrate on the projects that are the core of my responsibilities, rather than have to stream the PNB governance meetings. I have spent, in the last three months, an average of 57.5 hours a month streaming the 50 PNB and PNB committee meetings. Although this work is not specified as part of my job duties, I have fulfilled this function for the last 12 months, in addition to performing my full-time duties as the National Technical Director. I can no longer stream these meetings. The time I am spending on streaming takes away from the time I need to put towards developing the network's technical infrastructure. Moreover, the many meetings interfere with my personal time, expanding my workday beyond what is reasonable for one worker.

Just as important as adequate funds and the reassignment of streaming duties is the cooperation and investment for technological infrastructure at each of the network units. It is clear to me that some of Pacifica's operational units have invested though the years and now have well-planned technological infrastructures in place. They have created a technical environment in which they can accomplish their projects. However, each of these units have very different needs, and some are still struggling with their technological needs and will need to plan for technological infrastructure improvements. They will need the help of those units that have succeeded in creating a well functioning technological environment to meet these goals. My goal is to help foster a media community in which units share their experience and technological resources so Pacifica can build the sort of technical community that includes the participation of our many technically skilled people.

## **OTHER ONGOING PROJECTS**

In addition to all the day-to-day work I continue to collaborate with technical staff at the stations on such projects as the Arbitron Portable People Meter (which WBAI, KPFK, WPFW and KPFA have yet to install) and HD Radio Conversions, for which three of our Sister Stations (WBAI, KPFK and WPFW) have been awarded matching grants for the applications we submitted for these projects to the CPB in March 2007. Fundraisers to obtain the matching parts and remaining funds needed for these projects are being planned.

Pete Korakis and I have been working with management and technical personnel at WBAI to resolve some of their long-standing IT/technical infrastructure problems. We have made some recommendations, which they are implementing and we will be involved with WBAI as this evaluation process continues.

Sept 19, 2007  
PNB Technology Committee Report for Berkeley  
by Michael Woodson, Chair

August 15 Motion [Passed without objection]:

The PNB Technology Committee recognizes the critical importance of the Pacifica web sites for outreach, digital distribution, and revenue growth opportunities, and supports providing a competitive salary adjustment for the Pacifica webmaster, hiring of a part time system administrator as approved by last year's PNB, and a job title change to "Internet Project Manager" for the webmaster to recognize his expanded responsibilities.

Sept. 19 Motion [Passed 7 yes, 1 no, 1 abstain]:

That Pacifica hire a part-time person to be responsible for the recording and streaming of PNB meetings (both full and committee) under the supervision of the National Technical Director. The person must have access to a hybrid module (Gentner or equivalent) and at least a 2-channel stereo mixer, as well as a computer with broadband internet connection, and must have the necessary skills to perform the work.

Cost for labor has been estimated by the National Technical Director to be approximately \$1,000.00/month. Funds for this position shall be allocated to the PNB budget.

Rationale for motion based on statement from the National Technical Director:

I need to concentrate on the projects that are the core of my responsibilities, rather than have to stream the PNB governance meetings. I have spent, in the last three months, an average of 57.5 hours a month streaming the 50 PNB and PNB committee meetings. Although this work is not specified as part of my job duties, I have fulfilled this function for the last 12 months, in addition to performing my full-time duties as the National Technical Director. I can no longer stream these meetings. The time I am spending on streaming takes away from the time I need to put towards developing the network's technical infrastructure. Moreover, the many meetings interfere with my personal time, expanding my workday beyond what is reasonable for one worker.

General Committee Comment:

Every PNB member fully supports investing in digital technology. We all know it is imperative for each station's survival that we put money in technology. The importance of technology is a commonplace understanding of us all. We know what needs to and will come to pass. Why aren't we acting on it? The PNB must appropriate the requested, relatively small investment of money, time and resources for the FY08 budget. It is irresponsible not to act. The PNB must take a lead in financing technology if the local stations are to survive.



## ***CURRENT STATUS OF INTERNET DEVELOPMENT***

During FY07, important strides were made in key areas for national Internet and online services. In some ways, this past fiscal year witnessed a “**quantum leap**.” Advances are listed below, together with some highlights of the process of our Internet development since we began rebuilding the network in 2002.

These highlights reflect a wide spectrum of projects, tasks, or crisis that have been addressed since I serve to fill in many invisible gaps in our infrastructure, while also building it. As national staff, I work as part of the national team that ensures that daily operations run as smoothly and consistently as possible, providing a **safety net** for the network. My tasks range from operational and technical to marketing or entrepreneurial tasks, as well as represent Pacifica on panels at conferences to promote Pacifica.

\$ indicates an Income generating, or money saving service or action

\* indicates a New Service or action taken

! indicates an Emergency, or crisis solved

- **2007 September – Mobile Pacifica.org** was made available. This allows users with portable devices, like PDA, or cell phone’s equipped with Internet access to more easily view our website, without any annoying horizontal scrolling, or the heavy graphics associated with the normal public website (see image of Pacifica.org on a cell phone, to right). [ \* ]
- **2007 July – Relocation of AudioPort.** After 3 years of service at one location, AudioPort.org was moved to a better server. This move increases the hard drive capacity, server speed, and will save Pacifica thousands of dollars each year. It represents a savings of about 75% in fees per month, in an area that used to represent the highest operating expense. [ \$ ]
- **2007 June – PacificaFoundation.org** was launched. This site includes 3 separate sites in one: one for the National Office, one for the PNB, and one for the Pacifica Elections. [ \* ]
- **2007 March – New features added to Pacifica.org.** New features, include the links to over a dozen of the most popular Social Bookmarking websites (del.icio.us; dig.com; technorati.com; and more); an embedded Flash audio player which provides quick uninterrupted streaming of our audio files; and adding a public commenting system where the public can provide us with their thoughts and feedback per segment – all three of these are key components to building online community. [ \* ]
- **2007 January – new Pacifica.org** was launched. This new site is built on a Joomla framework (an award winning open source Content Management System), and the radio content, is managed by a custom tool (called the Program Guide), which provides a way for Pacifica producers to present the audio and text content of their programs, on our websites. This will develop Pacifica.org into a content rich website, presenting news, public affairs, and cultural programming from across the Network, attracting the public, allowing for cross-fertilization of our programming, and achieving high Search Engine rankings. Both Joomla and the Program Guide are freely available to the sister stations, meaning our local station websites can offer the same information and features, with a unique look and



feel and not each have to pay for the development cost independently. This site software boasts several key Web 2.0 features like a “Tag Cloud” and interactive features. Prior to this, Pacifica.org was not a dynamic website, had far less features and less ability to find programming. [ \* ]

- **2006 – WBAI’s streaming** services provided by National staff. When WBAI stopped streaming, in early 2006, I responded to this emergency by establishing five different public streams (in three different speeds and two different formats). Today, these streams still originate from my office, and are sent to a streaming server, providing the public with WBAI’s online sound. For over 18 months, all of the public online listeners, and every dollar raised from listeners beyond the WBAI signal, have been the result of these efforts. Prior to this, WBAI had only 1 stream, none in stereo (now there is a 128k stereo), and none in ogg (now, there are 2 ogg streams). [ \$ ! \* ]
- **2005 – PacificaNetwork.org** was launched. This was the first of a coordinated effort to build a multi-site strategy to expand Pacifica’s Internet presence, and fulfill all of Pacifica’s Internet needs. PacificaNetwork.org is for Pacifica news, outreach and marketing, and presents Pacifica as a National Network. New affiliate clients come in regularly through this website. [ \$ \* ]
- **2005 – Ku Online Streaming** was launched. All programming on the Pacifica (Ku) Satellite, became accessible to all stations with an Internet connection. Prior to this, all new affiliates needed to buy expensive satellite equipment, which was a barrier for many stations and impossible for some LP-FM and Internet station. [ \$ \* ]
- **2005 – Online Attack Prevention and Management.** With over 150,000 hack attempts on the Pacifica.org web server annually, the server was hacked 5 times in 2005 (note: a very low percentage of attempted hacks actually penetrated our security system). Despite these security breaches, no serious web data was compromised and all site services were restored within a few hours due to proper backup systems put in place. Since February 2002, Pacifica.org has been publicly accessible for over 99% of the time. [ ! ]
- **2004 – The Pacifica AudioPort** was launched. With AudioPort, sister stations are able to collaborate and coordinate programming; local producers became empowered to distribute their own work themselves, nationally. Pacifica gained the needed technology to continue as a viable program distributor as the Ku Satellite Technology becomes obsolete in the 21st Century. Today, this online distribution method is Pacifica’s baseline technology for distribution. The AudioPort is also far more cost effective and flexible than the prior methodologies. [ \$ \* ]
- **2002 – Web Traffic Statistics** began to be compiled. This allows us to look back and gauge growth by multiple key Web Traffic indicators, such as Total Visitor, Total WebPages Viewed, Average Daily Visitors, and Average Daily WebPages Viewed and Average Pages Viewed per Visit. Prior to this, no web usage data or statistics existed for Pacifica.org.
- **2002 – Online Merchant Provider** was found to facilitate all National Office credit card transactions. To this date, these processing rates are either better than or very competitive with all current prices – meaning tens of thousands of dollars in savings of compared to other vender’s fees. All our mailer and online donations are processed using the online tools created via this vendor relationship. Prior to this, there was no such National Office relationship. [ \$ \* ]

## ***DEVELOPMENT FOR THE NEXT 6 MONTHS***

There are several key areas that need to be addressed before we will have established our role as a progressive media network in the area of Internet technology. Here are projects and tasks currently being worked on or scheduled to begin in the near term:

- **AudioPort 2.0** - Having formally begun in mid September, AudioPort 2.0 will be ready for Pacifica staff, clients and the public by mid-November. This is the first time any new services or significant improvements have been made to this site.

Long requested or recently emerging needs will be addressed. The most important addition will be specific podcasting features, for stations to more effectively use with their automation systems. This provides Pacifica with the audio, and user access control we need, while at the same time making automation more achievable for our stations and clients.

Additional tools will allow individual users to rate, and provide their feedback on all programming. Finally, the AudioPort will receive a fresh new look, and will include a new feature which may allow for new types of affiliates (new revenue source for the Pacifica Affiliates program).

- **Program Guide “How To”s and Staff Training** - Now that the new Pacifica.org software is primarily in place, the main task associated with the site in general, or the Program Guide specifically, becomes the focus on attracting producers who are or may be interested in providing their content to the site. This means creating the appropriate “How To” documents, and beginning a virtual “Training tour” around the network.

My hope is to have the most motivated producers from 4 or 5 of the sister stations and PRA (\* KPFA.org is currently using their own similar system) using the Program Guide. As with the release of the AudioPort, the “How To” documents will be distributed as widely as possible. With the help of the local station management, we will schedule meetings with the producers to start introducing and training the programmers who are interested.

Modest participation is expected initially, but 12 to 18 months from now, the intention is to have about 10% of our programmers using the Program Guide on a regular basis – this would mean about 50 different programs being added every time they air.

- **Program Guide and Joomla Improvements** - There is one key piece missing currently in the Program Guide. As of now, the necessary database synchronization does not happen. Some additional work will be needed to complete this feature if we are going to use the Program Guide on the local stations websites.

Database synchronization is needed so that when a producer enters their program information at Pacifica.org, this same information can appear on the local station websites, assuming they use the “Joomla and Program Guide” combination of web software – KPFA and WBAI already use Joomla (and KPFT was considering it last I knew).

Also, as we further our Licensing and Distribution efforts, additional work on the Program Guide will be needed to allow us to include the proper licensing information needed to achieve what we want to. All of this work is done with an awareness that future expansion will be done, so the process in development always takes this into account.

## ***Other Needs and Possibilities***

Below are some of the more ‘high profile’ or highly requested projects or needs – though I certainly appreciate and support these requests, my experience tells me none of the following can be successfully accomplished without any additional resources (I discuss what is needed in “Part 3” of this report).

- **“Pod safe” Music Library** - This is a new proposal which aims to serve several purposes, and will be particularly important for two separate, active Pacifica projects: our existing “mp3 archives” and our Licensing and Distribution (L & D) efforts.

A “Pod safe” Music Library will make music that can be legally distributed via podcasts, and in our mp3 downloads, easily available to our staff. It will put at our staff’s fingertips the ability to find music by topics, genres, or artist, that they can incorporate into their programs, yet still make their programs Podcast-able and allow them to take advantage of the L & D options Pacifica is going to make to them.

Many artists and musicians who do not have major record deals are interested in distributing their music to progressive radio stations like our sister or affiliate stations, and in providing them with a vehicle to distribute their culture work, Pacifica fulfills its mission: “...to offer performance facilities to amateur instrumentalists, choral groups, orchestral groups and music students; and to promote and aid other creative activities which will serve the cultural welfare of the community.”

Finally, this could also become a key component in establishing a Pacifica record label or make music compilations available to our subscribers as premiums.

- **Licensing and Distribution** – I support the PNB Licensing and Distribution (L & D) initiative and task force. I appreciate how important this project is to the current PNB, and similarly, appreciate the efforts made by many members of the LSB, PNB and staff over the past year, including the work that Rob Robinson has been doing. This project will transform Pacifica’s online presence. My limitations in participating in this area have in no way been due to lack of enthusiasm, but only reflect my own limited time and resources.
- **E-Commerce** - New fundraising avenues are needed, and online efforts are a critical venue for this. I have identified open source (free) e-commerce solutions for building e-commerce components to our website. There are at least two main options; one is adding revenue services to the Joomla/Program Guide software package, the other is developing a network wide e-commerce and donation website such as SupportPacifica.org.

A serious issue that cannot be overlooked is security. Our websites are attacked by a large number of attempted hacks. We must invest in buying or developing a “bullet proof” e-commerce solution. For these to properly function, we must also invest in a modest amount of additional resources for maintenance and development in these areas. It would not be wise to overlook this and risk security breaches involving credit card and other personal information.

## ***What Is Needed – and What Will Be Done With It***

Below is what is needed to improve overall quality of service, reliability, and be able to take on additional projects. The following are needed if we want to stay at this level, or do better online in FY08; and what will be done with it:

### **System Admin**

- In a nutshell, this System Administrator's primarily focus will be on server integrity and software upgrades.
- This individual will bring improvements in several key areas, including: email, Joomla and Linux upgrades, site back-ups and overall server availability.
- With this individual in place, I can then focus on several key areas, with greater success: marketing and building our web traffic; increasing our revenues online; and better Internet tools for our staff. Here is where more of my focus is needed:
  - E-Marketing – Leveraging the built in tools and Search Engine abilities of the new Building Pacifica.org to bring us new visitors from various online communities.
  - E-Commerce – Adding a new application to the Joomla/Program Guide combination, formally introducing an application with a great track record, CiviCRM. This application will allow us to create e-mail campaigns, and others tools which will help convert new visitors into new membership.
  - Improve Overall Quality of Service – Given the high level of needs, and occasional emergencies, I unfortunately have to let some of the less urgent tasks fall by the side. This added help will allow me to refocus on all priorities.

### **Specialized Consultants**

- An estimate of between \$15 to \$20K will be needed to develop the Joomla Program Guide combination further and to possibly address some additional AudioPort needs. A tremendous amount of advances and improvements can be made with this modest amount
  - E-Commerce and CiviCRM – in order to integrate this powerful membership and donations application with the Program Guide, and Joomla, we will need to work with some of the core CiviCRM developers to accomplish what we need. Note this e-Commerce solution will be made available to our sister stations, after it has been modified and is well integrated with Joomla. In addition to Pacifica's NO, both WBAI and KPFT management have expressed interest in such solutions, and maybe other stations as well
  - Program Guide and Joomla – As more staff, and ultimately our sister stations begin to use the Joomla Program Guide combination for their websites, further features will be requested, and inevitably bugs will be found that will need to be corrected. In all, some modest work will be needed on the Program Guide in FY08 (beyond what I mention previously, in the first part of this report).
  - Further AudioPort features may be needed to complete the AudioPort 2.0 roll-out, of particular concern are also some of the new features, and bugs associated with them.

### **A Continued Focused PNB Tech Committee**

This year's PNB represented the first time a Technology Committee met on consecutive months, and the first time a Technology Committee met more than 2 times over the course of a respective PNB's tenure, since 2002. Thanks to all of the LSB and PNB members who participated, and especially thanks to several particularly motivated PNB members lead by the committee's convener, Michael Woodson.

- If you are currently on the Tech Committee – please consider coming back next year for Committee Continuity!
- This year's dedicated “core” of committee members have helped to give me hope in a situation were I was losing all of it – thanks to the entire Tech Committee 2007

To the Pacifica National Board:

This is to provide you with an update on points of progress on the Digital Distribution project.

### **Podsafe Music Library**

- Jon Almeleh, Pete Korakis and I met with Ken Freedman and Liz Berg, or WFMU (90.1FM in Jersey City, NJ) to discuss their podsafe archive of royalty-free, licensed and public domain music (this archive has been in place for years: in 2006, they were awarded a \$400,000 grant for the project from the Rockefeller Philanthropy Advisors).
- Eva Georgia designated KPFK Operations Director, Zuberi Fields, to liase with us on the project
- We've had implementation meetings with KPFK staff and Creative Commons
- We drafted an artists' release for the recording and an agreement to license the material to Pacifica via *Creative Commons* (by-nc-sa 3.0) license; it's been shared with Dan Siegel and we will incorporate his comments in the final document
- We've made contact with *Future of Music Coalition* about this project, in order to open doors to the progressive music community

### **Infrastructure**

- We've itemized hardware and software required to begin digital distribution
- We've identified software programming that will assist us automating how we assemble local station program content for web casts
- We're completing budgets for the above that include added bandwidth, hardware, software and software development
- *Internet Archive* ([archive.org](http://archive.org)) has agreed to host program content, help us in problem solving, and proposed how they could digitize and make searchable the Pacifica Radio Archives (they would not require Pacifica to surrender any rights; the Internet Archive is currently digitizing 500 books per day for their library project)

## **Donors**

- Creative Commons has put us in contact with the MacArthur Foundation
- We have also initiated contact to the National Endowment of the Arts, the Vanguard Foundation and smaller foundations that have a history or knowledge of Pacifica
- We are discussing efforts to raise funds for digital distribution with one individual from the East Coast and another from the West Coast – both of these folks have a history of involvement with Pacifica
- We have also targeted the Open Society Institute, Hewlett Foundation, and possibly Red Hat, as possible funders and are exploring ways to bring this project to their attention, in hopes that we can identify specific funding approaches

## **Producer Agreements**

- We are working with our legal counsels, Dan Siegel and John Crigler, to finalize a draft of the producer agreement
- We hope to propose this to the PNB for approval at the upcoming meeting
- *Creative Commons* has offered to help us develop mock-ups for the Pacifica web site that will help producers understand their rights and the conditions of Creative Commons licensing

## **Best Practices**

- Creative Commons has agreed to work with Pacifica in engaging in a series of case studies, to enable us to set practices and guidelines on matters pertaining to copyright and intellectual property
- Paradigm cases we have identified include: news programming, book, movie and arts review shows; poetry, literature and dramatic performances and readings; educational programs featuring multimedia content; licensing problems relating to media; speaker release policy and problems; redistribution of recorded speeches; music programming: featuring commercial and live recordings; and Pacifica Radio Archives cases-in-point.



## Communications Plans

- We feel Pacifica should announce its move towards a “broad media commonwealth” by unveiling an ongoing series that explores the nexus developing between the internet and internet technology, media and democracy. This series should tap the participation of hosts and producers of Digital Village (KPFB), Technology Bytes (KPFT), and The PC Show and Off the Hook (WBAI)
- It should likewise feature the voices of visionaries including: Lawrence Lessig, Brewster Kahle, Mike Bracy, Robert McChesney, Pete Tridish and Hannah Sassaman, Jeff Chester, Brad Templeton, Richard Stallman and Ken Freedman
- Since these individuals and organizations operate newsletters, blogs, and other media, providing a broadcast platform for their perspectives on internet, intellectual property, media and democracy issues will have a ripple effect across the internet and, as they are distributed via Creative Commons licenses for noncommercial use

## Resource Partnerships

- As I noted in my report to the PNB in July, the Internet Archive ([archive.org](http://archive.org)) has joined Creative Commons in serving as a resource partner to Pacifica on this project
- We have also approached the *Future of Music Coalition* (“FMC”) and are meeting with them to discuss our common goals and interests

Since I last reported to the PNB, KPFA has put together a trailblazing project ([www.warcomeshome.org](http://www.warcomeshome.org)) built around the reporting of Aaron Glantz, telling the stories of some of the 1.6 million Americans who have been engaged in the wars in Afghanistan and Iraq. All the project’s audio segments are available for redistribution on the internet via the Creative Commons Attribution-NonCommercial-ShareAlike (by-nc-sa 3.0) license and the project uses podsafe music exclusively. I mention this purely to give credit to KPFA, Aaron Glantz and the staff and musicians who produced this marvelous piece – and to point out that the efficacy of Creative Commons licensing and podsafe music is becoming more current in broadcasting.

Currently, I am engaged in finalizing the outline for the strategic plan that I will present to the PNB and my ongoing attempts to bring funding discussions to fruition.

Respectfully submitted,

/ s /

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PACIFICA RADIO ARCHIVES:  
REPORT TO THE PACIFICA NATIONAL BOARD

**Submitted to National Office**  
**By Brian DeShazor, Archives Director     September 20, 2007**

### Overall Summary

The Pacifica Radio Archives (PRA) completes FY07 having served its mission, offered critical services to stations, met preservation and access project benchmarks, premiered *From the Vault* to an international audience, and began production of PRA's November 27<sup>th</sup>, 2007 Pacifica national on-air fund drive. As the Pacifica Foundation faces decreased revenues, the Pacifica Radio Archives has begun meetings with national office to increase funding resources that don't compete with station revenue. It is vital to ensure these meetings result in action items in order to secure continued preservation success.

### Collection, Preservation & Access:

PRA's long-term Preservation and Access project is on-going with supplemental grant funds from the National Endowment for the Arts (NEA-\$15,000) and the GRAMMY Foundation (\$39,000-two year project begins October, 2007) and continued support from Pacifica station listeners, PRA supporters and the Pacifica Foundation.

In September, 2007 PRA received digital copies (CD) of 270 master tapes from Safe Sound Archive in Philadelphia following special preservation processing. In addition to the NEA funded programs, included were recordings from the "Sound of Soul" catalog, funded by individuals (adopters), and the 1968 anniversary project tapes (Foundation funded). Critical work on the Public Access Catalog database is complete and has been implemented on PRA's website. This brings PRA to a new level of records access capabilities. [project details:

[<http://www.pacificaradioarchives.org/projects/techreports/coyle.pdf> ]

This September PRA completed this phase of the long-term (*Folio*) digitization project, scanning, transcribing and uploading five (5) historic station program guides online for public access. [<http://www.pacificaradioarchives.org/projects/folios/index.html>] These are unique cultural artifacts that have become a contextual asset & finding aid. The historic station program guides *Folios* create another significant access point to the collection. Mailed to station subscribers, the monthly *Folios* included station schedules, program descriptions and credits, as well as visual art and essays by prominent political and cultural figures.

Last week PRA introduced its new (Studer 880-A) playback machine to the offices and is already in use transferring delicate, fragile tape at the highest standard. Reel-to-Reel playback machines required for tape transfer are no longer manufactured which creates a challenge in acquiring it. Although this is a positive development, it doesn't completely solve the challenge considering the volume of tapes needed to be transferred in an ever shortening span of time. PRA will have to *find* funds to outsourcing tape transfer to achieve the overall migration of analog tape to digital formats.

## Programming

PRA began production meetings for the November 27<sup>th</sup> Pacifica national on-air fund drive and will present a 19 hour marathon broadcast that will preview the 1968 project to the Pacifica listener. In the works are programs on the Black Panthers, Malcolm X, The Nixon White House tapes, Feminism yesterday and today, Music and more...

PRA's weekly radio series, *From the Vault*, now in its second year of production will expand its listening audience beginning in September 27th, 2007 to a worldwide audience on BBC Radio 5. PRA welcomes BBC journalist and program producer, Joanne Griffith, to the archives who will produce the program for UK listeners.

[<http://fromthevaultradio.org> ]

PRA Senior Producer, Mark Torres, traveled to Tennessee to represent Pacifica Radio at the Highlander Center's 75<sup>th</sup> Anniversary celebration. Highlights were distributed via audioport.org to Pacifica stations and affiliates.

## Station and Affiliate Services

PRA introduced a new premium gift to the stations this past summer. *From the Vault: the first 50 hours on MP3 format* helped raise over \$100,000 for KPFA, KPFK and KPFT collectively. PRA continues to hope that stations will include the program series in their regular broadcast schedule and post information on their website.

PRA services to Pacifica-affiliated community radio stations include: providing programs for broadcast and premium use, fulfillment of premium orders, archives research, and administration of contract fees. The PRA Affiliate Program, now in its third year under the supervision of PRA outreach coordinator, Shawn Dellis, continues to see steady growth in building revenue for the affiliate stations and PRA.

## Funding & Budget

The increasing deterioration of the historic collection (reel-to-reel masters) creates an urgency to migrate as many programs to new digital formats as soon as possible. The expenses for equipment and outsourcing have increased exponentially over the past five or six years which have led to the multi-platform approach to funding exploration. New funding sources are critical to identify and actively pursue in order for the overall preservation of the historic collection to be realized. As CD sales figures plummet (from \$190K in FY03 to less than \$28K in FY07), it is vital to devote more direct attention to funding sources such as the development of a long-term major donor program. PRA looks forward to continuing discussion with the foundation leadership to actualize some of these projects.

## Challenges

PRA has had numerous assessments of the physical plant which have resulted in recommendations for more storage space for the tapes and appropriate studio space for preservation and workspace for tape processing and offices. *The PNB is therefore encouraged to include this critical issue on the next PNB agenda.*

As reported to the National Sound Preservation Board of the Library of Congress, the overall need on a national basis is funding for a community of interest to work out common solutions to problems of -- long term preservation media standards; cataloging and description (including appropriate subject terms and metadata); multiple/appropriate storage for masters; copyright/use issues.

PRA's core mission:

PRA supports the mission and goals of Pacifica Foundation. In doing so, the PRA will appraise, collect, organize, describe, preserve, and make available for research and reference - the past, present, and future creative work generated by, or produced in association with Pacifica Radio.

PRA's key duties:

Collection management: Collecting, cataloging, preserving, maintaining, and making available the program legacy of Pacifica Radio. Station services: Producing "premium" (fundraising) programs for Pacifica stations and affiliate stations; original program production. Reference services: Providing historic Pacifica programs, and program materials to Pacifica stations and affiliated stations and to Pacifica producers; as well as to libraries, educational institutions, authors, scholars, artists, journalists, documentarians, researchers, and individual consumers (among others). In 2002, PRA added the duties of developing and actualizing new funding mechanisms to support its core mission.

## General Admin

Archives Staff:

Brian DeShazor – Archives Director (FT)

Marianna Berkovich – Business Manager (FT)

Mark Torres – Operations Director and Senior Producer (FT)

Edgar Toledo – Production Coordinator (FT)

Shawn Dellis – Office Administrator and Marketing Coordinator (FT)

Arline Chang – Sales Administrator (PT)

Huanani Singer - Producer – (PT)

Cataloger – (FT-open position)

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## **OUTREACH / AFFILIATES DEPARTMENT**

### **Report to the PNB / September 2007 Ursula Ruedenberg**

#### **End of the Year Results:**

- 130 affiliates
- Total affiliate income for FY07 will be approximately \$205,000.
- To date, affiliate contracts for FY08 total \$221,000.
- Projected income in affiliation fees by end of FY08 is more than \$225
- To date, zero attrition during FY08 contract rollovers

#### **Current Objectives:**

- ✧ Establish national coordination with Sister Stations and PRA for outreach in FY08.
- ✧ Develop marketing strategy for FY08. In particular: Election-year coverage, Radio For People, and Democracy Now Internet Language.
- ✧ Enlist new affiliates and explore other client options for Pacifica. FY08 affiliate goal: 150.
- ✧ Develop international affiliate relations.
- ✧ Continue effectively serving affiliates' needs and building good network relations.
- ✧ Key role for Pacifica in developing community radio for more equitable distribution of media for social and economic justice, especially for people of color and people with low incomes.
- ✧ Continue to provide coordination services within the Pacifica Network.

#### **Overview:**

Recently, it has been a priority for me, as coordinator for the Affiliates Program, to work with the PNB Affiliates Task Force and the Executive Director to lay down groundwork and find resources for future marketing and national outreach. This is a must for our growth and economic survival. It is time to create firmer footing for these functions and also to revisit the role of the Affiliates Program.

Since 2002, the Affiliates Program has been operating in many ways as a pilot project. When the reconstruction of the affiliates program was proposed to the iPNB in 2002, our goals were limited. The main focus was to establish a program that would be responsive to clients' needs and pressing grievances. Most affiliates had left Pacifica prior to this and it was essential to repair relations for their return. Paramount were affiliates' demands for a fairer and more collaborative relationship.

At the Affiliates office, we focused first on responding to these concerns and have consequently, enjoyed rapid, consistent growth. Having achieved stability and success, we can now revisit the program to develop it into a department of Pacifica National so that it can grow securely into a useful arm of our national infrastructure. It should rely less and less on my person but embody Pacifica's collective intentions and visions for national outreach.

Work done this year by the Affiliates Task Force laid substantial groundwork for this. It has also laid down the tracks for a rich and enjoyable collaboration between national staff, the PNB, LSBs, and other volunteers. This creative partnership will facilitate future growth. Special thanks and recognition must be given to Affiliates Director Rip Robbins, who has provided exceptional leadership for the task force this year as chair. Many thanks, also, to the members of the PNB who have recognized the value of this Task Force's work and ratified their initiative to develop the Affiliates Program into an Outreach Department.

This new Outreach Division is planned as a department of the National Office, not as a separate unit. Its work is meant to be done cooperatively with the sister stations, providing network-wide coordination of outreach efforts, and be a public face for the Pacifica Foundation on a national level (among others). The National Outreach Department is not intended to replace or dictate any sister stations outreach initiatives. Each of the sister stations and PRA continue to be unique in its outreach efforts, but a national Outreach Department will be of help to the stations. It can help make necessary connections that bring us together as a network to market Pacifica's national network presence.

There has been some concern that developing an outreach department will take away from services to affiliates. I would like to clarify: As the affiliates coordinator, my work has always included much more than serving affiliates. I work as part of the national team that provides daily network coordination to the sister stations and the affiliates, as well as to plan and build infrastructure. This national team includes Technology, National Programming, Finance, Development, PRA, and Elections, among others.

I perform many tasks required for network coordination, planning, and building infrastructure. Currently, I already do various types of national marketing and outreach. Establishing an Outreach Department at this time serves to recognize work that is already happening and builds on that. Giving it a recognized and visible place in the organization will contribute our success. Many thanks to the PNB for making this possible.

### **Outreach:**

Pacifica has helped make community radio history during this past summer with the national Radio For People Campaign. Due to other national outreach efforts and a publicity spot on Democracy Now, we reached and nurtured viable applications across the country for new community radio licenses that would have otherwise gone to conservative religious broadcast networks.

Outreach has been organized through the Affiliates Office, via weekly support conference calls hosted by Pacifica, and by two Pacifica field workers who have been driving around the South since July, like old-time union organizers to communities from Virginia to Mississippi. Due to our nurturing, people in these communities will be filing for and building community radio stations in Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi, Louisiana, and Tennessee. Most of these stations will be run by and serve communities of color and the rural poor.

Radio For People is good marketing as well as good organizing. In recognition of our Radio For People Campaign, one particular Pacifica affiliate has voluntarily raised its yearly fee from \$6,000 to \$10,000. They explained that this is their way of "supporting the work Pacifica is doing on behalf of community radio."

Friday, September 21, 2007

To the Members of the Pacifica National Board:

Since the Programming Committee's last report, we have continued to work closely with Nathan Moore, the Network Programming Coordinator.

Our efforts focus on local station progress in implementing the Network Programming Policy, specifically:

- conducting local station program evaluation;
- funding local station program production and development;
- bringing new voices on-air at local stations; and,
- developing a national program to complement Democracy Now!

Progress in the first three areas appears to be stalled. We gather that the Operations Collective does not oppose the development of a new national program, but has been unable to agree on a format or the development of pilots that might stimulate greater local station participation.

We are concerned that the following internal conditions continue to envelop the Pacifica network:

- audience and revenue growth remains flat, or shrinking
- the network has no organizational goals for growth or
- milestones and benchmarks for progress
- Network-wide, our capacity to produce news and informational programming, documentaries and specials continues to erode, while,
- Pacifica's need to define itself before the listening public and put a public face on the network increases in urgency

We ask all of the five local station Program Directors to respond to our invitation to join with us in these discussions.

We ask the PNB to consider that programming is a strategic tool which, if exercised, can lead to growth at all local stations and operating units – both in terms of membership support and audience growth. Certainly the recent efforts of Pacifica's Affiliates Program and the Pacifica Radio Archives have raised awareness, gained new national and international audiences and generated new revenues for Pacifica.

Respectfully submitted,

/ s /

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**REPORT TO THE PACIFICA NATIONAL BOARD**  
**Network Programming Coordinator, Nathan Moore**  
**28 September 2007**

It has been less than two months since Pacifica's last in-person national board meeting – in fact, just seven weeks as of my writing of this report. In early August, I was fairly busy with the details of moving my household to the DC area, and in late August, my wife and I took a vacation for a week. Since early July, cash flow problems within Pacifica have essentially cut off my budget for funded national programming. Given these reasons, my report will be relatively short compared to my other missives this year.

**TOWARDS A NEW NATIONAL PROGRAM??**

In Los Angeles at the PNB meeting, station program directors, general managers and national staff expressed significant interest in developing a new national program. Though we faced a number of issues to be clarified and worked out, I don't think I was the only person who left the meeting excited by the possibilities, confident that we could work something out in time for the FY 2008 budget cycle, and looking forward to launching a terrific show in the coming months.

I have spent much of my time since the LA meeting working on this project, trying to bring the stations into some kind of agreement. The Operations Collective met a couple times in August to talk specifically about a new national program. At our first meeting, two primary ideas for national programs were discussed at length:

1. WPFW/Ron's idea: A national news magazine with production rotating among the stations, each sister station heading up one day per week. Very decentralized, but with a standard format across the week, agreed-upon editorial priorities, and weekly meetings to coordinate production.
2. KPFA/Sasha's & Lemlem's idea: A national dialogue-focused program; a talk show with call-in component. Hitting listeners with a different format than DN. Developing some possible channels for local station involvement.

Discussion ensued. By the end of the first (Aug 16) meeting, there was some good movement toward a possible hybrid - with a bit more pre-produced news magazine content produced on a rotating basis in the first half (~10-15 min), followed by a live interview; the second half would continue the interview with call-in component.

However, in our second (Aug 29) meeting, it all fell apart and we hit an impasse. I tried to broker some kind of compromise, but it didn't work out. At the end of two hours, one station continued to argue for the first format; two stations were committed to the second format; one station was not present, but had been somewhat on the fence earlier; and one station argued against developing any new daily show at all.

## **ASSESSMENT OF THE DISCUSSIONS**

To be blunt, I am not confident that the stations will come to an agreement on crucial basic questions before budget decisions need to be made for FY08. We can't even get all five stations to agree that a new daily show would be desirable. Among the other four stations, we **do** have agreement that the show should be national in focus and be able to build audience and revenue. We were approaching consensus that a single host would be a good approach. But basic issues of format, organization of the production, and editorial content remain completely unresolved.

Given the discussions we've now gone through at the management level, I am not hopeful that the stations will ever agree to gamble on the same bet – that is, collectively put their efforts into one new program they all voluntarily agree to. I could see the other stations picking up a show after it has proven itself to be a good audience builder and fundraiser, but I have my doubts about whether a national launch will come to pass.

I could, of course, be wrong. I continue to do my part to develop and build national programming infrastructure as well as network esprit de corps. As these grow, perhaps the stations will one day be more willing to work toward a common programming initiative. It's where I put my hope and my labor – that acting, operating, and performing as a network in small but real ways may one day allow us to act, operate, and perform as a network in bigger, more central ways.

## **RECENT AND UPCOMING PROGRAM SPECIALS**

In spite of the current lack of funds for national programming, we have managed to produce a number of very good program specials at no- or very low-cost. Still, I hope funds will be available in the coming fiscal year for dynamic special programs that we are unable to produce without a decent budget.

In August, network stations aired Margaret Prescod's excellent program, "Racism and Injustice: The Trials of Mumia Abu-Jamal," downloaded 26 times from Audioport.org. The program was praised by listeners in each of our signal areas and tied in well with stations' Black August programming.

Speaking of Black August, I helped coordinate and distribute some Black August productions based at our sister stations. KPFT produced a half-hour special, "Three Political Prisoners," in collaboration with the Freedom Archives. Thandi Chimurenga at KPFK produced 18 one-minute "Black August Resistance Moments" for network distribution. Each of these were downloaded from Audioport about a half-dozen times.

Mark Torres from the Pacifica Radio Archives went to Tennessee over Labor Day weekend for the Highlander Folk School's 75th Anniversary. Highlander hosted three days of singing, dancing, storytelling and strategic discussion to celebrate the Center's leadership in the struggle for justice. Highlander's history spans labor, civil rights, immigration, LGBT, and Appalachian people's struggles; Mark uploaded hours of interviews and sounds from the celebration.

On September 10, KPFA housed a national broadcast of the Petraeus-Crocker report to Congress on the status of the occupation of Iraq. In spite of the short notice (due to the vagaries of

scheduling Congressional hearings), KPFT also carried the hearing, as did some affiliate stations. Analysis interviews from the post-show were made available that night via Audioport.

We currently have two upcoming programs in production: Mo Roberts (KPFT) is producing a half-hour on the burgeoning and important role Latinos are playing in creating their own images/metaphors/films of and about themselves. This program will be available for National Hispanic Heritage Month. Meanwhile, Naji Mujahid (WPFW, FSRN) is producing a documentary about the injustice of the Troy Anthony Davis case. PNB members will recall that in January, Pacifica expressed its support for a new trial for Davis and called on its production units to expose the injustice of his trial. The Georgia Supreme Court recently agreed to hear Davis's appeal in November.

## **TOWARD A STRUCTURE FOR SPECIAL NATIONAL PROGRAMMING**

### *INTRODUCTION*

Around the Pacifica network – sister and affiliate stations alike – producers are generating hours upon hours of good content. Some stations and individual producers are particularly strong at certain kinds of programming, and many have expressed interest in getting their material on other stations. Many producers already know about and use Audioport.org for their program specials and other audio to share. Yet there is not enough airtime for all of the good ideas that are received for national programming. Given the large volume of good content and the small number of hours and funds available for specials, we end up with a less-than-clear, perhaps even obtuse system for receiving pitches, deciding formats, choosing producers, etc.

Meanwhile, Pacifica's budget for national programming is tight. Producers, reporters, and engineers of national specials typically expect to be paid, and production costs add up rather quickly.

When we do air national broadcasts, I don't think we are reaching our maximum potential effectiveness and impact on the national dialogue. In spite of my coaxing, getting all five stations to carry a given special can be a challenge. Even when all sister stations do run a program, the show is almost never played on the same day by all the stations, severely limiting promotional and marketing efforts to other media outlets.

I propose developing two categories of national special programming: “**Syndicated Local Specials**” and “**National Specials**.” Syndicated Local Specials would consist of locally produced program content for national distribution, accounting for the bulk of “national” program specials. National Specials would be exceptional quality, ground-breaking productions that address critical social issues, contribute intelligence to contemporary discourse, engage listeners affectively and creatively, and build understanding between nations and people.

### *SYNDICATED LOCAL SPECIALS*

For Syndicated Local Specials, the role of the national programming department would be to **organize, distribute, and promote** this content. National staff would provide support in various ways, primarily through organizing the programs available for syndication, bringing together producers with similar interests, and coordinating publicity.

Program content would be generated predominantly by producers at local stations, affiliates, and PRA, though independent producers may also participate. Such syndicated local specials could be in any format, including modular shorts, drop-in segments, free-standing pre-recorded programs, and live broadcasts. Any producer able to meet basic quality and logistics requirements would be invited to be part of the list of syndicated program offerings. National staff would coordinate the collection and distribution, minimizing overlaps in content while allowing many producers to participate.

Syndicated program offerings would be solicited and generated around **thematic foci that address national issues and trends** – though some specials outside those themes could be included in the publicity and program listings. I anticipate 2-4 thematic foci at any given time, some tied to calendar events, some to breaking events, some to mission-based editorial priorities. Some themes may run for many months, e.g. national elections, poverty, immigration, etc. Some may run for just a week, e.g. May Day, Pride Week, etc. Tying our produced specials into national thematic foci would give our programming more impact. This model would allow us to set our own course, developing a coherent, independent agenda for our media presentation.

Productions in the Syndicated Local Specials category would not receive funding from the national programming department, though local stations or affiliates that house these specials may commit funds to these productions if they so choose. Syndicated local specials would be **completely voluntary** for stations to carry, though sister stations would be expected to run promotional announcements on-air and online pointing to featured programming at [pacific.org](http://pacific.org). That said, I hope stations would participate in good faith by airing some network content from sister and affiliate stations.

### *NATIONAL SPECIALS*

National specials would consist predominantly of **documentaries, investigative reports, and coverage of vital political and cultural events**.

National specials would be funded through the national office from the national programming budget. Stations would not be expected to contribute monetarily above their central services fees, though they may be called upon to contribute in-kind.

National specials would **represent the focal point of network programming resources and goals**. As such, I would expect our network stations and units to participate fully to help achieve maximum social impact through these national specials. All sister stations would be expected to air these specials within a specified time window, up to some modest, to-be-determined number of hours per year.

The Network Programming Coordinator (NPC) would consult with local stations about the general direction for future national specials, as well as input on priorities for specific specials, though the NPC would make final decisions about the format, content, and style of national specials. National staff would make every effort to provide at least two weeks of lead time for national specials, though this may not always be possible.

The NPC would receive proposals for national specials. Selection of programs to be national specials would not follow a scientific formula, though the following characteristics represent a starting point for assessing proposals:

- Proposal is tied to a date in the national programming calendar or thematic focus
- Proposal is well thought-out and complete
- Proposal addresses major national political and/or cultural issues
- Proposed personnel have sufficient demonstrated expertise and skill for the program
- When appropriate, proposal includes ways for producers at other stations to be involved
- Proposal is for a documentary, investigative report, or coverage of a vital political or cultural event.
- Proposed program includes a solution-based component to issues covered
- Proposal shows potential to contribute intelligence to contemporary discourse
- Proposal shows potential to engage listeners affectively and creatively
- Proposal shows potential to contribute to building understanding between nations and people
- Proposal shows potential to create pro-active, news-making, history-making, “buzz”-generating, consciousness-forming programming

## **OTHER STATION & NETWORK SUPPORT ACTIVITIES**

In addition to coordinating specials, thinking about organizational structure, and trying to wrangle a new national program, I’m also working on the following projects:

***Co-productions*** – Facilitating connections between producers from multiple stations, affiliates, and PRA into contact, laying the groundwork for cooperative productions. Ideal programs for co-productions are those that have parallel shows at other stations.

***Program evaluations*** – Developing a working draft of a uniform program evaluation tool for use at stations

***National programming “menu”*** – Articulating expectations for programmers who want to syndicate their regular local programs; drafting an application process; developing integrated promotional materials for the menu of programs

***National webstream*** – With technical staff, exploring the possibility of developing a Pacifica national webstream to feature syndicated local shows and national and local program specials, and to experiment with new programming

***Awards*** – Exploring the possibility of annual Pacifica programming awards