Welcome new board members! Thank you for deepening your investment in KPFA and your commitment to shaping our future. You are joining KPFA at an exciting time, a turning point, as we strive to remain relevant and refine our brand as a social justice media intuition.

Successful radio is local radio. I’ve followed this mantra through 30 years of programming experience. It means that radio that connects people to their communities is trusted and valued. Now more than ever KPFA remains unique in its role as a local communication service, one that is a lifeblood of local information and culture.

Yet, I know as a radio professional that radio listening has drastically diminished. Terrestrial radio isn’t growing. It’s a maintenance game. The days of appointment listening, when folks dial in at specific times to hear their favorite programs are fading fast. Our senior listeners stay tuned between 8-11 hours a day. It’s called companionship listening. That’s what keeps us afloat, and it is something we can also build on.

Today, radio is a second choice for listeners. A second choice—and we’re a free form of entertainment. Subscription streaming services like Spotify and iHeart Media offers a wider variety of music, podcasts, audio books, and dare I say it—a coolness level. They are winning the battle for ears. The Number One listener preference is for On-Demand services where customers can pick and choose what programming they want to hear, when they’re ready to listen. We must become more responsive to this reality.

Today’s listeners are media savvy and expect more from radio than it’s delivering. Times have changed. Change challenges us to both unlearn and learn. Change presents an opportunity for KPFA to embrace new possibilities by thinking outside of the confines of what has always been. A radio station that values flexibility can remain vital and creative. The most difficult part of change is overcoming people’s natural resistance to switching things up.
Over the past year, we, KPFA management, have challenged ourselves to think out of the box and take action to achieve our “vision goals”—improving programming, raising revenues, and increasing membership. Fundamentally, we concluded that we don’t have enough staff to deploy the scale and the full scope of our vision, because we’re under Pacifica’s ever present hiring freeze. So, we have settled on adaptive reorganization—making small incremental adjustments, fine tuning our management structure—to effectively expand the targeted departments necessary for us to succeed.

The targeted departments are Programming, Development and AREA 941 our modest podcasting network. Back in the day our Programming and Development departments were wisely staffed with several directors handling various important divisions. Today we have one person in an untenable position of frantically juggling too many duties. That’s why our burnout rate in those departments is high. Plus, you can imagine how hard it is, to find qualified people willing to work for below major market wages to carry a heavy load of responsibilities.

We’re excited about our re-org! We’ve been successful in expanding the departments without going outside our station ecosystem. We’re blessed with a crew of talented folks willing to extend their duties to aid the station. A colorful, easy to read re-org chart is attached to this report. Here are some of the highlights.

Yesterday’s fund drive marked the end of Interim PD Laura Prives’ second stint as Program Director. Laura has served two terms as PD during my 8-year tenure. I will miss her daily counsel, historical knowledge, and instinctive management style. She however will not miss having 200 people reporting to her. Laura’s superpower is leading our fund drives and I’m thrilled to report that we were able to keep her on a part-time level as Fund Drive Manager. This position is part of the new Programming Department that is now broken up into three sections—Fund drive, Public Affairs Team, and the Music & Culture Team.

**PROGRAMMING - 2022**

All three of these areas will report to our Director of Operations, Antonio Ortiz. Under his direction members of the Public Affairs and Music & Culture teams will lead a team-oriented strategy
designed to improve our Three Cs of communication, collaboration, and consultation. The impact will result in a heightened sense of teamwork.

Our aim is to rejuvenate the creative spirit at KPFA. This new playing field at work, will allow people to freely tap into their creative spirit and apply it to their craft. For this to happen, KPFA needs to challenge the status quo and branch out our brand as a dominant fixture in radio's new playing field.

I’m proud to report that in the last three years KPFA has made major strides entering the 21st Century media landscape. We’re completely digital which has served us well during this pandemic period of remote broadcasting. KPFA now has a powerful website that is a point of pride for the station. The website plays a central role in the uptick of our listenership reach and improved revenue stream. Our research told us years ago that most folks listen online and come to the station through our website. We launched AREA 941 four years ago with the intention of tipping our toes into the fastest growing media arena in the world—podcasting.

**AREA 941**

AREA 941 was developed to extend our conversations beyond the radio dial and ignite change through digital storytelling, journalism, podcasts, and live events. AREA 941’s goal is to present storytelling that affects our listeners daily lives and hopefully entertain as much as it informs. AREA 941 gives us the opportunity to break free of our rigid radio grid and create a larger playing field to keep pace with our culture’s growing diversity, interests and incorporating that vibrancy into our organization.

It’s been difficult to build enthusiastic staff participation in Area 941. Mainly because many of them aren’t thinking “outside the borders of the radio dial.” As I said earlier, change is about learning and unlearning and daring to take that next step into the future.

**Area 941 Refresh – 2022**

The new content for Area 941 will align with KPFA’s existing brand *Storytelling for Social Change*: narratives of impact—that illustrate the power of our programming to create change. The hosts, their content, their community presence and their partners and collaborators will both align and
advance KPFA’s mission to create a media landscape that identifies, lifts, and amplifies voices that speak for communities that are shut out of the majority media institutions.

Area 941 Action Plan

- Refine the Area 941’s brand so it builds on the "storytelling for social change“ position.
- Establish the value prop for new shows and undertake outreach and negotiation for shows we would invite into the network. 
- Align the final network line-up around the refreshed brand. 
- Relaunch with maximum presence across all owned KPFA channels (air, email, social, press/promotion, and events).

DEVELOPMENT DEPARTMENT - 2022

Like Programming, the Development Department is without enough hands to help expand our generosity network, properly manipulate our database, or add new transformational tools so like-minded partners can join us and support our important work. Again, it’s impossible for one human to embrace and execute all the above.

For years we endeavored to reach a short-term goal of just making ends meet. Now our quest is to operate with an ambitious long-term goal that will alleviate our debt, foster a large reserve, and generate funds needed to expand our staff and transform KPFA into a global media brand.

We’re not so naïve that we think these goals can be accomplished overnight. We’re taking baby steps in the direction of greater achievements and creating a financial safety net for KPFA. Our goal is to continue to introduce new donors to our station. Turnover is inevitable, which means replacing folks, donors and staff, with new blood, is a vital process in any healthy organization.

Another notable incident that encouraged our reorganization was the retirement of Bob Baldock. For thirty years, Bob has successfully produced KPFA’s author events. Bob is a KPFA Vigilance Award winner for his passionate support, his hours of donating time to a series that has help brand KPFA as an educational source in the Bay Area and created valuable storytelling premiums, and his series always boosted our bottom line. I’ll miss his mentorship and counsel, yet I know that our
conversations about art and books will continue. BTW—Bob is an excellent abstract painter and writer. His memoir about his participation in the Cuban Revolution, his time with Fidel Castro, called “Wild Green Oranges” is out and will be a KPFA Zoom event on January 27th hosted by Kevin H, our Development Director.

Kevin H is here today so you can ask him any questions pertaining to the re-org of his department which includes the addition of KPFA Speaker Events. Along with the existing Events Team, our plan is to add a considerable amount of ingenuity to shake up the events format and expand beyond authors to add critical thinkers and elements from our programming schedule. A few we’re still brainstorming on are:

1. **KPFA After Dark**: A mixture of music performances, fiction, and nonfiction storytelling for social change.
2. **Take the Red Pill**: KPFA presents deep dives into great past performances from our archive.
3. **Upfront Live**: Cat and Brian in front of an audience with a special guest.

We’ve adjusted a staff member as a part-time assistant to the Membership Dept to aid in data entry and clean-up as we merge from our old database to the new, plus our social media team will increase our “generosity branding” through postings on additional platforms.

These additional hands will hopefully give the Development Dept. time to focus on off air fund raising, the key to our financial success—grant hunting, legacy gift promotion, and increasing our vehicle donations.

This organizational chart is built around individuals, not positions. Our re-org is designed to provide organizational support where needed and to meet department goals and achieve desired outcomes. So, we will be on point, observing in case these changes may require additional personnel changes, fine tuning, including reaching beyond our ecosystem for new blood. (See next page.)

**A Big Thank You:**

Finally, I, and the entire management staff, want to thank our outgoing Treasurer, Sharon Adams, for all the pro bono work she has done for KPFA over the years. Sharon has worked tirelessly and
brilliantly I might add on copyright website issues and vendor contract negotiations protecting us and saving us money in legal fees.

Happy holidays and a happy 2022!

Qunicy
Fall Fund Drive Totals

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Holiday Fund Drive status as of Friday, 12/17 approx. 3 PM

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Craneway Craft Fair: $25k raised and a return to physical presence KPFA’s largest off-air fundraiser returned to the Craneway Pavilion in 2021, after not being able to occur during 2020 due to COVID restrictions. 2021 was the 50th anniversary of this maker fair and included ~200 vendors, food service and music from notable musician Andy Cabic of Vetiver fame. Strict safety precautions were in place (e.g. vaccination status checked, masks were to be worn indoors, hand sanitizer stations were present) and adhered to and KPFA was able to have a community outreach table present on-site to promote our station. Use of social media was a wonderful new addition this year, and interviews with creators were streamed on Facebook and Instagram, in addition to being broadcast live on KPFA 94.1. Program Guides were digitized and made available via a QR Code as well as in a physically printed format, addressing concerns of minimizing waste and at the same time, creating a fluid on-line link to not only KPFA’s programming schedule, but also to our donation area, podcasts and show archives. $25,000 was raised for KPFA from this event and it was a very welcome return to a physical presence in order to expand our outreach.

End of Year Appeal Letter:

KPFA’s 2021 End of Year Appeal Letter is another stunning design and this year it included an “Ever Vigilant” diamond shaped vinyl sticker as well as a remit for donations. The content of this appeal focuses on KPFA’s stability during another year of upheaval and that instead of merely ‘sheltering in place’ KPFA has expanded its reach by investing donor dollars in upgrading our broadcasting equipment and adding a
new transformer tower in the Monterey area. It’s still early, but the response has been immediate and overwhelmingly positive – donations are already being received at the station and our goal of raising $20,000 with this appeal should prove to be successful.

2022 Goals

**SPECIAL EVENTS:** Bob Baldock, KPFA’s events producer of more than 30 years, will be retiring at the beginning of 2022 and special event programing will become part of the Development Department, led by Kevin Hunsanger. With over 25 years of experience producing literary events as the co-owner of Green Apple Books, Kevin is uniquely qualified to take the reins of this program. Kevin’s goals for 2022 will be to expand KPFA’s event series beyond an author series by including more music and experiential events and (COVID willing) host these events in unique physical locations that will broaden and expand KPFA’s demographic.

**INCREASED SOCIAL MEDIA PRESENCE:** Social media platforms are increasingly important in disseminating the KPFA brand, and the Development Department will work closely with our social media team to promote on-air and off-air fundraising. The Development Department will stay on top of social media trends and technology and will provide content to the social media team in order to broaden KPFA’s reach to a changing demographic.

**COLLABORATION with LSB FUNDRAISING COMMITTEE:** The creation of a Fundraising Committee on the Local Station Board is an exciting and welcome development from 2021 and one that KPFA’s Development Department is looking forward to working with in 2022. A fundraising questionnaire is now available to all board members via Google Drive and it is crucial that members of the LSB complete this brief document and return it to the Fundraising Committee Chairperson so that the committee can be better informed on each individual’s fundraising commitment levels. Major fundraising efforts for 2022 may include capital campaigns to assist with raising funds to help offset costs incurred for the following important projects:

1. **Painting of KPFA’s transformer tower:** This FAA mandated task needs to occur every seven years and must be completed in 2022. The estimated cost of this necessity is $40,000.
2. **Diversity, Equity and Inclusion staff training sessions:** This important series of informational workplace protocol training sessions have been researched in 2021 and costs for this program have been quoted to be as high as $50,000. KPFA is optimistic that options to the station will come in at a ballpark cost of around $25,000 - $30,000, but this is a crucial evolution of staff training and needs to be prioritized.

3. **Repair structural water / flooding damage:** KPFA’s studios / building are built upon a river and during rainstorms water backs-up into the ground floor causing major damage to equipment and station structure. Early estimates to address this issue have arrived upward of $100,000.

The above are merely a few examples of major projects that the LSB Fundraising Committee could raise funds for to help offset incurred costs. The LSB Fundraising Committee can go a great way toward increasing KPFA’s membership and raising funds (without tapping our existing donor base) and the Development Department is thrilled to have the support and commitment of KPFA’s Local Station Board contributing toward off-air funding in 2022.

**News Dept Year End Report: Aileen Alfandary**

For the second year of the COVID pandemic, the News Department conducted many of its operations remotely. We provided the initial training of our volunteer reporters remotely and most of their assignments were reported, edited, recorded, and submitted. In more recent months, we have offered training to fully vaccinated reporters on how to safely report on demonstrations, press conferences and other events in person. Many of them are eager to see the inside of the newsroom and the KPFA studios but understand the need to maintain COVID safety.

KPFA devoted extra resources to coverage of the climate crisis. During the COP 26 Glasgow conference, we assigned freelance reporters to highlight the impacts of the crisis in global south nations and efforts to address it. Jasvender Seghal reported from India, which is heavily reliant on coal, on efforts to develop a solar industry. Garikai Chaunza reported on what climate resilience would look like in Mozambique, which has been battered by a series of major typhoons, whose intensity is exacerbated by warming seas. Rami Almeghari reported on the economic and social impacts drought has had on the olive harvest in Gaza and the occupied West Bank. Former KPFA
News volunteer Kate Iida, now studying in London, traveled to Glasgow to report on the major climate protest outside the conference at its conclusion.

KPFA provided live coverage of a Congressional hearing chaired by Silicon Valley Congress member Ro Khana during which some of the world’s largest oil companies were put under oath to testify about their role in spreading climate disinformation. KPFA's coverage was anchored by Brian Edwards-Tiekert and longtime oil and energy analyst and author Antonia Juhasz.

**UpFront’s on COVID-19**

UpFront's Monday call-in segment on COVID-19 with infectious disease specialist Dr. John Swartzberg has become the most listened-to part of KPFA's broadcast lineup most weeks. (See attached image for how KPFA's streaming audience spikes on Monday between 7:30 and 8:00am).

Of course, it’s not just good ratings, it's great public service. KPFA's listeners bring questions from their lives that give everyone listening a window into how we're all experiencing the pandemic differently; Dr. Swartzberg gives careful answers and advice based on the latest science. He's kind with callers, no matter the question, and always transparent about what's still unknown and uncertain.

Public service means identifying an information need in our community, then meeting that need. Great radio means doing it in a way that's consistent, so our listeners can count on getting updated at the same time every week if they tune in for it. Our audience charts (and letters from listeners) show the results.

**Looking Back - 2021 KPFA Engineering Department: Brian David**

2021 was another year of exceptional growth and development at the station during an uncertain social, political, and economic climate. Building on infrastructure achievements made in 2020, in 2021 we were able to better absorb the impact of technical crises by building and training a team and measuring success. We have invested in several software development projects.
**status.kpfa.org:** A public facing app that provides reporting, logging, and alerting of our critical operational infrastructure. This app serves to communicate about our service and any impact to its performance. Listeners can subscribe to alert notifications.

**StationAdmin:** Our in-house developed Donor & Donation Management suite has received major development after the transition to and from Allegiance. Major updates to the underlying code have given the station increased fraud protection, data integrity, and payment options.
**Donations Overviews:** Real-time overview of incoming donations, fund drive totals, callers, and stream listeners.
**Donor Management:** Provides an overview of donors & their history. Manage donors and donations, update/cancel/refund payments.

**Campaign Reports:** Provides real time visual statistics of campaigns and their efficacy.
**Public Donation App:** Provides streamlined and efficient entry and validation of donation details. Smartly organized pledge gifts with photos & descriptions. Accepts all major CC, along with Apple Pay & Google Pay. Now featuring fraud protection. Works great on Mobile.

**Call Center / Phone Room Donation App:** Provides streamlined and efficient entry and validation of donation details.
In addition to software development, we have also completed several long-term projects.

**Expanded broadcast service:** KPFA can now be heard on **94.3FM in Monterey, CA**

What started as an application back in 2003 has now been brought to AIR. We've expanded our reception area by installing a 10-watt translator. A translator listens on one signal (94.1 FM) and rebroadcasts it on another (94.3FM). We have a similar setup in Santa Cruz.

Our new coverage area outlined in red, along with the tower (our transmit antenna is at the very top)

Ecreso 100 watt FM transmitter: serves as the primary Tx for KPFA in Monterey
Inovonics AARON 650 FM receiver: serves as the primary Rx for KPFA in Monterey

Further cost reduction and reliability improvements

We have made technical optimizations and service provider changes to both our internet and voice providers. These changes bring cost savings and carrier portability.

1. We have moved the PBX (Phone server) to our datacenter colocation for further uptime and reliability, as the station often experiences power interruptions from PG&E and flooding underneath Master Control.
2. Switch main fiber internet service provider at the MLK studios from Sonic to Berkeley’s local LMi. Estimated cost savings of around 80% without a term length.
3. Switch main voice provider Sonic to voip.ms. This should have a cost savings of around 50% without a term length.

Completion of Control Room and studio upgrades

On-Air Control Room:
Production Control Room:

Our News Control Room:
Departmental training, distributed roles

Decades ago, KPFA Engineering Department enjoyed a broad network of paid staff, volunteers, allies, and could distribute its operational responsibilities.

Currently a significant workload and responsibility rests solely with the Chief Engineer. In 2022 the Department will take steps to return to a healthy distribution and mitigate fatigue, burnout, and ensure operations can continue in the event of the Chief Engineer unavailability.

To meet this identified issue we will be cross training in the workplace and brainstorming other options for a qualified bench of responsible individuals.

Upgrade the Newsroom’s story ingestion, edit, and playback software.

A cross department collaboration on the best set of tools is underway. Leading contenders are NewsBoss and WireReady.

Comments and Suggestions? Email briand@kpfa.org