

PACIFICA FOUNDATION  
2217 Shattuck Avenue  
Berkeley, Ca 94704

January 28, 1975

TO PACIFICA PEOPLE: Boards, Managers, Station people

From: Vera Hopkins

With the Minutes of the December Meetings of Pacifica Foundation I complete my work as Administrative Assistant and as a 15-year employee of Pacifica Foundation. I remain Corporate Secretary of Pacifica Foundation.

NINA BAUMAN, my successor, will spend the first week of February in Berkeley with me. She begins work in the KPFK office now occupied by Mary as of February 10th, and can be reached there:

Ms. NINA BAUMAN  
Phone: 213/763-0700 (same as Mary Mann's)

MAIL: Pacifica Foundation  
P.O. Box 8455  
North Hollywood, Ca 91608 (same as Mary's)

Street Address (same as Mary's and KPFK's)  
3729 Cahuenga Blvd., West  
North Hollywood, Ca 91604

Nina will be secretary to Dave Finkel (who will probably spend most Fridays in the Pacifica office South). For the stations she will take care of bank signature authorization papers, stock sale powers, letters for Pacifica Correspondent status, replies to students and others inquiring from the outside, Board notices, distribution of the Minutes of Local Boards to the Executive Committee and Pacifica Managers, notifying subscription departments and Folio people of changes in the National Board, and archiving Pacifica papers as history happens. She will do many other things, assisting in the work of Pacifica everywhere.

The office of Pacifica North will remain active. Ira Slobodien still has his desk here and I will be coming in on a volunteer basis two or three times a week for some time. There are a number of jobs I have in mind that I never had time to do. One of them is to assemble at least one complete set of the Folios of all our stations for the past 25 years.

#### SOME NEWS NOTES

This is the official day, when Tom Schattenfield received in writing the fact that Pacifica now has a Construction Permit (CP) for an FM radio station on channel 207 in Washington, D.C.

Larry Bensky began as manager of KPFA on Monday January 27th. You have to be specific now as to which Larry you mean--Bensky or Josephson (or Yurdin or Lee).

Pacifica  
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A D M I N I S T R A T I V E C O U N C I L

MINUTES: December 13, 1974  
PPS/PTL Studios, Los Angeles, Ca

PRESENT: Ed Goodman, President

Managers: Bill Stein (PPS/PTL), Will Lewis (KPFK), Larry Josephson,  
(WBAI), Warren Van Orden (KPFA), Pat Faucheaux (Associate  
Manager, KPFT, Bob Krulwich (Washington Bureau)

Pacifica Staff: Mary Mann (Controller), Vera Hopkins (Secretary),  
Ira Slobodien (Data Processing Director)

Observers: Thelma Meltzer, Marnie Mueller, Mike Hodel, Elliot Leib,  
Ruth Hirschman, Madelaine Stem, Ken Jenkins, David Finkel,  
Hal Levin, Ira Slobodien, *Alan Sinton, Kris Welch, others*

WASHINGTON APPLICATION: We will get a Construction Permit in 50 days unless it goes to the Review Board or to the Commission. We now owe \$65,000 in legal fees and it would take some \$175,000 to reach the air, about 12-14 months from grant of the CP. We should explore the possibility of H.E.W. new station funds. Krulwich said Washington has a faster turnover of population than most cities and is a segregated city. Will said if we can cover Baltimore we will have an additional source of subscribers.

PROGRAM POLICY REPORT: Ed reminded the Managers that under the Pacifica Program Policy the President is to be kept informed on the hard decisions on content of programs that invoke the policy. He referred to the form for such reports. Larry said there is much more live programming now than in 1965 when the policy was set up and thinks there should be an amendment to take that into account.

PROTECTION OF NEWS SOURCES: Will gave a preview of the legal status that will be presented to the National Board with recommendation for action. Larry spoke of the Ed Goodman case in New York during which every ounce of energy at the station went to amicus briefs, depositions, etc. and said there is a tendency for energy to go into the good fight and not into radio broadcasting.

CLEARING FOUNDATION GRANTS: Currently this is done through Mary; Executive Director should prepare proposals and consult all managers.

FRESNO FREE RADIO FOUNDATION: Ira Slobodien spoke for the committee of staff and Board at KPFA who are working out details of the agreement for the Fresno station to use the KPFA signal. KFCF hopes to be on the air about April, and will be an independent, not a Pacifica station, though they expect to broadcast the whole KPFA signal at first.

STAFF NOMINEES TO THE NATIONAL BOARD: Will said the KPFK Board is considering sending a staff nominee to the National Board. Two stations, KPFK and KPFA, now have staff on the Local Board. Those speaking in favor thought it would give the Board more input on what the stations are doing. Ed said he deemed the Council was tilting slightly in favor, but that the question should be left open for National Board consideration. It was pointed out that even though staff is on Local Boards they say they still feel alienated; that staff on Boards makes mixed lines of authority; that staff interests are in job security, who gets on the radio and other matters which are not dealt with by the National Board or represent a conflict of interest; that the National Board had previously decided that staff Managers should not be members of the Board.

GRIEVANCE PROCEDURE: The feasibility of a grievance procedure that might head off a conflagration was once again discussed. Such a grievance might arise at a station, or between a station and Pacifica staff person. KPFT once had a Board/Staff committee to review the Manager decisions on appeal, but it is not presently operating. KPFA has a union with its own grievance procedure. At WBAI staff tended to take small issues to the President.

There were several references to the recent strike situation at KPFA. There was grievance machinery there, but an inplacable human situation. The grievance machinery was not used. None of the machinery identified the problems that both the manager and the staff had. Will thought the KPFA strike was irrelevant to this discussion because no grievance machinery would have worked there. Larry saw early warnings at KPFA that the Manager was having trouble dealing with people, but there was unwillingness to mount a formal attack and look at certain areas because other areas were working well.

Thelma said that from the KPFT experience she thinks the way in which the National Board is involved is important. David said he was concerned about the manner that the National Board came to help--it was destructive to KPFA because there was an absence of minimal pre-set procedures. Ed said that in the present nonsystem the issues that arise come to the President in a constricted way with alternatives very rigid. There ought to be some kind of generalized procedure to avoid lack of foresight and notice. Mary said that we do not act in Pacifica as if people can grow--maybe they can if someone they respect can talk with them instead of allowing them to cut themselves off.

David identified two issues: redistribution of power among staff; a union contract.

Ed stated two recommendations to the National Board: recommendation of a widely known procedure within each area; some understanding of a procedure beyond that. Ken a third, some understanding of what a grievance is. Ken said the business at KPFA was totally different from usual grievances.

PROCEDURE ON HIRING AND FIRING OF MANAGERS: Dave, who drafted the revisions of the September 21, 1974 meeting, said we didn't deal then with the question of a Manager fired by the President, but the Local Board disagrees. There was the further question of whether Pacifica is in violation in giving power to the Local Board and/or staff to approve.

Ed said the dynamics at KPFA were on the one hand the President was accused of not acting, and on the other hand there was fear that he would act. Warren said the question at Berkeley was the binding nature of the Strike Settlement and the nature of the next Manager. He said there should be provision for staff consultation. Larry said the President has power to act, but he should not act as owner of a fief, yet we don't want the President to be unable to act.

THE WASHINGTON BUREAU: Bob Krulwich said he has difficulty because pay does not come from the stations to Pacifica to the Bureau. WBAI helped out once when the Bureau was served with an eviction notice. The telephone company wants a \$240 deposit before they are willing to switch the phone billing from WBAI to Pacifica. There followed some discussion of which station owed how much and how determined which was referred to a later meeting between Managers and Mary.

Ruth spoke against hour-long feeds. Long feeds and documentaries should be distributed through PPS. Krulwich said he is beginning to discover news source persons who can be trusted. He could do better if he could offer expenses or offer pay for two weeks.

Warren said a lot of people at KPFA would rather put money into local reporting and not belong to the Washington Bureau, and said he thought KPFT should pay a share now. In response Thelma said that money for the Washington Bureau could be used for special fund raising. Larry said it is valid for the Bureau to ask for another \$100 a month for stringers. He doubted that the Washington Bureau can be dropped as though it were the AP--these are Pacifica people to whom we have a commitment.

FINANCIAL PROCEDURES: Larry, who had just been through the agony of having a good fund raising event stopped in mid-stream because proper papers were not filed with the New York Charities Registration, was eloquent on the subject of the imperative need for fiscal accountability throughout Pacifica. The Charities Registration people are saying there must be an audited statement for all of Pacifica before WBAI can raise money in New York. CPB is requiring a clean audit before they will make grants to the stations. Good bookkeeping is just as important as the transmitter in operation of the stations. We have to be able to certify our income, and two people opening the mail is not an organic procedure and is not working. Warren pointed out that two people to open mail is an expense, possibly as great an expense as a lock box would be.

Mary said that we are moving in the direction of accountability. Managers need to tighten up on their bookkeepers in all areas so there will be financial statements by the 15th of each month. These should go to a CPA of the Local Board who will take time to ask the right questions--make a heavy investment.

Hiring of Bookkeepers: Ed restated what has been said at previous Board meetings that the Controller should have final decision on the hiring of a station bookkeeper, and that there should be a finance chairperson on each station Board.

Subscriptions in Cash: <sup>will!</sup> Warren said that since they have had two people counting incoming receipts, two per cent has been in cash.

SUBSCRIPTIONS AND THE COMPUTER: Ed asked to hear the issues that brought Bruce Beegun, an outside computer analyst, to examine the computer system. Mary said Bob Douthitt had started the subscription computer system. It had been reprogrammed by Tom Green who came to the work with a mathematics background and was not a CPA. Bruce is a CPA who will give us some alternatives.

Ira said we should listen to Bruce. We should also realize that the computer system reflects Pacifica. Tom checked with all the stations; the system became complex to satisfy their different ideas. Ira said he differed from Bruce on perspective and conclusions. Part of his problem in dealing with the KPFA subscription department was the way orders were transmitted--like receiving a request for all contributors of \$500 or more and finding much later on hearing the computer gave a "worthless" list, that the KPFA staff person who originated the request had wanted a list \$100 contributors. Warren spoke of his experience with helping the KPFA subscription department because it was behind in processing which compounds problems. He saw the issues as a need for lock boxes; modification of the present computer system; and whether to pay outside people to do the computer work. He thinks the only area in which the computer should do

accounting is that the computer tally should agree with the bank deposits. We can make a few minor changes to get information we want. Larry said that WBAI has been putting in good information and getting satisfactory results from the computer. There are some statistics they would like which can be gotten with some simple changes: How many active subscribers are there? What is the source of income? Any new computer system has horrendous bugs and the pain of transition could wreck a year's income. He feels so strongly about it that he would like to have the National Board adopt a policy that no major change can be made in the computer system without a Board Resolution. An on-line system would be a major change. The President alone should not be able to change the whole system. In response to a question from Dave Finkel, Warren said he thinks the criticisms of the computer operators arose out of the situation in Los Angeles. The problem from Los Angeles was "garbage in, garbage out."

Dave then asked Ira whether the question of farming out the computer work or keeping it within Pacifica was recommended for economic efficiency. Ira replied that we ought to retain the benefits of being Pacifica and can't make Pacifica work if we treat it like General Motors.

EXECUTIVE DIRECTOR: With candidates already under consideration, the Council discussed what the Executive Director might do, how he would be financed, how essential such a person is at this time, what might lead to success or failure.

Ed said he sees the Executive Director as an employee of the Foundation who would report to the President of Pacifica, would have the powers of the President and the same constraints on him. He would be in charge of the computer section of Pacifica, would make maybe eight trips a year for a week or so at a time to the stations. The legal and ultimate powers would remain with the National Board. For Pacifica this person would make decisions as a Manager does--decide what bills are to be paid, would supervise the person who will organize the Board for a Washington station, identify the site, draw up equipment lists, design the station and raise funds. We had about 5 crises in the past year and just avoided disaster--an Executive Director full time would work to prevent and to find solutions in such crises. He would be a fund raiser, and after the first year would raise his own salary.

Managers were concerned about how that person would be financed this year--would any of his salary come from levy? Would he pay himself before other Pacifica obligations, including the Washington Bureau? \$25,000 now estimated to be needed to pay his salary and the travel and phone expenses of the Director and the President seemed like a heavy additional burden when the levy already barely pays for present Pacifica administrative services.

Larry, with his current traumatic experience at WBAI for lack of central follow-through, was most outspoken about the need of such a person, even if it reduces staff at the stations. At the same time he spoke of his knowledge of a previous Executive Director who was frustrated by lack of cooperation from the Managers. Larry said no Executive Director can be helpful without the consent and cooperation of the Managers.

Ed said he believes the present needs of the Foundation mean an Executive Director is essential else the Foundation will suffer and the unpaid staff at KPFA will become the norm. There must be a turnover mail fund and appeals to foundations. He referred to his report which speaks to the duties of the Directo

KPFA MANAGER, UNION CONTRACT: Warren reviewed the genesis of the related issues: Manager selection and signing of the union contract at KPFA. The Strike Settlement anticipated that a union contract would be signed within 30 days and that Will Lewis would be the Interim Manager at that time. However Warren took over from Will before the end of September and put the contract out of his mind until 2 or 3 weeks ago when the union said it was not willing to wait for appointment of a permanent manager before completing the new contract. The Local Advisory Board (12/2/74) resolved that the contract should be negotiated forthwith, that Will Lewis should be authorized to sign the contract, that in the negotiations the interim manager and Local Advisory Board should be consulted, and that the Board would not recommend a permanent manager unless the candidate had the concurrence of the staff. The manager selection committees of the Board and of the Staff have met and the candidates will spend time at the station with recommendation in January.

Warren spoke of <sup>Ed's</sup> the telegram to Warren forbidding him to sign the contract. Ed thought there was a conflict of interest in one who came from the union and was about to return to the union when he ceased being interim manager. If there is going to be a union it should be an adversary proceeding with negotiation with management interests.

The discussion ranged: Why have a union at all in Pacifica? A union (protection of paid staff on wages and hours) vs the very political developments taking place at KPFA with nonpaid staff prominent. The staff vs Board and staff as members of the Board and Board as very involved in the station.

There was no questioning that the union at KPFA (Pacifica Workers Union) does exist and that a contract will be signed, but there were points made that if there had been Pacifica-wide protections for workers, a station union might never have been formed. Will said he detected a hidden agenda in the drive for immediate signing of the contract--the dynamics are that people who formerly opposed the union when they were unpaid staff are now on staff and want the union for job security. Alan Snitow (of the union committee) said the strike settlement did say the hands of the new manager would not be tied, but at that time they expected the union contract would be signed and establish procedures before the new manager could be named and that Will would negotiate the contract. A new manager would take months before he could negotiate a contract and to do the negotiating would put him in a difficult position.

Ed said it looked to him as though the concern at KPFA was to humanize the work function and the air by running the station more by consensus, less by hierarchy and asked how a union contributes to that aim. KPFA people pointed to the month long strike as evidence of management adversary position. They had had a manager with whose program decisions they disagreed. They felt they had to go on strike because there was no procedure for layoffs. During the strike they found themselves together, not sniping, and though an adversary relationship exists there is now also a symbiotic relationship. When you don't have a contract the need for one seems greater than when you do. The fact that the Local Board had raised the manager's salary was given as one reason they needed a union. Alan said there were political people and good radio people who intimidated each other, but both support the union and now there is less tension than ever before. Larry said there was tension at WBAI and now there isn't but there is no union.

Ruth Hirschman persistently questioned the nature of the union at KPFA, with

unpaid staff represented. During the strike there was no union, none with real muscle. The union was outnumbered and outvoted. The union should protect the paid staff against the collectives. There is a difference between staff who must pay rent and buy food, and the unpaid staff who get their living from some other place. All this was masked by radical rhetoric. If you include nonpaid staff you have an adversary relationship within the union. Larry said it looks to him as though the union did not represent the people who had the power--the nonunion members manipulated the union against the management. Alan said the proposal is to have three people from the unpaid staff in the union. The contract does not include the unpaid staff except where it affects the working conditions of the paid staff. The union does not define the jobs of unpaid staff.

Dave Finkel asked, what is the nature of the adversary relationship. Chris Welch said one doesn't see it until there is a crisis. It concerns hiring and firing of managers and staff. Warren said it concerns guaranteed procedures which limit what the manager can do, thus reducing the adversary relationship.

Dave asked what would have happened in July if there had been a strong union with clear and complete delineation of every issue and all procedures had been exhausted. Warren said that if there had been a strong union, what the manager did could not have happened. The strikers asked for a new manager. Mary said the people revolted because they had not been treated properly. Larry said the manager was insensitive to interpersonal relationships.

### LOCAL BOARDS

Dave said he wonders why there is a movement organization that calls itself Pacifica Foundation that is structured like U.S. Steel. He asked if there is a difference between volunteers who are staff and who are board. He sees the real problem as getting an advisory board that will work and help the station for the same reasons the station people do. KPFFK will propose to the Board that staff be allowed to become Board members. Larry sees the board as having no pecuniary position to gain, no interest in getting on the air. They represent the community. They are the conscience of Pacifica. The root of the trouble in Pacifica when the staff and board were identical was that there were no checks and balances. Dave said that at KPFFK they approach it the other way, they want board members to have a function at the station so they will get closer to the station and develop a vested interest. There is a broader question than the distinction between form and function, and that is the question of why we are on the air.

Tom Schattenfield said his mind boggled at all the intellectualizing. He wondered whether the union people understood why someone like Larry is offended by the union--a lot of what they are asking for is contrary to what Pacifica stands for. He didn't think the union, he himself, Ed or anyone had a right to destroy Pacifica.

Larry said the one thing that had not been mentioned in this long discussion is the audience, which is the source of Pacifica's financing.

In summary Ed said the Council recommends that the next President should name designee(s) to negotiate the contract with KPFA and designate a committee to deal with the structure and purpose of Pacifica as Dave had outlined.

PROGRAM EXCHANGE: Bill said PPS has 47 full-fledged affiliates, more than ever before. A year ago there were 39. But the gross value of the contract is less than a year ago. The reason is that PPS is not getting enough programs from the Pacifica stations. Thirty to fifty programs a month would enable PPS to send two bulletins a month with 10 or 15 programs on each. From the economics alone, the affiliate program would be dropped, but the Pacifica stations are more interested in getting programs out to affiliates than to libraries. According to the philosophy of what we do, we should keep the affiliate program.

The managers present spoke in favor of getting programs to PPS. Warren asked Hal Levin to come to KPFA where there are programs that he can get. The three program directors present--Joan, Ruth and Marnie, planned to get together and would discuss the problem of getting tapes to PPS. Larry said he has hired a man to make dubs for PPS (since people will not release their masters). He feels there is no longer hostility to PPS and people's consciousness has been raised.

Ed recalled that this conversation has gone on every quarter for a year and said we destroy ourselves by not cooperating among the Pacifica units. Larry said he would feel defeated if the affiliate program went out of business. He promised that PPS will get programs from WBAI, and that seemed to express the sentiments of everyone.

The meeting was adjourned at 6:55 p.m.

Respectfully submitted

*Vera S. Hopkins*

Vera S. Hopkins, Secretary