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PACIFICA NATIONAL BOARD MEETING

WASHINGTON, DC

MINUTES

SATURDAY AND SUNDAY, JUNE 24 AND 25, 1995

ATTENDING:

Jack O'Dell Chair
Cecilia McCall Vice-Chair and WBAI Board Representative
June Makela Treasurer
Janis Hazel Secretary

Peter Bramson KPFA Board Representative (Alternate)
Roberta Brooks At Large
Steve Edinger KPFK Board Representative (Alternate)
Alexis Gonzales KPFA Board Representative
Charlotte Holloman WPFW Board Representative
Ambrose Lane WPFW Board Representative
Leonor Lizardo KPFK Board Representative
Frank Millsbaugh WBAI Board Representative
Michael Palmer KPFT Board Representative (Alternate)
Roger Scarborough KPFT Board Representative

STAFF:

Pamela Burton Acting General Manager KPFK - Archive Director
Gail Christian Acting General Manager WPFW - National Programs
Director Garland Ganter General Manager KPFT
Marcie Lockwood General Manager KPFA
Sandra Rosas Acting General Manager KPFK - Controller
Pat Scott Executive Director
Mary Tilson Station Relations Director -Minutes
Valerie Van Isler General Manager WBAI

Jack O'Dell spoke briefly with the Board about Pacifica's mission to develop in order to give voice to the disenfranchised.

SEATING OF ALTERNATE MEMBERS

MOTION: To seat alternate members Pete Bramson of KPFA and Steve Ediger of KPFK.
M/S/P Unanimous

Pat Scott introduced David Giovinoni of Audience Research and David Fenton of Fenton Associates.

APPROVAL OF FEBRUARY MINUTES

Roberta Brooks is an at large member not "a large" member.

MOTION: To adopt the minutes as amended.
M/S/P Unanimous

APPROVAL OF THE AGENDA

The agenda was changed so that David Giovannoni's presentation would follow the Pacifica reports on programming.

MOTION: To adopt the agenda as amended. M/S/P Unanimous

PROGRAM STANDARDS COMMITTEE

The Committee looked over station target audience and program plans. Overall, the network is making progress but there is still a long way to go.

KPFFK has not defined its target audience and there is no growth plan in place. Some schedule changes have been made in the last year.

KPFFK will not be able to meet new CPB criteria with their current audience. KPFA has developed two target audiences: They will target 35-50 year old 50% women/50% men with some college education from 6AM-7PM and from 7PM on they will focus on the 25-35 age bracket. They are planning to make big program change starting on August 1. The staff decided on the programming it wanted then solicited proposals to fit the programming. WBAI will target the 35-44 age group. Valerie hopes that the age range can be pushed up to age 54 with a 50%/50% gender split. WBAI's programming will focus on international news. The staff will work on drive times. WBAI's AQH will meet CPB guidelines. WPFWs target audience is 35-55 equally split between men and women with an interest in jazz and blues. The station's plan is to build audience with jazz and blues, but will build public affairs and news into the schedule. KPFT's target audience is 40 years old equally split between men and women. They will try to increase the amount of women listeners. Their programming is stripped.

WBAI hopes to have a cume of 200,000 soon and to double its current audience by 1998. The station had 2500 new subscribers in the last drive. WBAI's staff will do more executive producing in the coming year. KPFT is concerned about following a process.

Staff are educating volunteer programmers so that they can understand the need for changes. KPFA spent 9 months preparing the staff for change, building a strong base from which make changes. The staff studied numbers and the competition and decided to

enhance what is already working by expanding the airtime of programming which meets audience and mission criteria, and reduce the number of separate programs and programmers.

WPFW since March, 1994 has increased its weekly come from 79,000 to 108,000.

WPFW has enjoyed a 37% increase in audience, a 54% increase in revenue, and pledge fulfillment is up by 15%. Gail Christian is optimistic that this will continue.

The Committee emphasized that National and Local Boards must publicly support these program changes. If members are asked to comment they must be positive about the change.

MOTION: That the Program Policy and Standards Committee report be accepted. M/S/P Unanimous

PROGRAM DIRECTOR'S MEETING

The PD meeting was one of the most productive in years. The group is seriously looking at common carriage on fund drives which will allow stations to share programs, premiums, and direct mail. Stations and National Programs will coproduce a national strip of programs that might compete with talk shows on the right. Stations are planning on doing more cooperative programming, they will share resources and Pacifica will create a program development fund which will allow production and distribution of locally produced programs. Stations and Pacifica will add to the fund.

Program Directors listed 10 ideas for potential national programs. These programs will be produced locally and distributed nationally. \$200,000 is available to create a fund and there is about \$20,000 remaining from the FY94 programming fund. A staff committee will look at the proposals suggested.

The stations agreed to set aside fundraising days for National Programs.

Upcoming special program ideas include coverage of the anniversary of the bombings of Hiroshima, the scheduled execution of Mumia Abu Jamal, election countdown programming, and coverage of the Democratic and Republican conventions among other ideas.

MOTION: To receive the program directors meeting report. M/S/P Unanimous

GIOVANNONI PRESENTATION ON AUDIENCE INFORMATION AND ANALYSIS

Pacifica has about 100,000 core listeners. It has about 650,000 total

listeners. At any given time, there are 23,000 people listening to Pacifica stations. Potential listeners number 40 million.

Pacifica stations need to:

1. Build on current programming strength
2. Realize efficiency of program production and distribution
3. Combine programs with similar appeal not necessarily of similar genre.
4. Forget about getting more listeners.

People listen to radio when they want to. Radio stations have to be there for listeners when the listener is ready. Stations should not build audience. Instead they need to become a better program service for the listeners who tune in now.

Pacifica has got to get people to tune in more. It needs to be accessible to the same type of person. In order to be successful stations have to tell most people that they are not for them. Have to be a single voice in each market. People with more education are more likely to tune into Pacifica stations.

The social landscape is changing - communities are not defined by regions, but by Interest.

DAVID FENTON

Fenton Communications is a public relations firm whose specialty is non-profits and socially responsible companies. Fenton believes that it is Pacifica's political responsibility to build a broader audience. He will attempt to present the changes taking place in a political context. He will develop written materials and speeches which will help prepare managers before make changes. An action plan will be created at the local and national level that will include program ideas that are highly promotable.

David will go to California to deal with KPFA and then work with KPFA once the plans become more solidified. Pacifica needs to plan who will be designated at each site to speak to the press.

The National Board would like PR materials distributed to Local Advisory Boards and the National Board. Generally Station Managers need to be spokespersons.

The contract with Fenton will run from June until September or early October.

LEGISLATIVE AND CPB TASK FORCE REPORT

Pat Scott serves on the CPB task force. Stations should prepare for no money or little money by 1998. Reductions will begin next year. The task force is looking at how the system can prepare for this

reality. There is a conflict between CPB and the Presidents Task Force on how to proceed. The Issues facing public broadcasting are the same that Pacifica is working on. Any future funds that may exist will have audience criteria attached to the funding. Right now the task force is considering a benchmark of 5000 Average Quarter Hour. The money will come directly to the licensee. It is possible that CSG and NPPAG will be eliminated in favor of one operating grant per licensee. The Task Force will send its recommendations to the Public Radio community by the end of September.

The Presidents Task Force includes representatives of APTS, PRI, NPR and PBS. The numbers with cuts for the appropriations committee will stay the same. Membership organizations are pushing further than what CPB recommended. CPB is hoping to receive 1998. An auction of licenses in order to build a Public Broadcast trust fund is under consideration. The Congressional Black Caucus has not spoken in support of Public Broadcasting.

MOTION: To receive the report. M/S/P Unanimous.

FINANCE AND DEVELOPMENT

The Finance and Development Committees had a productive meeting. The tone was very different from the doom and gloom of the last meeting. The Committee was able to move from a position of 100% CSG cuts and no commitment from SCA to stations to a recommendation that stations cut their CSG's by 30%. FY 96 budgets will reflect 70% of CPB funds.

Some guests wished to attend the Finance Committee meeting. The Committee clarified that all Finance Committee meetings of Pacifica are in Executive Session unless otherwise noted. The Committee will be expanded to include a representative from each station. Unit Managers attended the meeting as a group. This worked well and will be made standard practice. Starting the budget process in March and April will become standard practice.

The Central Service fee will be assessed at a uniform 13% for all units. Each unit will set aside 2 reserve funds. In one 2% of total gross salary will be budgeted so that the severance liability will be paid off in 4 years. It is hoped that a pension plan can replace severance. The other reserve fund will be an equipment reserve of 1% of total revenue or \$10,000 (whichever is higher) Both reserve funds will be budgeted for the next fiscal year.

In general, Pacifica is not financially stable. KPFK consistently under budgeted around technical needs and infrastructure and as a result will be given an SCA grant to upgrade the facility. Current improvements will cost \$150,000. KPFA is putting new programming into place. The station is foreseeing a loss in listener support which may be made up in the second half of the fiscal year. WPFW is optimistic that it can raise more money next year. There

needs to be clarity on whether Julianne Malveaux is local or national.

WBAI has had a banner year and is projecting greater growth next year. The Committee is nervous about how long the station will be able to sustain this growth.

All stations feel that their fundraising success and extra income is based on the current political situation. They are worried that this may not last and that they may need to make adjustments.

If CPB funds Pacifica at more than 70% of current CSG's the excess will be placed in a reserve fund. The Finance Committee feels that the prudent thing to do is to set money aside. By and large the committee thought that unit budgets are good and reasonable.

SCA

The SCA budget is still in draft form. The Committee wants to move away from station subsidies. The SCA fund will be used for new ideas and future growth. Next year the fund will be at \$870,000. National Programs will likely be subsidized at \$179,000,

WBAI will not be funded for technical support. WPFW and KPFT will receive funds for a transmitter engineer. \$15,000 will be set aside for ISDN systems. \$50,000 will be allocated for KPFK technical needs.

\$60,000 will be set aside for WBAI for its Empire lease - fulfilling the original commitment to WBAI. The Committee will evaluate the commitment to WBAI in 2 years. \$27,000 of the current program fund will be rolled over into next year. Anything from the current fiscal year will reduce station contributions to the fund in the next fiscal year.

The Committee wants to make allocations for development of the Archive so that it can be a money making operation. Another grant will be made for other technology. Pat will work with staff to make a proposal to the Finance Committee.

Frank Millsbaugh asked if the central service fee increase to 13% could be eased over 2 years at 1.5% per year. The Finance Committee felt that the fee is equitable and will recommend the increase.

Valerie wants the reserve fund to be used in FY96 for the programming initiative.

The Committee will examine its meetings and separate what should be in executive session and what can be open. This will be defined in the board booklet. KPFK and WBAI are not represented on the Committee - June will talk over committee rules with Jack and Mary and formalize standards.

The Finance Committee recommended two policies for immediate action:

1. That it become Pacifica policy that confidential employees shall not be members of unions. This will include business managers, bookkeepers, assistants to both, program directors, General Managers and management team members in general. Of particular concern are people dealing with confidential information. Any future negotiation on union contracts must be in line with this new Pacifica policy.
2. That the freeze on all hiring be lifted as of October 1, 1995. Instead Units may make temporary hires of new staff. These staff will understand that their positions will last for a year or less. Lateral transfers of current staff into new positions will be allowed. Management positions will be excluded from this policy. Temporary staff will be eligible for benefits. This policy is in response to Pacifica's uncertain financial future and only has to do with its inability at this moment to make a long term commitment to new employees.

The freeze on hiring will stay in place until September 30, 1995. The Finance Committee will lift the freeze as of October 1, 1995 at which point all new hires will be for no more than one year October 1, 1995 to September 30, 1996.

MOTION: That these concepts be voted on separately. M/S/F Yes 5 No 5 Abstain 3

MOTION: That both the above recommendations be adopted. Yes 13 No 0 Abstain 0 M/S/P

DEVELOPMENT COMMITTEE

The Committee discussed the importance of major gifts programs at the stations. Several stations have requested Dick Bunce's assistance in establishing major and planned gift programs.

The Committee proposed that all stations have an EFT system in place before the winter fund drive. KPFA will prepare a memo detailing how to put EFT into place. Dick Bunce will assure that this is done. A conference call will be set up with Dick Bunce, June Makela, Pat Scott and Roberta Brooks about Dick's visits to stations to set up major gifts programs.

At the last meeting the Board passed a policy that all local advisory board members need to be subscribers to their station. At WPFW only one person is not a donor, at WBAI most are donors, KPFA has two board members not in compliance, KPFT has 100% compliance and at KPFA most of the board contributes to the station.

National Board members were asked to send out their letters to solicit for the Defense Campaign within 3 weeks.

Responding to Frank Millspaugh's memo - the issues of fundraising on the web will be sent to the Executive Committee for discussion.

MOTION: Each station must have an Electronic Funds Transfer system in place before the winter, 1996 fund drive. The National Office will assure that stations receive preparatory information needed to put this into place. M/S/P Unanimous

TECHNICAL REPORT

The KU satellite will be in place at all stations soon. The KU uplink is at KPFA. Downlinks will be in place everywhere else. ISDN lines will feed into KPFA for uplinking. The plan implemented is the least expensive interconnect option. Money from the SCA will need to be allocated for engineering uplink support at KPFA. Valerie is concluding negotiations with the landlord to install her KU at WBAI. With the help of KPFA, both ISDN and KU were put into place for \$67,000.

Unit managers are discussing ways in which each station will participate on the WEB. The group will need to talk about revenue streams taken from RDBS which will become standard on radios soon. All stations will be offered digital encoders which will have the effect of boosting use of RDBS radio.

Managers have agreed to budget \$2,000 each to pay a staff person to manage the WEB - This will include the cost of the WEB site and maintenance for one year. The group has no idea what long term costs will be.

MOTION: That Pacifica create a Technical Committee. M/S/P Unanimous Mark Hanlon at the Archives will be working half time on the WEB site.

Gail Christian and Pamela Burton will prepare a business plan for the archive -

EXECUTIVE COMMITTEE MEMBERSHIP

WPFW representative was chosen by secret ballot. Ambrose Lane received 12 votes Charlotte Holloman 2. Charlotte was thanked for her participation on two calls.

PUBLIC COMMENT

The board heard comments from interested parties.

PERSONNEL COMMITTEE

The following motion was proposed.

MOTION: That the section of the Volunteer Programmers Rights and Responsibilities dealing with advance notice of program changes be

suspended. The current policy will require a minimum of one weeks notice or notice at the managers discretion. M/S/P - Yes 10 No 3 Abstain 0

The Committee reviewed the new Personnel Policy and made comments.

The policy will be revised and completed by the Fall.
FCC RESOLUTION

The National Board will associate itself, pending the advice of Pacifica's attorney, with the NAACP position opposing the FCC award, which will favor Fox Broadcast and effectively take away safety mechanisms for minority ownership of stations. The board wants to associate themselves with the NAACP position.

EVALUATION OF THE MEETING

The board felt that the meeting was very constructive and forward looking. The Finance Committee is happy with their new meeting process and the committee process is working better. The Giovannoni presentation provided information the board needed to make decisions.

The Program Director and Management meetings really clicked - everyone is working together and getting along pretty well. The group is happy about technical improvements and work on the WEB.

It was suggested that work time for committees to get together to reconcile tabled items be scheduled. Charlotte Holloman volunteered to serve on the Finance Committee. June Makela will check the process and talk with Chadotte at a later date.

MEETING SCHEDULE

The October meeting will take place in Houston September 28th - October 1. The winter meeting will be in Los Angeles around the second week of February. Scheduling issues around the NFCB meeting (Feb. 16-20) and winter fund drives will need to be resolved.

The Executive Committee will decide the final dates.

The meeting was adjourned.