

EBEXH3

May 6, 2002

To: Jackie Wright, Executive Director, Office of Public Engagement and Information,
SFUSD

Fr: Nicole Sawaya, General Manager, KALW, fm

RE: Report on KALW

The following report begins from last March 2001 when I began as General Manager at KALW. I would like to preface the report with a thank you to Superintendent Dr. Arlene Ackerman and to you, Jackie, for giving me the opportunity to put all my skills, experience, and talents towards making KALW a successful public radio station.

Clearly, KALW was adrift. Leadership and vision were lacking, staff was balkanized with low morale, listener support was showing signs of falling off, and audience numbers were decreasing. Such was the state of the station when I arrived. Since then there have been many changes and KALW, I am happy to report, is on the rise.

Programming:

We have begun to transform the programming to reflect a mix of national, international, and locally produced radio shows focussing on news, information, and entertainment.

New programs and special programs launched within the past year:

- **UpFront: Dispatches From the New Majorities** – a weekly show done in collaboration with New California Media (a consortium of over 400 ethnic language news organizations) and YO! Youth Outlook, with host Sandip Roy. The program gives a five-minute headline news roundup from the ethnic press then launches into interviews with rarely heard authors, newsmakers, journalists, and youth regarding issues in communities of color both local and international. Featured contributors include Peung Vongs, Rene Cira-Cruz, Andrew Lam, Leticia Hernandez, and Christine Wong.
- **Working Assets Radio with Laura Flanders** – a daily local call-in show done in collaboration with Working Assets, Inc. the socially responsible corporation based in San Francisco. Working Assets Radio was launched the week after September 11th and features topics ranging from breaking news to general interest stories. The program is caller-driven and has garnered tremendous support and interest in the Bay Area. It has been given a "Kudo Award" from American Women in Radio and Television Golden Gate Chapter, to be announced in June 2002.
- **The Story of Africa** – aired during Black History Month. This was a highly produced documentary series heard in the Bay Area only on KALW. Produced by the BBC, the series was narrated and produced by journalists from all over the continent of Africa.
- **Health Mind and Body with Paul Linde, MD** – a weekly 15-minute program paired up with the ongoing **AIDS Update**. This is a locally produced show focussing on a variety of health issues.
- **Monthly Manager's Report to the Listeners** – a monthly program aired at various times hosted by KALW's general manager. It is a call-in show that features news about the station, interviews with station-related people (first program had an

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interview with Superintendent Arlene Ackerman and the second with Bob Moses from the Algebra Project), then opens the phone lines to gather opinions about KALW programs from listeners. It's about accountability.

- **Back to School Rally** - KALW did live coverage of the Back to School Rally held this past Fall. Commissioners Chin and Chong gave live interviews along with Mayor Willie Brown.
- **KALW Town Hall Meeting with Tony Irons** - This was a special hour and half broadcast featuring Tony Irons, COO of SFUSD so that Mr. Irons could explain the facilities planning process and get questions and comments from listeners. KALW is prepared to do a follow-up on-air Town Hall once the Facilities Blueprint is unrolled.
- **September 11th** - KALW went into high gear with special programming in the wake of the attacks. For over five days we put together a mix of reports from NPR, BBC, and the CBC including local live-calls ins to facilitate conversation in the community. KALW was honored to have Superintendent Ackerman lead the moment of silence on-air. KALW also provided listeners and other radio stations with up to the minute news about SFUSD school closures in collaboration with SFUSD Office of Public Engagement and Information.
- **Then and Now** - A new classical music program locally produced. The show features music from the 19th and 20th century and interviews with local artists such as Gwen Mock, and is hosted by pianist Sarah Cahill.
- **The Human Chorus** - A new locally produced program by Jonathan Hueur. The half-hour show takes a deeper look at the story behind the music. The first program featured Billy Holiday's classic "Strange Fruit" and the story behind the song.
- **Teen Environmental Media Network** - Based in San Rafael, this group does two-minute programs that we air during NPR's "Living On Earth." KALW is collaborating with the TEMN and offers the station as a base of operation when they are training youth from San Francisco. May 28th will be a workshop for young journalists enrolled in the program. Their focus is on the environment and training young people in environmental journalism. They have a tremendous record of success and we are very excited to be collaborating with the group.
- **Be Sound** - a five part series done in collaboration with Sanchez Elementary School. KALW has so far provided over \$15,000 in in-kind support for the show such as an engineer, a producer/editor, studio time, etc. We have developed this as a prototype for how we can collaborate with other SFUSD schools in the future. However, we are resource strapped, so until we can get substantial money to underwrite the efforts, we will be limited to only one per year.
- **SFUSD InsideOutside** - In collaboration with SFUSD's Office of Public Engagement and Information, these two-minute "drop-ins" feature news and views about SFUSD. KALW places them during morning drive time programs and evening drive time programs to maximize outreach to listeners. A fresh segment is recorded each week.
- **Special Programs** - During the past year KALW has featured many special programs from national, international and local producers. Programs have ranged from subjects such as Islam, Judaism, science, the environment, and many arts specials.

- **Ongoing Programs** – KALW continues to present a stellar array of news programs from national and international program providers. KALW also continues to present fine local programs such as **Your Legal Rights with Chuck Finney**, **Minds Over Matter**, and great music programs featuring music from Folk, World and African genres.

Audience

- According to audience research that KALW subscribes to, in Spring 2001 KALW's audience was measured at 99,000. Spring 2002 shows a substantive increase in audience – 120,000 measured listeners and growing.

Fundraising

- KALW has completed two of its most successful fund drives in the shortest amount of time this past year. The Fall fund drive went over goal and registered at over \$320,000 with a 95% fulfillment. During that drive, we garnered over 1,000 new members and over 3,000 calls. Our recently completed Spring fund drive hit goal at \$220,000 with 800 new members pledging, and over 2,000 phone calls.
- With some postage stamps and an in-house letter, KALW received over \$32,000 in challenge money solicited for the fund drive. This was a first in KALW history.

Finances

- KALW was in serious trouble with the Corporation for Public Broadcasting (CPB), our federal funders. Reports – both the annual audit and station activities reports – were chronically late. Since my arrival, I have now smoothed relations with CPB by building relations with our Washington funders, and getting in our reports on time. Our annual audit was actually completed with a few weeks to spare thanks to the good work of Paulette Terrell and our auditors, who I convinced to remain with us.
- KALW receives 75% of its annual operating budget from listeners. The rest comes from CPB, some underwriters, studio rentals, occasional grants, and major donors. We are now financially healthy and are keeping expenditures on point with our budget.

License Challenge

- KALW had a license challenge levied against the station and the license holders (SFUSD Board of Commissioners) with the FCC in the late 1990's. When I came on as general manager, I quickly discovered that the challenge had not yet been resolved, nor was there evidence that it was an issue of priority for former management.
- What I discovered: The license challenge was put forward by a group called "Golden Gate Public Radio (GGPR)." I was appalled to learn that GGPR was comprised of people from within the station, and that affidavits had been signed by people from within the station as well. The challenge alleged that there had been EEO violations, FCC violations on the part of a former manager, and allegations that the public file had not been kept in proper order.
- I immediately put fire under our FCC lawyer in Washington DC, Ernie Sanchez, to give me a full report of the license challenge (his confidential report was then submitted to David Campos and OPEI) and apprise me of the latest situation. Thrilled

that the new leadership at the station saw the license challenge as a top priority for resolution, Mr. Sanchez was able to get forward motion from the FCC.

- The FCC has thrown out all the allegations. One piece of paper, which was missing from the public file, may be what we finally get our hands slightly slapped for. We are still waiting on word from the FCC for the final resolution.
- License challenges should be taken very seriously. You risk losing the station and huge fines, as well. That KALW's license challenge was generated by insiders and some staff is deplorable, especially in light of the fact that the allegations were bogus and mean-spirited.

Technology

- KALW is finally streaming on the Internet!
- KALW received an \$11,000 grant from the State of California for digital upgrade which we hope to put towards building the base for digital broadcasting.
- We have upgraded on-air equipment and editing equipment.

Staff

- KALW management continues to support all the efforts of staff.
- KALW has expanded its volunteer roles and has brought several young people in as volunteers.
- Management is offering staff development opportunities by offering digital editing workshops.
- Management communicates with all staff on a regular basis and promotes and enacts an open door policy. All letters received by the station are posted for all to read (a first), audience research is posted, award opportunities are posted as well.
- Many staff and volunteer producers would say that morale is up and much of the old culture is changing.
- However, there is still a small culture of complaint left at the station. I have tried very hard to eradicate it, but there will always be employees who, despite their privileged positions, find things to complain about.

Community Relations

- During the past year, KALW has been a media sponsor for the Stern Grove Festival, the Bluegrass Festival (thanks to Peter Thompson), and the Celtic Arts Festival (thanks to JoAnn Mar). We are also going to be a media sponsor for the Friends of Park and Recreation's Campaign to Restore the Conservatory of Flowers.
- KALW is now in good standing with National Public Radio (NPR), California Public Radio (CPR), and National Federation of Community Broadcasters (NFCB). Relations are strong with many arts organizations in the city such as the Opera and A.C.T. thanks to long time A/O Alan Farley.
- KALW's general manager now sits on the Board of Directors of SPUR (San Francisco Planning and Urban Research) and is on the Advisory Board of Youth Speaks, and the Television Race Initiative – a national organization. I have also been invited to be on the Fine Arts Museums Eternal Egypt Committee, and have been a keynote speaker at several events including the Peace and Social Justice Organization in Marin County.

- In a week, I will be on a panel at the annual Public Radio Conference in Washington DC along with Becky Bond from Working Assets Radio to discuss our collaboration. And on June 12th, I will be honored with the Milestone Award at the American Women in Radio and Television Golden Gate Chapter's annual luncheon.

I am pleased to report that in a little over a year KALW is on the move with new programs, better fundraising, and gaining prominence in the Bay Area. I thank you for the opportunity to report the good news and sincerely thank you for all your support.

<u>Federal Communications Commission</u>	
Docket No. <u>04-191</u>	Exhibit No. <u>53</u>
Presented by <u>EB</u>	
Disposition	Identified <u>5/26/05</u>
	Received <u>5/26/05</u>
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Date <u>5/26/05</u>	

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