



The “Every Person” Handbook

Updated: Jun 20, 2023

This “Every Person” Handbook is for both new and current employees and volunteers. Any person that has a role which entails producing, posting, distributing content on any of KPFA’s outlets (on the radio, podcast site, website, social media, events, etc.) **must sign the Declaration of Compliance form on pages 28 and 29.**

The most magnificent aspect of KPFA is in our collective ability to tell stories, curate music, and accurately present complex ideas that inspire curiosity and interest to our listeners. It is imperative that every person knows what is expected of them, their role, and abide by the station’s policies. We have to find ways to work together in a cooperative and understanding environment, and in order to do that successfully, we must follow a set of protocols.

As managers of the station, an aspect of our job is to listen to workplace difficulties, observe best efforts, and use context and objectivity to inform decision-making. In order to exemplify a culture of healthy boundaries and defined professional roles and responsibilities we produced the following set of policies. These policies apply to everyone regardless of organizational position.

We welcome feedback on this handbook. Please contact a station manager with any constructive feedback, suggestions and/or clarifying questions by emailing management@kpfa.org.

****Please note that this is a supplemental document to the Pacifica Personnel handbook, in the event of a discrepancy between the two, Pacifica takes precedence. Also employees have additional policies that apply to them according to State and Federal Law, the Pacifica Personnel handbook and the CWA Union Contract.***

The “Every Person” Handbook was originally written and updated by former Chief Engineer Brian David and Interim General Manager Antonio Ortiz in 2019. Content also came from previous workplace packets and the Pacifica Personnel Handbook. Reviews, edits and other contributions were also made by former General Manager Quincy McCoy, Business Manager Maria Negret, former Pacifica HR Consultant Cynthia Dobek, Interim Chief Engineer Mike Kohn, Fund Drive Manager Laura Prives, former Development Director Kevin Hunsanger, Interim Assistant to the IGM/Programming Coordinator mikO Tolliver and Interim Assistant to the IGM/Operations Coordinator Jose Gonzalez.



About KPFA

Founded by pacifist, poet and journalist Lewis Hill, KPFA is the first listener-supported non-commercial radio station which began broadcasting on April 15th, 1949. We are community powered, solely supported by listener donations and like-minded foundations. Our coverage area reaches one-third of the state in Northern and Central California and we broadcast on 94.1FM KPFA and 89.3FM KPFB in Berkeley, 88.1FM KFCF in Fresno, 97.5FM K248BR in Santa Cruz, 94.3FM K232FZ in Monterey, and online at kpfa.org.

We create and curate a unique mix of local, original and eclectic music, public affairs, culture, and news programs. We investigate the contemporary intersections of class, race, distribution of wealth and its effects on the people of our coverage area. And over the years, we have advanced the discussions about historical moments of political impasse, racial tensions and economic inequality. The majority of our hosts and producers are volunteers donating their time and energy to bring you programming.

KPFA's Mission

Our mission is to provide meaningful coverage of current events through original reporting and programming while uplifting historically excluded voices. As an independent radio station, we strive to be accountable and transparent to the public that supports us while providing meaningful context on current events. We do this by providing insight on social conditions through interviews, analysis and/or music and present them in understandable programming that provokes thought and reaction on a complexity of issues that affect our community of listeners.

Organization Values

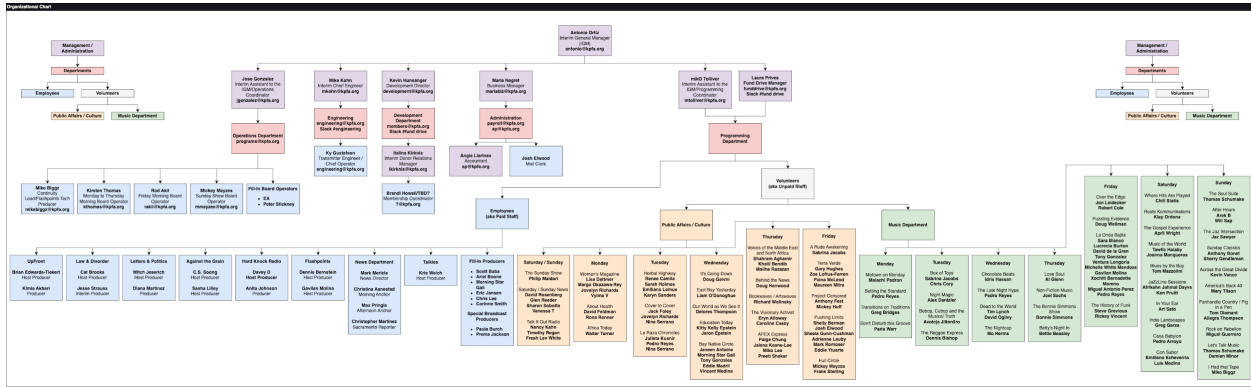
- Collaboration - the action of working with someone or a team to produce or create engaging content.
- Trust - firm belief in the character, strength, or truth of someone, a team or the organization.
- Inclusion - the process of improving the terms on which individuals and groups take part.
- Accountability, Responsibility and Ownership - the obligation to explain, justify, and take responsibility for one's actions.

Organizational Practice

In order to collaborate, build trust, be inclusive our Organizational Practice is to spend 80% of our time to planning, communicate needs and requests clearly and concisely, abide by agreed upon tasks and deadlines and be accountable, responsible and take ownership of our actions and how they may positively and negatively impact the people

we work with. Communication is key, and any ideas or proposals need to have an in-person or virtual meeting/s with everyone involved and after each meeting a written document of clearly written action items for everyone to view for their documentation.

Organizational Chart



*If you are looking at a digital copy of this document, you can click on the organizational chart above to see a larger version. For updated copies, go to kpfa.org/staff

Station Code of Ethics

Pacifica Foundation employees and volunteers are expected to:

- Adhere to the station clock, be punctual and comply with station deadlines.
- Endeavor to make SMART requests and goals: Specific, Measurable, Achievable, Relevant, Time-bound.
- Consider the needs of others, including capacity, willingness, transparency, boundaries, and ability to fulfill a request.
- Respect the rights of others to be free of bullying, harassment, emotional manipulation, intentional physical harm or intimidation in the workplace.
 - Comply with applicable government laws, rules and regulations. For example: regulations on Obscenity, Indecency and Patently Offensive Language, Equal Time and the Fairness Doctrine, Payola and Plugola, Defamation of Character, Copyright Issues and Fair Use, and **California law (called the Fair Employment and Housing Act or FEHA) prohibits discrimination, harassment and retaliation.**

- Maintain a healthy, safe, organized, accessible, and clean environment for everyone by adhering to station and government health and safety protocols.
- Maintain personal and organizational integrity and accountability by respecting the confidentiality of information, internal conflict resolution process, and responsibility.
- Protect, care for, and ensure the proper use of company assets and resources.

Roles and Responsibilities

I. Definitions

In order to have a common starting place we offer the following definitions:

- **Employee** - Any person who receives monetary compensation for their labor (manager, paid producer, paid host/producer, technical producer, continuity lead, engineer, etc.).
- **Volunteer** - Any person who volunteers their time (aka volunteer producer, volunteer host producer, live music engineers, intern and apprentice - aka Unpaid Staff). Any person who volunteers their time on a regular on-going basis without financial compensation.
 - In order to vote in Pacifica Elections, volunteer staff will need to volunteer for at least 30 hours in the 90 days prior to the cutoff date. The Pacifica National Election supervisor will notify KPFA of the official cutoff date prior to an upcoming election.

II. **Departments:** KPFA is organized into Departments, Sub-Departments, Programs and Teams.

Roles:

Roles exist to provide everyone with a container where they are able to succeed and achieve their goals. Defined tasks and expectations break down a big project into smaller, more manageable pieces. Collectively each person can contribute their best work within their defined roles. A team of individuals with clearly defined roles will help limit miscommunication, provide transparency and focus on providing our listeners with content.

Organizational Responsibilities (Applies to Everyone):

- Take ownership of your work, roles and responsibilities.
- Communicate with and respond to your colleagues in a clear and concise

manner.

- Report content using appropriate forms ([Sensitive Language Report](#)) that does not follow the station's Obscenity, Indecency and Patently Offensive Language, Equal Time and the Fairness Doctrine, Payola and Plugola, Defamation of Character, Copyright Issues and Fair Use guidelines.
- Report any personnel issues to the direct supervisor, unless the issue is with the direct supervisor, then report to their supervisor.
- Report any technical issues that affect the broadcast of programs to the Engineering Department via email or slack #Engineering.

Administration

- **General Management** - implements the strategic plan for the radio station.
 - **General Manager** - responsible for ensuring the smooth operation of the station and its sustainability; for the creation, structure and oversight of all aspects of fundraising revenue streams for the station; developing relationships and new partnerships with foundations, major donors, and staying apprised of new funding opportunities. Schedule meetings to discuss interdepartmental issues. As steward of the station, they are responsible for the health and safety of all staff. Reports to the Pacifica Executive Director and Local Station Board.
 - **Responsibilities of GM and all Managers:** Clarify station goals, oversee programs and projects, set deadlines, develop roles and responsibilities and direction of Departments and Staff, and address interdepartmental issues.
- **Business Office** - Responsible for preparing financial statements, maintaining the general ledger, paying bills, invoicing, payroll, cost accounting, financial analysis, and personnel. It is also responsible for keeping the building structures and the surroundings safe, clean, and usable. Slack #[business](#)
 - **Business Manager** - Responsible for KPFA's bookkeeping, general ledger, financial reporting, budget, and tax preparation. Schedule meetings to discuss interdepartmental issues. Reports to the GM.
 - **Team** - Accountant, Mail Clerk, Volunteer Receptionists and Maintenance/Janitorial Team. Reports to the Business Manager.
 - Accountant - Responsible for accounts payable, paying bills, reimbursements, bank deposits and general accounting responsibilities.
 - Mail Clerk - Responsible for ensuring mail and packages go to the appropriate departments, shows or individuals.

- Receptionists - Responsible for directing calls and comments to the appropriate departments, shows or individuals.
 - Maintenance/Janitorial - Responsible for the general upkeep and maintenance of the building and its facilities.
- **Fundraising and Membership** - Responsible for on-air fundraising source and Fund Drive set-up, supporting and coordinating hosts and producers, providing strategies for pitching and thank-you gifts (aka premiums); for the oversight, implementation, structure, content and premium fulfillment for on-air fundraisers and any other fundraising activities for the station; keeping membership information updated, organized, accessible and secure. Slack [#Fund-Drive](#).
 - **Fund Drive Manager** - Responsible for the smooth operation of Fund Drives; schedule meetings to discuss interdepartmental issues; clarify station on air fundraising goals; provide premiums, audio and matches to Producers and Hosts; confirm deadlines, set roles and responsibilities of every individual, track performance, address station limitations and find possible alternatives, ensure each team member gets the support they need. Reports to the General Manager.
 - **Donor Relations Manager** - Responsible for overseeing and supporting donors and donor-related programs; ensuring the efficient retrieval of donations and that donors receive their 'gift' in a timely manner; builds and expands the donor base for the station by engaging with individuals, curating the donation experience, soliciting feedback, and creating mutually beneficial relationships (aka providing an 'excellent' customer service experience). Reports to the General Manager.
 - **Team** - Membership Coordinator and Off-Air Coordinators (OAC). Reports to the Donor Relations Manager and Fund Drive Manager.
 - **Membership Coordinator** - Responsible for supporting donors and donor-related programs; the fulfillment of fund drive thank-you gifts, serving as a first point of contact for donor needs, questions and concerns (aka providing an 'excellent' customer service experience); oversees the database and integrity of donor accounts and information; hiring, training and supervising the OAC team during on-air fundraisers.

Engineering Department

- **Engineering** - Responsible for interconnected technical infrastructures, including web, radio, and facilities. Designs, develops, implements, and reviews for efficient and sustainable operations. Provides technical/structural assistance to

other departments as needed. They are also responsible for the sound of the radio station. Slack #[Engineering](#)

- **Chief Engineer** - Responsible for the technical operation of the station ensuring compliance with local, state, federal rules and regulations, and maintaining around-the-clock broadcast capability. Schedule meetings to discuss interdepartmental issues. Reports to the GM, and serves as GM in times of their absence.
- **Team** - Transmitter Engineers, Engineering Interns, Independent Contractors & Vendors, and. Reports to the Chief Engineer.
 - Engineers - Responsible for technical transmission of content, ensures equipment is working properly
 - Transmitter Engineer - Responsible for the documentation, maintenance and operation of primary and backup transmitters.
 - Engineering Interns - Responsible for learning, feedback, and putting into practice engineering skills.
 - Independent Contractors & Vendors - Provide assets to engineering
- **Engineering Team** - Responsible for technical transmission of content; ensures equipment is working properly; ensures operators are technically resourced; provides technical support and troubleshooting; and ensures regulatory compliance;

Operations Department

- **Operations** - Ensures the highest quality audio content airs on KPFA by managing the process of content creation to broadcast. Responsibilities include: training programs staff, scheduling, planning, organizing, coordinating, and controlling all the resources needed to produce a program. Slack: #[Operations](#)
 - **Assistant to the GM/Operations Coordinator** - oversees the production of audio by ensuring communication and organization, and by providing training and support. They are responsible for the talent, content, and programs of the station. Reports to the General Manager.
 - **Team** - Continuity Lead, Technical Producers/Board-Ops, News Techs, AV Technicians, Live Music Engineers, Social Media Representative, Website Editor and Operations Department Interns. They report to the Assistant to the GM/Operations Coordinator.
 - Continuity Lead - Responsible for scheduling the daily stream of content: pre-recorded and live shows, interstitials aka promos, IDs and PSAs. And ensures content technically follows all Station and FCC rules and regulations.

- Technical Producer/News Tech/Board-Op/Live Music Engineer - Responsible for the continuous stream of live content and ensures it technically follows all Station and FCC rules and regulations. Line Produce as needed.
- AV Technicians - Responsible for the continuous stream and recording of meetings and events.
- Operations Department Intern - As part of their training, they are responsible for assisting Operations Department Staff on the daily operations of the station. Line Produce as needed.

Programming Department

- **Programming** - Responsible for providing accurate, objective, relevant, timely, and understandable content on the air and online by coordinating the people (guests, talents, musicians, etc) that is required to create content for a show and its online presence. Slack: [#Programs](#)
 - **Assistant to the GM/Programming Coordinator** - Responsible for coordinating planning meetings with hosts and producers to ensure future content and special broadcasts are promoted in advance and to ensure everyone in the programming department has support from programming department team leads. Reports to the General Manager.
 - **Team - Community Programmers Group.** Reports to the Assistant to the GM/Programming Coordinator.
 - **Community Programmers Representative** - Responsible for helping relay information to volunteer programmers, gather information on their needs and issues that need to be addressed, assist with finding workable solutions.
 - **Social Media Team** - Responsible for posting the content and promotion of KPFA via the website and Social Media platforms. Also, train and inform staff on best practices and station policies for online content. Reports to the Assistant to the GM/Programming Coordinator.
 - **Programs Team** - Lead Producer, Host Producers, Producers, Assistant Producers and Interns. They report to the Assistant to the GM/Programming Coordinator.
 - **Lead Producer, Producer or Host-Producer** - Responsible for decision making, coordination of resources, and providing direction and instruction for a program. Responsible for editing and submitting a completed show.
 - Provide a Runsheet to Technical Producers/Board-Operators.

- Line Producing if no Line Producer has been secured.
 - Create and publish web content for episode pages.
 - Promote the show on social media and share promotional content with the KPFA social media team and elsewhere.
 - *Also see responsibilities at the beginning of this section, on page 3.
- **Assistant Producer** - Responsible for assisting the producer and updating episode content on the website and promoting the show on social media. Responsible for editing and submitting a completed show.
 - Line Producing if no Line Producer has been secured.
 - Create and publish web content for episode pages.
 - Promote the show on social media and share promotional content with the KPFA social media team and elsewhere.
 - *Also see responsibilities at the beginning of this section, on page 3.
 - **Host** - Responsible for the on-air conversation
 - Present the topics and guests to the audience.
 - *Also see responsibilities at the beginning of this section, on page 3.
- **Public Affairs, Culture and Music Department Support Teams** - Responsible for content guidelines compliance and training on station tools and resources. Assistant to the GM/Programming Coordinator
 - Monitors both Host Producer and Technical Producer Schedules and ensures both parties are in communication.
 - Provide training, support and basic troubleshooting on the Station's tools and resources.
 - Ensure Public Affairs and Culture Producers and Hosts complies with station and FCC guidelines.
 - Ensure each program has submitted Evergreens and Back-Up Content, and manages the scheduling of those shows.
 - Reading and responding to Producer and Hosts emails.
 - **News Department** - Responsible for producing and covering news content, and training reporters and news interns. Slack: [#News](#)
 - **Team Leads** - News Directors. Responsible for supervising and training news staff, overall administration of the News Department, participating in special projects and working with the management team. Reports to the Assistant to the GM/Programming Coordinator.

- **Team** - Receives Direction from News Directors. Reports to the Assistant to the GM/Programming Coordinator.
 - Morning News Anchor - produces morning newscasts and serves as assignment editor
 - Evening News Anchor - produces and anchors hour long evening newscast and some afternoon headlines
 - Afternoon Editor - anchors afternoon news headlines, edits reporters and produces report of their own
 - Reporter - produces news reports as assigned by assignment editor
 - News Tech - produces audio content & serves as news board operator as assigned by Evening News Anchor
 - News Interns & Trainees - trained to produce news reports (some receive class credit) under supervision of news anchors.

Procedure:

Producers are the lead decision makers on the show's content and execution. Technical Producers and OACs are support staff.

Every production has a set of defined hierarchical roles.

For shows that have the staffing capacity for an individual Host & Producer, the role may be joined during off-air content development, but during a live show the role must be separate.

For music shows the DJ performs the role of Producer, Host, and Tech Producer.

In order to maintain professional courtesy, any critical discussion of events, content, or methods will be held either in a planning meeting before the show or in a debriefing session after the show's conclusion. Mutual respect is required and the glue of the team.

Ramification:

Any actions that impact a healthy work environment such as boundary crossing, argumentative language, or other hostilities could become cause for management intervention.

III. Communication Tools

To ensure accountability and accessibility, staff members are to have and utilize the following:

Tools:

1. @kpfa.org email account (Google Domain Account)

- Grants access to kpfa.org and staff pages, StationAdmin, “All Staff” email list, Slack.
- 2. Computer workstation login account (Active Directory)
- 3. Electronic access card for building access
- 4. [Slack](#) for real time communication
- 5. Music Playlist login account (for programs that play copyrighted music longer than 30 seconds)
- 6. Phone extension or voice mailbox (can be forwarded to email)
- 7. Show or Department physical mailbox

Procedure: It is expected that workplace communication will be done through @kpfa.org email, Slack, in-person, or office phone.

Ramification: If you or any member of your team does not have these tools, please get in contact with your direct supervisor ASAP. In the event a staff member does not use an expected communication tool, miscommunication and unhandled expectations can happen. If management deems it necessary to restrict access, time limitations may be placed on access cards.

IV. Protocol: Communication Responsibilities

- All parties involved must acknowledge and respond to messages sent.
- *Ensure message sent is message received*
- Technical Producers must notify the Operations Coordinator if the Producer does not communicate 15 minutes before a live show.
- Producers must notify the Programming Coordinator if the Technical Producer or Continuity Lead does not respond to their communications
- Music Hosts must notify the Operations Coordinator if the following Host did not show up and bring up automation.

Ramification: Achieving expectations is a collective effort, concerns and constructive feedback should be offered in a debriefing session after the show's conclusion. Management should be notified if shows are having difficulties operating in a collaborative working environment that creates solutions.

V. Protocol: Operations and Programs Check-in

- **Operations Department Hours** - 6:45 am to 7:30 pm (6:45 am to 7:30pm during Fund Drives)

Producers are required to communicate via an email to programs@kpfa.org, in person, or via Slack with the Tech Producer at the following deadlines:

1. For TAPED shows the deadline is by 12pm 1 business day before the program.

2. For TAPED Music Shows the deadline is to communicate with your fellow Music Programmers and Operations Department by 12 pm 1 business day before the program.
3. For LIVE in studio shows the deadline is 30 minutes before the program, at which all parties need to meet or communicate. Producers need to provide a printed run sheet and Technical Producers need to check all sound elements.
4. For LIVE remote shows the deadline is 30 minutes before the program. Producers need to email run sheets and communicate with the Technical Producer. Technical Producers need to connect with the remote studio and perform audio level checks.
5. For LIVE Music shows the deadline is to physically check-in with the previous programmer or technical producer 30 minutes before the show.
6. For LIVE Music Show with Performance the deadline is to be physically present to set-up at least 2 hours before the show. Hosts and producers must coordinate with music & sound engineers, as well as having a Plan B ready.
 - Remember: The Technical Producer/Board Operator may be working on a live show before your program. Content and run sheets must be submitted 30 to 60 minutes before a LIVE show.

Ramification: If a Host/Producer does not meet the check-in protocol deadlines, the show will be preempted with an evergreen.

In the event there are no evergreens available, any available content with the announcement *“Up next, special KPFA programming, please tune in next week for your regularly scheduled program”* will be played.

In the event that two evergreens are played within a 30 day period due to absence or late communication, Management will review the program for suitability.

VI. Protocol: Addressing Technical Issues

It is important to be clear and detailed when bringing attention to technical issues. Please make sure to answer the following:

1. What is the problem? Please be as specific as possible.
2. What do you need? What do you want to achieve?
3. What have you tried? Please state all steps you have taken, because this will be used to try to recreate the problem. If the Engineers can recreate

the problem, then they can fix it.

4. Supply any supporting documents (screenshots, logs, etc.)
5. When are you available to chat over the phone or via video chat to speak with an Engineer? Please note, the best time to communicate with Engineering is between 7am-1pm Monday through Friday.

Ramification: When communication is unclear, technical issues don't get addressed immediately and the Engineering Department will need to spend time asking the above questions in order to understand the problem.

VII. Protocol: Breaks

When the need arises to use the restroom, or take a break, everyone should check how this may impact Air and ways to mitigate impact.

- California entitles employees to a paid ten-minute break every four-hour period.
- California entitles employees to an unpaid meal break of at least 30 minutes if you work over 5 hours in a day. This break must start before the end of the fifth hour of your shift.
- Non-lunch breaks over twenty minutes will require management approval and may not be covered by payroll.

***NOTE: Even though employees are required to take breaks and lunches, KPFA will apply this to volunteers as well. If you are volunteering 4 or more hours in one day, you must take breaks and lunch. Please coordinate with any and all individuals that may be affected by this.

VIII. Protocol: Saving pre-recorded content for On-Air Broadcast

Location: Only two locations are acceptable for content ingestion.

Shows Produced **in-house** will be saved in:

- “#For Broadcast” on the “Temps” share within the date of your program

Shows Produced **off-site** will upload to:

- KPFA's Dropbox at <https://secure.kpfa.org/dropbox>

*For detailed instructions, go to kpfa.org/staff

Technical Requirements: All content must meet these requirements.

- **Quality:** Bit Rate: 192kbps or greater Constant Bit Rate (CBR) MP3. Sample Rate: 44.1khz
- **Length:** 29:00 minutes or 58:00 minutes depending on your show's allocated time. Syndicated shows are at 59:00 minutes.
- **File Name:** Time-DAY-Date-Show.mp3 Example:
1PM-FRI-20190201-PROJECTCENSORED.mp3

Ramification: Any content over allocated time will be automatically truncated. Any content under will follow with silence. Any content that does not meet a quality guideline may not play correctly or risk being evergreened. Any show that has content that is outside of our protocol or requirements may be reviewed by management for suitability.

IX. Protocol: Timeliness

KPFA's Official Time is displayed in every Control Room, Studio, and in the main hallway. These clocks are synced via Network Time Protocol. Our automation, archives, cameras, servers, and new computers are also in-sync and use the KPFA Official Time.

Scheduled Promos exist between programs to Promote Station and Local Events, air Station Announcements and Legal IDs, as well as provide a transition time between programs.

Times: All content must start and end on time.

- Locally produced programs are either 58:00 min or 29:00 min in length
- Syndicated Programs are either 58:00 min or 59:00 min in length. (53:00 or 54 minutes to accommodate a 5 minute news headlines package)
- Show promos are 30 seconds in length
- Station announcements are 30 or 60 seconds in length
- Events and Community Calendars are 60 seconds in length
- News Headlines are 5 minutes in length at 12 pm and 4 pm, Monday to Friday.

Ramification: Not following proper timeliness may impact your work performance, your show, legal requirements, and the boundaries of your fellow workers and programs. Repeated violations will cause review and management

intervention.

X. Responsibilities: Obscene, Indecent and Profane Content

It is the responsibility of all to follow FCC laws.

1. Pre-recorded show - it is the responsibility of the Producer to ensure no expletives are in the show. There will be no Technical Producer operating the board because the program will be played through automation.
2. Pre-recorded segment in a live show - it is a shared responsibility between the Producer and Technical Producer operating the board to ensure no expletives are in the show.
3. Live Segment - It is the Producers responsibility to educate guests on what is inappropriate to say on the air and to dismiss a guest if continued violations occur. It is the responsibility of the Technical Producer operating the board to dump the expletive and discontinue the inappropriate content
4. It is the Responsibility of the Technical Producer to fill out and submit to the Program Director a Sensitive Language Report.

Ramification: Violations of Obscene, Indecent and Profane Broadcasts are taken with the utmost severity as they risk the Stations License and thus everyone's job. Failure to follow any of the above responsibilities may be grounds for suspension or dismissal.

XI. Responsibilities: Website Content

Your program page on kpfa.org is the central repository for shows, episodes, archives and podcast descriptions. It is integral to have proper content available for listeners, supporters, and search engines.

Show Producers are expected to post an episode description or playlist to their kpfa.org program/episode page upon the conclusion of every episode. If producers are able to post episode descriptions before the show airs, that would be ideal for promotion purposes. A copyright free photo may also be included in this post, but please make sure you have explicit permission to use photos. Copyright infringement is costly.

- Instructions are available at kpfa.org/staff

Ramification: Management may review the show for suitability.

XII. Organization-wide Expectations

Clear expectations help define success. The following set of expectations seek to

ensure our air has the best quality while respecting time management & work load. Defined expectations also serve as a marker for review.

Shows:

1. **Content:** It's our product, and the main focus of our efforts.
 - Create new content
 - Follow the [Society of Professional Journalists Code of Ethics](#): Seek truth and report it, minimize harm, act independently, be accountable and transparent.
 - Follows audio best practices
 - Provide three Evergreens per year to serve as backup/emergency content.

2. **Listenership:** growth, terrestrially and online
 - a. 94.1 FM / 89.3FM
 - b. kpfa.org (<https://stats.pacifica.org/index.php?id=1&tzoff=420>)
 - c. Social Media
 - For info go to <https://kpfa.org/social-media/>
 - YouTube – @kpfaradio
 - Facebook – @KPFA94.1
 - Twitter – @kpfaradio
 - Instagram – @kpfaradio
 - Tiktok - @kpfaradio

3. **Fundraising:** For every hour, it costs the station \$500 to keep the station running.
 - a. **Paid Programmers:** are expected to raise more funds, since they have employment at the station.
 - b. **Volunteer Programmers:** asked to raise at least \$300 for every hour they are on the air during Fund Drive.
 - c. **LSB Members:** asked to raise at least \$6,000 to cover the cost of their elected position (LSB Election Costs, Meeting Space Rental and Operations Support Staff/AV Techs).
 - d. Rationale:
 - 30 minute weekly show costs \$13,000 per year
 - 1 hour weekly show costs \$26,000 per year
 - 2 hour weekly show costs \$52,000 per year
 - 3 hour weekly show costs \$80,000 per year
 - 4 hour weekly show costs \$104,000 per year
 - 1 hour, 5 days a week show costs \$130,000 per year

XIII. Payola And Sponsorship Identification Rules

The Communications Act requires broadcast stations to tell the public when a matter is "sponsored," that is when it is broadcast in exchange for something of value. Stations airing sponsored material must air a "sponsoring identification announcement" which discloses the identity of the sponsor. The FCC has authority to punish broadcast stations with fines of up to \$10,000 per violation. In addition, the Department of Justice can bring criminal actions against companies and individuals involved in payola schemes. Criminal violations are punishable by up to one-year in prison, in addition to fines.

To avoid violations of the payola rules:

- Do not accept money, services or other things of value from any person, including independent promoters, for broadcasting anything on the station. Inform station management when you are made any such offers.
- Do not use airtime to promote any outside business or economic activity in which you are involved without clearing the matter with station management.

Every broadcast station has a duty to ensure that the FCC's payola and sponsorship identification laws are followed. Stations carry out this duty by advising their on-air personnel including volunteer announcers, of the payola and sponsorship identification rules and asking personnel to execute statements concerning their understanding of and compliance with these rules.

Refer to Sections 317 and 507 of the Communications Act and the FCC's Sponsorship Identification Rule (73.1212) below.

§ 317 Announcement of payment for broadcast

- (a) Disclosure of person furnishing -
- All matter broadcast by any radio station for which any money, service or other valuable consideration is directly or indirectly paid, or promised to or charged or accepted by, the station so broadcasting, from any person, shall, at the time the same is so broadcast, be announced as paid for or furnished, as the case may be, by such person: Provided, That "service or other valuable consideration" shall not include any service or property furnished without charge or at a nominal charge for use on, or in connection with, a broadcast unless it is so furnished in consideration for an identification in a broadcast of any person, product, service, trademark, or brand name beyond an identification which is reasonably related to the use of such service or property on the broadcast.

- Nothing in this section shall preclude the Commission from requiring that an appropriate announcement shall be made at the time of the broadcast in the case of any political program or any program involving the discussion of any controversial issue for which any films, records, transcriptions, talent, scripts, or other material or service of any kind have been furnished, without charge or at a nominal charge, directly or indirectly, as an inducement to the broadcast of such program.
- (b) Disclosure to station of payments -
- In any case where a report has been made to a radio station, as required by section 508 of this title, of circumstances which would have required an announcement under this section had the consideration been received by such radio station, an appropriate announcement shall be made by such radio station.
- (c) Acquiring Information from station employees -
- The licensee of each radio station shall exercise reasonable diligence to obtain from its employees, and from other persons with whom it deals directly in connection with any program or program matter for broadcast, information to enable such licensee to make the announcement required by this section.
- (d) Waiver of announcement -
- The Commission may waive the requirement of an announcement as provided in this section in any case or class of cases with respect to which it determines that the public interest, convenience, or necessity does not require the broadcasting of such announcement.
- (e) Rules and regulations -
- The Commission shall prescribe appropriate rules and regulations to carry out the provisions of this section.

§507 Disclosure of payments to individuals connected with broadcasts

- (a) Payments to station employees -
- Subject to subsection (d) of this section, any employee of a radio station who accepts or agrees to accept from any person (other than such station), or any person (other than such station) who pays or agrees to pay such employee, any money, service or other valuable consideration for the broadcast of any matter over such station shall, in advance of such broadcast, disclose the fact of such acceptance or agreement to such station.
- (b) Production or preparation or program -

- Subject to subsection (d) of this section, any person who, in connection with the production or preparation of any program or program matter which is intended for broadcasting over any radio station, accepts or agrees to accept, or pays or agrees to pay, any money, service or other valuable consideration for the inclusion of any as a part of such program or program matter, shall, in advance of such broadcast, disclose the fact of such acceptance or payment or agreement to the payee's employer, or to the person for whom such program or program matter is being produced, or to the licensee of such station over which such program is broadcast.
- (c) Supplying of program or program matter -
- Subject to subsection (d) of this section, any person who supplies to any other person any program or program matter which is intended for broadcasting over any radio station shall, in advance of such broadcast, disclose to such other person any information of which he has knowledge, or which has been disclosed to them, as to any money, service or other valuable consideration which any person has paid or accepted, or has agreed to pay or accept, for the inclusion of any matter as a part of such program or program matter.
- (d) Waiver of announcements under section 317(d) -
- The provisions of this section requiring the disclosure of information shall not apply in any case where, because of a waiver made by the Commission under section 317(d) of this title, an announcement is not required to be made under section 317 of this title.
- (e) Announcement under section 317 as sufficient disclosure -
- The inclusion in the program of the announcement required by section 317 of this title shall constitute the disclosure required by this section.
- (f) "Service or other valuable consideration" defined -
- The term "service or other valuable consideration" as used in this section shall not include any service or property furnished without charge or at a nominal charge for use on, or in connection with, a broadcast, or for use on a program which is intended for broadcasting over any radio station, unless it is so furnished in consideration for an identification in such broadcast or in such program of any person, product, service, trademark or brand name beyond an identification which is reasonably related to the use of such service or property in such broadcast or such program.
- (g) Penalties -

- Any person who violates any provision of this section shall, for each such violation, be fined not more than \$10,000 or imprisoned not more than one year, or both.

§73.1212 Sponsorship identification; list retention; related requirements

- (a) When a broadcast station transmits any matter for which money, service, or other valuable consideration is either directly or indirectly paid or promised to, or charged or accepted by such station, the station, at the time of the broadcast, shall announce—
 - (i) That such matter is sponsored, paid for, or furnished, either in whole or in part, and
 - (ii) By whom or on whose behalf such consideration was supplied: Provided, however, that "service or other valuable consideration" shall not include any service or property furnished broadcast unless it is so furnished in consideration for an identification or any person, product, service, trademark, or brand name beyond an identification reasonably related to the use of such service or property on the broadcast.
 - (1) For the purposes of this section, the term "sponsored" shall be deemed to have the same meaning as "paid for."
 - (2) In the case of any television political advertisement concerning candidates for public office, the sponsor shall be identified with letters equal to or greater than four percent of the vertical picture height that air for not less than four seconds.
- (b) The licensee of each broadcast station shall exercise reasonable diligence to obtain from its employees, and from other persons with whom it deals directly in connection with any matter for broadcast, information to enable such licensee to make the announcement required by this section.
- (c) In any case where a report has been made to a broadcast station as required by section 507 of the Communications Act of 1934, as amended, of circumstances which would have required an announcement under this section had the consideration been received by such broadcast station, an appropriate announcement shall be made by such station.
- (d) In the case of any political broadcast matter or any broadcast matter involving the discussion of a controversial issue of public importance for which any film, record, transcription, talent, script, or other material or service of any kind is furnished, either directly or indirectly, to a station as an inducement for broadcasting such matter, an announcement shall be

made both at the beginning and conclusion of such broadcast on which such material or service is used that such film, record, transcription, talent, script, or other material or service has been furnished to such station in connection with the transmission of such broadcast matter: Provided, however, that in the case of any broadcast of 5 minutes' duration or less, only one such announcement need be made either at the beginning or conclusion of the broadcast.

- (e) The announcement required by this section shall, in addition to stating the fact that the broadcast matter was sponsored, paid for or furnished, fully and fairly disclose the true identity of the person or persons, or corporation, committee, association or other unincorporated group, or other entity by whom or on whose behalf such payment is made or promised, or from whom or on whose behalf such services or other valuable consideration is received, or by whom the material or services referred to in paragraph (d) of this section are furnished. Where an agent or other person or entity contracts or otherwise makes arrangements with a station on behalf of another, and such fact is known or by the exercise of reasonable diligence, as specified in paragraph (b) of this section, could be known to the station, the announcement shall disclose the identity of the person or persons or entity on whose behalf such agent is acting instead of the name of such agent. Where the material broadcast is political matter or matter involving the discussion of a controversial issue of public importance and a corporation, committee, association or other unincorporated group, or other entity is paying for or furnishing the broadcast matter, the station shall, in addition to making the announcement required by this section, require that a list of the chief executive officers or members of the executive committee or of the board of directors of the corporation, committee, association or other unincorporated group, or other entity shall be made available for public inspection at the location specified by the licensee under § 73.3526 of this chapter. If the broadcast is originated by a network, the list may, instead, be retained at the headquarters office of the network or at the location where the originating station maintains its public inspection file under § 73.3526 of this chapter. Such lists shall be kept and made available for a period of two years.
- (f) In the case of broadcast matter advertising commercial products or services, an announcement stating the sponsor's corporate or trade name, or the name of the sponsor's product, when it is clear that the mention of the name of the product constitutes a sponsorship identification, shall be deemed sufficient for the purpose of this section and only one such announcement need be made at any time during the course of the broadcast.

- (g) The announcement otherwise required by section 317 of the Communications Act of 1934, as amended, is waived with respect to the broadcast of "want ad" or classified advertisements sponsored by an individual. The waiver granted in this paragraph shall not extend to a classified advertisement or want ad sponsorship by any form of business enterprise, corporate or otherwise. Whenever sponsorship announcements are omitted pursuant to this paragraph, the licensee shall observe the following conditions—
- (i) Maintain a list showing the name, address, and (where available) the telephone number of each advertiser;
 - (ii) Make this list available to members of the public who have a legitimate interest in obtaining the information contained in the list. Such list must be retained for a period of two years after broadcast.
- (h) Any announcement required by section 317(b) of the Communications Act of 1934, as amended, is waived with respect to feature motion picture film produced initially and primarily for theatre exhibition.

XIV. Health and Safety at the Workplace

At KPFA we strive to provide a safe, working environment for you. Please be sure to follow the safety guidelines outlined below and on KPFA website.

Trip and fall hazards - If you trip and fall or slip, or if you see someone trip and fall or slip this must be reported to one of the safety coordinators and/or management. We are responsible for ensuring that the situation is corrected.

Earthquakes - Below are steps as recommended by the U.S. Geological Survey (go to <https://pubs.usgs.gov/gip/2005/15/gip-15.pdf> for more information).

- "DROP, COVER, AND HOLD ON." If you are not near a desk or table, drop to the floor against an interior wall and protect your head and neck with your arms.
- Avoid exterior walls, windows, hanging objects, mirrors, tall furniture, large appliances, and cabinets filled with heavy objects.
- Do not go outside until well after the shaking stops!
- After shaking stops, KPFB should rebroadcast Berkeley 1610AM, until event end

You will be notified by a manager or safety coordinator as soon as possible whether to evacuate or stay inside. The gathering area to meet outside is in the parking lot at the rear of the building. Roll will be taken and the safety coordinators will decide when it is safe to enter the building and who will rescue

any trapped people, Department Heads are responsible for reporting missing staff members to the safety committee personnel.

Fire - Fire extinguishers are available in the workplace for use. On the PA announcement or at the sound of alarm and flashing lights all staff must immediately evacuate the building.

The only person authorized to stay and perform shutdown operations is the Chief Engineer. The parking lot is the designated meeting place where roll will be taken. Department Heads are responsible for reporting missing staff members to the safety committee personnel.

Invasion, chemical spill or impending disaster - City of Berkeley will warn staff by siren. Shelter, Shut and listen are the commands to follow. All staff are to stay inside. All exterior doors, windows and skylights are to be completely shut and possibly sealed. Instructions will be given on the city radio station (1610 AM) or here at KPFA.

Other hazards - Any other threats to safety not covered above are to be reported to the safety committee or Management.

During Pandemics or Sickness - Our top priority is to keep everyone and their families healthy. KPFA will abide by the existing CDC and OSHA workplace protocols for health and safety. We understand that every person's situation is different and encourage those with specific risks or concerns to reach out to their manager and discuss alternate arrangements, should they be necessary.

Current Station Health and Safety Protocols

- Stay home when you are sick and notify management via attendance@kpfa.org, regardless of volunteer or employee status. Do Not Enter the building if you are ill with a disease that is contagious (or communicable).
- Do not allow guests who are sick with an illness that is contagious (or communicable) into the building.
- Wear properly fitted face masks during in-person and indoor group meetings. Face masks must be worn to cover both mouth and nose.
 - If group members want to meet maskless, do so outdoors or via online virtual meetings.
- Adhere to the 6 feet social distance rule.
- Wash your hands upon entering and leaving the building, and often.
- Ensure that all working areas are wiped clean before and after use (countertops, boards, phones, computer keyboards, etc). And ensure air filters are on after use of control rooms and studios.
- Read the current health and safety protocols for the station on KPFA's website, which will be updated when needed.
 - <https://kpfa.org/health-and-safety-protocols/>

Anti-Harassment and Non-Discrimination Policy - A critical aspect of our mission is to build a foundation of cooperation and collaboration in our work environment. We seek an environment that acts in celebration of diversity, that treats one another with respect and dignity. The KPFA culture is a continual process of building tools and strategies that help minimize damage caused by internal hostilities. We're vigilant in challenging the mobilization of identity in service to one's own personal gain in order to build a space that serves all.

Harassment is aggressive pressure or intimidation. Harassing conduct includes, but is not limited to: epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes and display or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group.

Pacifica Foundation is committed to providing its personnel a reasonably safe and healthy work environment, free from intimidation, harassment, threats and/or violent acts. Also, conduct that denigrates or shows hostility or aversion toward an individual because of their race, color, religion, national origin, age, disability, citizenship status, marital status, genetic predisposition or carrier status, and sexual orientation or gender identity is illegal under Title VII of the Civil Rights Act of 1964. Pacifica Foundation Inc. prohibits any such discrimination or harassment.

The Anti-Harassment section, under workplace policies of the Pacifica Handbook, speaks to the organization's policy and resolution process.

To better equip KPFA staff, the station makes skill and resource training available, including:

- Dialogue and Collaboration Skills for Inclusive and Equitable Workplaces
- Collaborative Communication Skills
- Diversity, Equity and Inclusion
- other training sessions and classes as needed

Reporting an Incident of Harassment, Discrimination or Retaliation -

Individuals who believe they have experienced conduct prohibited under this policy or who have concerns about such matters should report their concerns to their immediate supervisor and/or the General Manager. Please contact management@kpfa.org

Drug Free Workplace - Pacifica Foundation, Inc. is committed to maintaining a drug-free workplace, this includes, but is not limited to: alcohol, cigarettes, and substances prohibited by local, state, or federal law. Our goal is to limit behaviors that increase the likelihood of accidents and damage to station resources.

Violations of this policy may result in appropriate disciplinary action including termination.

XV. Electronic Communication Policy

KPFA may provide employees, independent consultants/contractors, and other individuals access to electronic information resources to carry out their responsibilities to the station. These resources can include:

- computers
- telecommunications devices, voicemail, and fax machines
- smartphones and PDAs
- audio and video equipment
- e-mail and electronic calendars
- Internet (e.g., the web) and station network access
- facility access by electronic means such as door codes or access card
- systems or platform access

The station reserves the right to restrict or rescind access to these resources at its discretion.

Individuals are required, as a condition of being granted use of and access to station electronic information resources,

- to abide by station policies that govern use of these resources,
- to protect and maintain the privacy and confidentiality of station information to which they have access,
- and to disclose confidential information only under certain conditions allowed by station policy.

Users are expected to abide by all applicable policies and laws when using station electronic information resources. Users are held accountable for misuse and are disciplined in accordance with applicable station human resources policies.

Examples of misuse include but are not limited to the activities in the following list:

- Violating any applicable state or federal law or regulation
- Using resources for personal financial gain or non-station commercial purposes
- Accessing resources for personal use so that the station incurs noticeable, incremental costs through lost productivity, direct charges, or interference with station operations
- Using e-mail for unauthorized mass messaging, such as distribution of chain or spam e-mail messages, which causes excessive strain on electronic communications resources
- Sharing or providing access to resources, such as station-issued computers, with unauthorized individuals
- Installing unauthorized software or equipment

- Disclosing confidential or sensitive information without consent or authorization
- Violating policy or measures intended to ensure network, computer, and data security and to safeguard against theft or loss
- Violating copyright law, such as sharing copyrighted electronic material without permission or otherwise engaging in illegal file sharing activities
- Violating terms of software licensing agreements
- Creating a hostile work environment
- Using a departmental or functional email account (e.g., deptname@kpfa.org or assistant@kpfa.org) or mailing list (e.g., Listservs) for unofficial or unauthorized purposes
- Assuming a false identity, or masking the identity of an account or machine without permission
- Implying station endorsement of a product, service, or statement of a station entity without approval
- Giving the impression, without authorization, of representing a position, giving opinions, or making statements on behalf of the Station or a Station department
- Using the Station's name or logo without appropriate authorization

Access to Electronic Communications Records

The KPFA **Electronic Communications Policy (ECP)** governs access to electronic communications records.

Monitoring of Content - As a general policy matter, the Station does not monitor the content of electronic communications without the user's consent.

However, users should be aware that access to and inspection of electronic communications (including e-mail) may be granted or required under certain conditions as set forth in the ECP (for example, where there is reason to believe a law has been violated, or when there is a critical time-sensitive operational need).

The ECP's procedures for non consensual access will be followed where necessary.

Users should also be aware that access to, inspection of, and preservation of relevant electronic communications (including e-mail) is required by federal law when the Station reasonably anticipates that a lawsuit may be filed against it or is engaged in legal action.

Unplanned Absences or Separation - Users are advised that in the case of an unplanned, extended absence, the Station may find it

necessary to access an individual's electronic communications in order to ensure business continuity.

Such access will be conducted with the least perusal of contents possible, per the ECP. The individual will be informed of the access upon return to work. After an individual separates from the Station, the Station may access electronic communications records for business purposes and may destroy electronic files, including e-mail.

Protection of Personal or Confidential Information - Access to Station information, including data records, is authorized for Station employees or other users when necessary for them to perform assigned duties. Such use must be in accordance with assigned duties.

Station electronic information resources, to which users are provided access may contain information or data records pertaining to members and staff of KPFA that are defined as personal or confidential under Station policy and the State of California.

Organizational information that may include, but is not limited to, financial, employee identifiable, intellectual property, financially non-public, contractual, of a competitive advantage nature, and from any source or in any form (i.e., paper, magnetic, or optical media, conversations, film, etc.), may be considered confidential. Information's confidentiality and integrity are to be preserved and its availability maintained. The value and sensitivity of information is protected by law and by the strict policies of the **Pacifica Foundation, Inc.** The intent of these laws and policies is to ensure that confidential information will remain confidential through its use, only as a necessity to accomplish Pacifica Foundation's mission.

XVI. Feedback:

This is a living document and we welcome feedback and collaboration on Station Policies and this handbook. Please contact management@kpfa.org with any constructive feedback, suggestions and/or clarifying questions.

Declaration of Compliance with Station Policies and Procedures

I acknowledge that I have reviewed and understand this document and that it is my responsibility to comply with and implement all rules, regulations, policies and procedures as set forth by Pacifica/KPFA.

I understand that I can contact KPFA management to give feedback and collaborate on station policies in this handbook. I also understand that violations of policies and procedures in this handbook may result in appropriate disciplinary action.

I understand the importance of and agree to fully abide by the Station's Health and Safety policies and procedures and by the Station's Anti-Harassment and Non-Discrimination Policy.

I understand the importance of and agree to fully abide by the Station's Indecency and Obscenity policy. And I understand that I must follow FCC Rules concerning indecent content over the airwaves and that I must complete and submit a Sensitive Language Report to management no more than 12 hours after the accidental broadcast of prohibited material.

Under penalty of perjury, I hereby declare that I have read and will comply with the requirements of Sections 317 and 507 of the Communications Act, and the FCC's Sponsorship Identification Rule. To my knowledge, the station has also complied with these payola and sponsorship identification requirements. I have reported to management any potential violations that I have witnessed or been a party to.

I will comply with station policies that prohibit anyone who has any voice in the selection of broadcast matter from:

A. accepting any money, favor, loan, travel or entertainment, benefits, or other thing of value, from any person who seeks in exchange the airing of any broadcast matter;

OR

B. promoting over the air any activity in which I have any direct or indirect financial interest. Potential conflicts of interest have been reported to management.

Neither I nor any member of my family has any ownership interest in, either direct or indirect (other than an investment in the stock of a publicly held company), or serves as an officer or director of, with or without compensation, any company or organization engaged in:

- the publishing of music;
- the production, distribution (including wholesale and retail sales outlets), manufacture or exploitation of music, tapes, CDs, recordings or electrical transcriptions of any program material intended for broadcast use;

- the exploitation, promotion, or management of persons rendering artistic, production and/or other services in the entertainment field;
- the ownership or operation of one or more radio or television stations;
- the wholesale or retail sale of recordings intended for public purchase;

OR

If any such interests exist, I will state the facts and circumstances relating to such on a separate sheet and submit it to KPFA Management.

First and Last Name: _____

Show Name and/or Department: _____

Station email: _____

Permanent Address*: _____

Phone Number*: _____ Personal email*: _____

Signature: _____ Date: _____

Emergency Contact First and Last Name*: _____

Relationship*: _____ Phone Number*: _____

Optional**: _____

** For management use and private staff files.*

***Information that may be helpful in the event of an emergency. e.g. allergies to meds, foods, insect stings, diabetic, etc.*

Emergency Treatment Authorization

In the event of an emergency, I authorize KPFA to provide emergency treatment and/or call an ambulance if hospital treatment is necessary for my condition. I can revoke this in writing at any time.

Signature: _____ Date: _____