

Handbook on Station Governance



Brought to you by
the good folks at
WSLR-LPFM
and the Prometheus Radio Project

Arlene Sweeting, David Beaton,
Prometheus Antioch Intern Caroline Nappo,
and Pete Tridish

Illustrated by Matt Dakan
Design/Layout: Bruce Haag

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Organizing Your Station

SECTION I: Introduction to Governance

There are 5 critical functions at every radio station: programming, development (fundraising and marketing), operations (technical aspects), business/administration (budgets, government compliance, personnel) and governance. Governance can be defined as the structures, traditions and processes that determine how power is exercised, how decisions are made and how the public interfaces with the organization. It is through its governance structure that a public radio station is held accountable for the programming it presents and the dollars it collects and spends.

You need to have a clear organizational structure from the beginning, so people understand how decisions are being made, and do not start to freak out about a perceived lack of democracy. Community stations may operate with no paid staff and only volunteers, or with all paid staff and no volunteers or somewhere in between. The station can be organized hierarchically or based on a more cooperative model.

5 Critical Components to Consider:
Programming, Development,
Operations,
Business/Administration,
Governance

One thing to remember when considering how to structure your station is that an organization functions best when its governance aligns with its vision. The place to start is not with governance, but with your vision/mission statement. Define the vision and then you can start exploring what models of governance will support it. Spend time with your leadership team building a clear mission statement for your station and a set of core values by which to operate. Then put these principles into practice when you organize your station.

The Station Resource Group (SRG) conducted an on-line survey, from December 2002 through January 2003, to gain a better understanding of how public radio leaders view the role and effectiveness of governance at their stations. SRG is an alliance of 45 public radio broadcasters. SRG members operate some 168 stations and produce the majority of public radio's national programming. The attributes ranked most important by survey respondents focus on activities that are internal and real-time - decisions on budget and programming, general manager interactions with the governing body, mission statements. The attributes considered less important are external and long term - strategic planning, board fundamentals, connecting to the community. The SRG points out that until stations have high performance on all the attributes, they are not fully using their governance structure as a tool to meaningfully advance public service. You can see the complete results of this survey at <http://www.srg.org/governance/Metrics/03metricsreport.html>.

The bottom line is - governance matters. Effective governance allows LPFM and other public

radio stations to build stronger community connections, increase their value as community institutions, tap into new funding sources and concentrate on public service. So let's take a look at different ways to structure your station.

SECTION II: Creating a Station Structure

Creating a community-based low-power radio station takes more than engineering expertise, it takes grassroots and political organizing, the ability to work with different types of people, fundraising savvy, and a sensible organizational structure. A functional, supportive governing body that understands its role is critical to a community radio station's success

A Board

For most LPFMs the Board will initially consist of the people who do the work of getting the station on the air - raising the funds, buying the equipment, and building the station. The majority of Board members should live within the broadcast area of the station. If you have staff, the Board is responsible for long-term planning and policy decisions. However, if you are functioning solely with volunteers, your Board, or whatever governance structure is in place, will have to be more hands-on and play a role in organizing the work that needs to be done and making day-to-day decisions for the station.

Other Committees

You may have a number of individuals working on fundraising/events, outreach/community support, news and public affairs, technical and programming issues. Formalizing these groups into committees that meet and take minutes will be helpful in keeping on task and knowing the history of why certain decisions were made. At least one member of the Board should be on each working committee, and serve as the coordinator/facilitator for that group. Other committees that you might consider are: congressional action (that is, making sure Congress does not kill low power FM), and a youth committee.

An Advisory Committee

Having an advisory committee is a concrete way to involve people whose support you want, but who do not necessarily have the time to work with you on a regular basis. These people literally act as advisors, on technical, legal and programmatic issues. They can provide objective feedback on how well you are meeting your mission statement. Again, people who represent your community, and who you trust, and who are psyched about this project, are the people you want. For more information on forming a Community Advisory Board go to:

<http://www.srg.org/governance/CAB/CAB.html>

A Mission Statement

It is important to get a concise mission statement put together as soon as possible, so every

time someone new gets involved, they understand what your station is all about.

It seems simple — though you would be surprised at how long it can take a group of people to hammer one out. But once you have one you like, you are set.

Things get more complex when you start to work on a programming policy, which may include such things as, "25% of our programming must be in Spanish," or, "no corporate music may be played on our station," or "80% of our DJs must live in our broadcast area." You do not need to worry about that stuff right now, though it is good to start thinking about specific programming policy at some point well before you are actually set to go on the air.

WMMT's mission is to be a 24 hour voice of mountain people's music, culture, and social issues, to provide broadcast space for creative expression and community involvement in making radio, and to be an active participant in discussion of public policy that will benefit coalfield communities and the Appalachian region as a whole.

At this time we interrupt our regularly scheduled manual on governance to bring you a special report from Pete Tridish, founder of the Prometheus Radio Project and all-around good guy . . .

Community Radio: Access versus Underdog

In most community stations, there are two competing missions.

Access Radio

One mission is to serve as the town soapbox, where anyone can get up for a few minutes or an hour a week and say their piece, interview people they find interesting and play the music they love. Stations like this pride themselves on having people from all walks of life involved, from the homeless to the mayor. And anyone can involve themselves as long as they comply with a few simple rules and responsibilities... show up for your air-shift, don't break the equipment, don't jeopardize the license by playing songs with curse words, etc. The Pacifica Network stations started this way, as did many of the KRAB Nebula stations. They are very close in spirit to a public access TV station, where anyone can get a show. These stations often have their programming swing wildly from hour to hour, without apparent coherence between the polka hour and the volunteer fire department hour and the lesbian science fiction hour and the City Councilors call-in hour. This model has an advantage of being very simple, and it has a mission almost anyone can agree with. These stations are often strong in the face of external threat because the diversity of participants, and they also have an important social function of being a place where the privileged meet and mix with marginalized groups as peers.

Underdog Radio

Another mission that many community radio stations adopt is using the station to equalize the imbalance in other media. "Why should this station have the mayor on, when she is already quoted in the paper every week?" "Why should this station have English speakers, if half of this town speaks Spanish and no other radio station plays their voices?" "If TV only shows black people as gangsters, why not give blacks more time on this community station in order to dispel the myths?" "Why allow programmers to play Britney Spears on their shows, when she is already played on the other stations and there are great local musicians right here in town that people have never heard of?" These stations, through their programming policies, attempt to rebalance the media in a society with skewed values and perceptions. They might even be the outlet of a labor union, or a rebel movement (such as the radio station set up by the striking teachers recently in Oaxaca). Stations with an underdog mission often face a challenge in defining how to implement their beliefs, since so many groups have been marginalized in one way or another. It is difficult to choose a way that feels empowering to everyone who has been disenfranchised-- and then on top of that everyone who believes they are disenfranchised. Because America loves the story of the underdog, even many people in powerful, dominant groups... such as Fundamentalist Christians, and businessmen...feels that they have a Horatio Alger story to tell about the disadvantages they face.

Prometheus has built both access and underdog stations, and we believe both sorts of missions are totally valid. The problem that many community stations face is that they have some participants that believe in one mission, and some who believe in the other. And these two missions can be similar enough that people don't realize there is a conflict until after a number of decisions have been made. Further complicating things, many stations can shift in emphasis between these two missions over the years, and may have rules or mission statements or policies or precedents left over from a previous era. And many stations do both by taking all comers, but then preferring certain types of programming over others.

One thing you should know is that it is totally up to the discretion of the license holder what goes on a radio station. In Public Access TV, there is a legal requirement that all comers get equal treatment, but this is not true in radio. Public Access centers get money from the cable franchise fees in order to pay for staff to provide a free speech outlet, but community radio stations are often all volunteer efforts. It is one thing to support the right of your local KKK Grand Dragon to speak, it is another thing to volunteer to clean up the Big Mac wrappers he leaves littered around the studio every week-- it can get old for volunteers to work and contribute financially to things they do not agree with. Radio law in the United States is completely silent on the format and content of your station, so your community will have to make up your own mind. Non-commercial licenses-- full power and low power---are supposed to have an "educational mission," but the FCC has been sued into blithering submission every time that it has tried to make differentiations between educational and non-educational programming, so they will not try any more. Your group is condemned to freedom in the face of these tough questions!

Tackle this question head on, early on. Bring everyone together and have a robust, healthy debate about it. Based on the debate, draft a mission and adopt it, and refer back to it and let

it guide you through the tough choices. Re-evaluate the mission every so often, and see whether the station is really having the desired effect. Between re-evaluations, let the mission be the guide-- if new members don't agree with the mission, they should really join another group.

Keep your sense of humor, and remember that Irony is one of the most powerful forces in human events. Even the best intentions can often yield silly consequences, such as a station with rules that are so politically correct and policies that are so complicated that poor youth feel out-of-place and like they can't express themselves. A simple code of conduct that any reasonable person can agree with is essential-- without one, mean people rule! Insist on respectful behavior, but remember not to go overboard and make it so that you need a masters degree in post-colonial studies to participate in your neighborhood radio station!

One common error that occurs is that people seeking to make Underdog radio forget that there are people out there in their town who would like to be part of the station, but are not underdogs. So people start the station calling it a "community" radio station, and many people will walk in thinking that that means it is for the geographic community, when the station founders actually mean the disenfranchised, misrepresented community. This can cause a lot of bad feelings really quickly that can be avoided if you make it clear from the start exactly what you are trying to do, so that people don't wander into your project, hang around for a while and discover that they are not really welcome. Most people will respect your project better (even if they don't agree with it) if you clearly state what it is and what it isn't. Further confusing things, progressives tend to be more attracted to both access and underdog radio, since conservative and dominant views are well represented in mainstream media. So a station with an underdog mission can think it is also an access station for a long time, since no one who disagrees will walk in and ask to be part of it in the beginning.

Many stations, as a result of the two factions that develop, come up with approaches that do a little bit of each. For instance, the programming committee might choose to give better time slots to programming that is unique in the community, but will allow people who want to play classic rock tunes a late night shift

Remember that people who disagree about this are not villains. It is like the difference between people who like to play chess versus people who like to play backgammon, there is no universal right answer, just a best agreement that can be made for a particular group in a particular situation in a particular time. We have seen excellent stations that serve their communities admirably that do either of these missions-- the ones that have the most trouble are the ones where factions develop and the stations try to do both. No one wants to volunteer at a place where they will get yelled at or berated, but paradoxically many volunteers throw so much of their energy and aspirations into the community station they love so much. After coming home from their boring, crummy, meaningless job, their emotions can run high when they are debating about the direction of the station. Try to appreciate the passion people bring (even when you end up being its accidental target) and keep the station fun for everyone involved- remember that community radio (of both types) is not worth doing if it is not fun, and the best way to attract and retain new volunteers is to be celebratory and successful. In this society that caters so towards individual consumers, co-operative achievement in a community radio station can be a great, treasured experience for people.

If anyone is concerned that my use of the term "underdog" might be intended to compare people of oppressed groups to animals of low status, I assure you that that is not my intent. I

refer you to the wikipedia entry on "underdog":

The origin of the word "underdog" comes from naval shipbuilding when the planks of wood were sawn for their construction. The logs of wood were placed over a pit on planks of wood called "dogs" (a bit like fire dogs). The senior sawsman stood on top of the plank and he was the overdog. The junior had to go into the pit and saw and of course he got covered in saw dust. He was the "underdog".

Some stations that start as a project of an existing organization have an advantage in governance, because the group already has a system for making decisions. New members simply have to integrate into that system. But stations that start from scratch have to bring many people together who have never worked before, and many people will have different ideas about how to make decisions. To further complicate this, most people in America are accustomed to a very alienated working experience. People work most of their days in jobs that are often lacking in meaning, with everyone either a boss or a drone. On the weekends, people consume leisure experiences that can be just as empty and disempowering. When people come together to build a community radio station, they meet not as bosses or employees or consumers, but as equal peers. Many people do not have much experience working together without bosses on something as important as a radio station.

Community radio is a place where work and play meet. People get involved because it is fun, but there is lots of hard work involved. And the station can play an important, influential role in the community-- so the stakes can be high too. And there is no single blueprint that fits every community, so running a community radio station is inventive and creative work. It is only natural that there will be disagreements. The corporations and political parties continue to rule America because other social movements and institutions have not risen to the level of organization necessary to challenge them. When our groups successfully overcome governance challenges, it prefigures the way that citizens can come together to run a more empowered, healthy, democratic society.

Generally, the more opportunity people have to participate in the decision making process, the more willing they are to abide by the outcomes. But in some cases, we have seen groups with very sophisticated and democratic governance structures where everyone felt disempowered. And we have even seen groups with a single absolute leader where everyone felt pretty happy, respected and involved! Paradoxes abound, when it comes to groups. It seems that the most important thing is keeping up an upbeat atmosphere, being welcoming to new people, energy and ideas.

Avoid envisioning your station's governance as a swiss watch, with complicated interdependent mechanisms (committees)! that all must work perfectly to accomplish it's mission. Try to think instead of your station as a party, with plenty of food and drink and good music. People talk in small groups, move from conversation to conversation, a good song will come on and the tables get pushed against the wall and a lot of people start dancing. Some people don't know anyone, but if the hosts are nice they find a way to draw them in to the party and soon they are part of it. Most of what makes a party (and a community radio station) successful is the people...and the good atmosphere created between them.

* * * * *

How much democracy?

There are lots of different ways to run organizations — by consensus, democracy, chaos, or dictatorship. The first two seem to work best but take longer to implement. You will have to figure out which is the best way for you. You probably want people to be involved in decision making, but you also need to make decisions relatively quickly so you can get stuff done.

It is good if at least one of the people on your board can play the tough guy and remind people that, ultimately, important decisions are made by the board. You may find that most people would rather someone else take the heat for the hard decisions anyway, so they will not mind if the board takes more responsibility in this area. Value the apathetics! Sometimes it's tempting to blame people that are apathetic about governance, but they will keep doing their shows, coming in, and keep the station running while everyone else is entangled in conflict.

A word on meetings

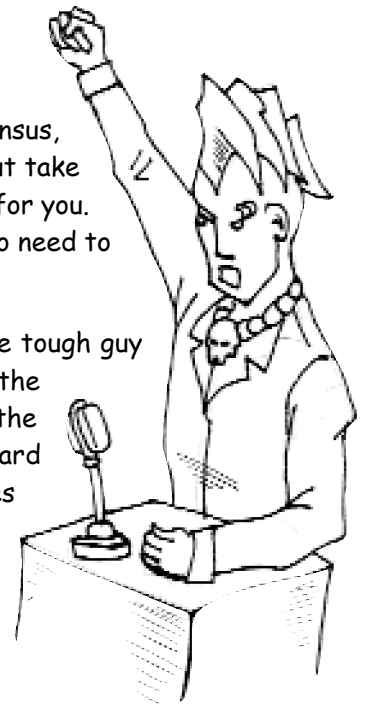
You are going to be having a lot of meetings. You need good people who are experienced in facilitating meetings, and the same person should not facilitate every time. Facilitators should be good at: eliciting ideas from people at the meeting; keeping the agenda on track; keeping overzealous people from dominating, but not in a way that puts them down in front of people (this is one of the trickier things); creating a friendly and even fun atmosphere; summarizing what other people have said in the meeting and figuring out what next steps need to be; and generally making people feel good and excited about being part of the project.

Please, please try to keep your meetings to an hour and a half (and make sure everyone knows where the bathroom is before you start). Always do introductions at the beginning, if only so everyone gets a chance to say a few words right away.

If people come in late, and they always do, welcome them but do not let it get you off track, and do not get into repeating everything you said earlier for their benefit. If they want to find out what they missed, they can stay afterwards and ask the facilitator about it. Minutes should be kept for all meetings so there is a record of how and why certain decisions were made. A facilitator should not dominate the meeting with his/her own views but try to maintain a neutral and objective perspective, drawing ideas and seeking consensus from others participating in the meeting.

Incorporating: Federal 501-c3 vs. State-registered Non-profits

You should incorporate as soon as possible, so you can prove you exist. Visit your Secretary of State's website to receive valuable information and materials. Many states provide an "Articles of Incorporation" form and pertinent state statutes that will help you create your bylaws and other important corporate documents. The "Articles of Incorporation" document is your primary incorporation document and must be carefully drafted and reviewed. The filing of this paperwork with the Secretary of State generally costs between \$50 and \$100 and triggers the beginning of your organization's existence. Bylaws are central to the way your station will be organized and operate. They set forth the procedures for holding meetings and elections, resolving disputes, managing station operations, etc.



However, just because the state has recognized your station as a non profit doesn't mean the Feds do, that is a separate filing. To be tax-exempt, and for donations to the station to be tax-deductible you must become a 501(c)3. To apply for IRS 501(c)(3) recognition, IRS Form 1023 must be completed and filed. If you intend to apply for IRS federal tax exemption as a charitable organization, your certificate of formation must contain a required purpose clause and a dissolution of assets provision. You can find all the information needed to file for 501(c)(3) status on the IRS website, www.irs.gov/charities/charitable/index.html. It can take 4-6 months to get your determination letter.

If you decide not to apply for 501c3 status (or to cover the gap between when you have time to do the paperwork and the time you receive your determination letter), try to find a non-profit fiscal sponsor you trust, so that you can receive larger contributions and have them be tax-deductible. For more information on fiscal sponsorship, check out the New Society Educational Foundation (NSEF), located at <http://www.nonviolence.org/nsef/>

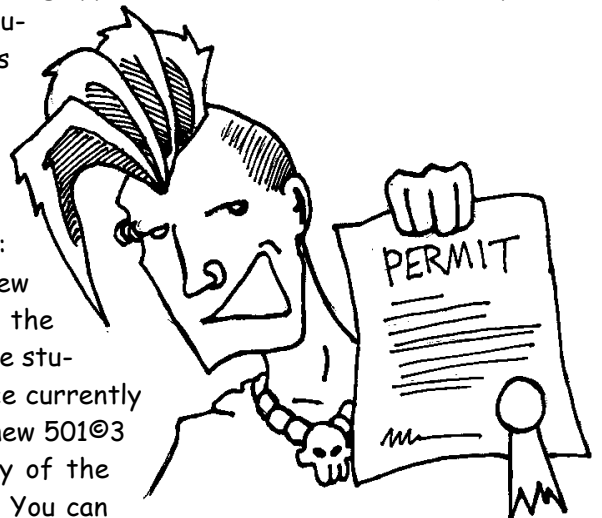
In Florida we also have to file with the Division of Consumer Services in order to legally solicit for funds in the state of Florida.

SECTION III: Station Narratives

WSLR-LP 96.5FM - Low Power Community Radio

History

WSLR-LP was born from the merger of two competing applications for the same frequency - the New College Student Alliance (essentially the student government of New College of Florida, the state's Honors College) and The Sanctuary (a non-profit community group). There were four competing groups that applied for the frequency and these two groups were able to come to an agreement and merge their applications. The agreement consisted of: 1) a shared governance arrangement whereby New College was guaranteed majority representation on the Board and 2) a block of time reserved for New College student programmers. The New College Student Alliance currently holds the license for the station, but WSLR, Inc., a new 501©3 organization, was created to be the governing body of the radio station. WSLR went on the air in July 2005. You can find them on the web at www.wslr.org. E-mail them at: info@wslr.org.



Organization

What happens after you receive your construction permit from the FCC? For WSLR, the first 12 months was a period for creating an organizational structure that both groups could agree upon, hammering out a set of bylaws, creating a Board, fundraising, and applying for status as a 501c3 organization. Until WSLR achieved 501c3 status, they partnered with the New College Foundation, which agreed to collect and disperse funds for the station. This allowed WSLR to receive several donations from local foundations that would not have been made otherwise.

In drafting their bylaws WSLR started with KPFA's Model Democratic Bylaws and then made revisions based on their size. Due to Pacifica's experience, there was a big debate over whether to have an elected Board or a self-perpetuating Board and over who would have voting rights. WSLR started off with a self-perpetuating Board out of necessity, but wrote into the bylaws that after the first year in operation they would transition to an elected Board. A minimum number of volunteer hours was established to qualify for voting rights - being a listener-member was not enough. It was an arduous process, but a set of bylaws was finally approved.



As the two organizations built trust in one another the station was able to go back and revise some areas that were hindering the Board's development. For example, the requirement that New College maintain majority representation on the Board was dropped. A copy of WSLR's current bylaws, and Election Procedures will be posted on the Prometheus website for stations to access.

WSLR is mainly funded through listener contributions, supplemented by various benefit events. The station currently has one part-time staff position - the Station

Manager - responsible for day-to-day operations. WSLR does have a consulting engineer that is paid

on an as-needed basis. A five-member volunteer programming committee makes decisions about programming policy and scheduling. All on-air programmers are volunteers. Programmers must complete a rules and regulations training and studio training. Everyone with a regular program slot is required to give 2 hours off-air volunteer time every month in addition to their on-air commitment. Time spent preparing for shows does not qualify as off-air volunteer hours.

WSLR has two additional committees that meet on a regular basis. The Technical Committee consists of volunteers with specialized skills that help to keep station equipment in working order and keep the website up-to-date. The Fundraising Committee helps to plan events to raise money to support the station.

The Board meets monthly with a day long retreat at the beginning of the year to do long term planning and budgeting. The Executive Committee is empowered to make decisions between Board meetings if necessary. All Board meetings are open to the public and there is always an opportunity for public comment.

WSLR has recently formed a Community Advisory Board which will give the station feedback

on how well they are fulfilling their mission and serving the needs of the community. They will meet quarterly and issue an annual report.

Address: P.O. Box 2540, Sarasota, FL 34230

www.wslr.org

941-894-6469 office

941-355-4540 Studio

Wrap Up

WSLR has over 80 volunteer community and student programmers and one part-time paid staff person. The Station Manager is responsible for day-to-day operation of the station. The programming committee makes decisions about programming and format. The Board is responsible for long-term planning and overseeing the direction of the station. The station runs on a budget of approximately \$30,000 a year.

WISU - An Educational Experience

History

Founded in the early sixties, this station broadcasts at over 13,000 watts out of Indiana State University in Terre Haute, Indiana. WISU serves as a classroom exercise in radio broadcasting for students of the University.

Organization



WISU is staffed each semester by approximately 30 students who perform all daily aspects of running a radio station. Two full time staff oversee student participation.

A handful of the University students oversee the day to day operation of the station, in conjunction with two professional staff members. Some students in more integral positions receive a salary. Most of the students' participation corresponds to school class crediting. Students are responsible for maintaining strict adherence to station guidelines and regulations.

This is not the place for improvisation and forging new aural territory. WISU's apparent mission is to run something akin to a commercial station, with the intention of breeding radio professionals. Like commercial stations, WISU requires certain songs be broadcast at specific intervals, such as songs that are in the current Billboard top ten. DJs are responsible for knowing which songs are in heavy or medium rotation and

must play those songs according to their popularity. DJs in effect are there strictly to learn how to operate the boards, not to develop their own interests as a programmer.

While WISU features specialty programming like alternative music and blues, this station is not about fostering creativity. Their website showcases a "Hall of Fame" that lists WISU alumni who have gone on to exciting professional jobs. You can find them at www.indstate.edu or wisu.indstate.edu/. Although this is a community station, they function more like a commercial station. If their extensive station manual is any indication, the management is serious about sticking to procedure. (The students must take a quiz each term to determine competence).

This model requires a large amount of people to fill all the positions. In this case WISU employs two full time staff, the station manager and the engineer. All other positions are volunteer or involve small part time salary. All of the other director positions are staffed by students, with the remaining positions filled by volunteers.

The station manager has final say over all decisions and issues pertaining to the other staff/volunteers. The amount of power within the station descends from the station manager on down. S/he ensures that the staff/volunteers are following the guidelines. This model is hierarchical, so those with greater responsibility have more of a voice in procedural matters. Participants are expected to comply with procedure. WISU, like most community stations, receives financial support from underwriters. However, their costs are partly absorbed by the university as well. The University also provides the space for the station and its facilities.

www.wisu.indstate.edu

Wrap up

WISU is a "laboratory experiment" for aspiring radio broadcasters. Their handbook warns that students are not there to "play radio". There are two full time staff, an engineer and station manager. Volunteers/other part-time staff are ISU students. The station follows commercial broadcasting format and students are expected to adhere to format. Although students and other staff are the overwhelming majority, they really have little or no say in programming and format. The station is very high tech. It requires someone with specific knowledge of engineering for upkeep (hence one of two paid FT positions). Ideal for someone who doesn't want any surprises in his/her station, and only wishes for employees/volunteers to stick to a format.

WTRA - A Family Microradio Operation

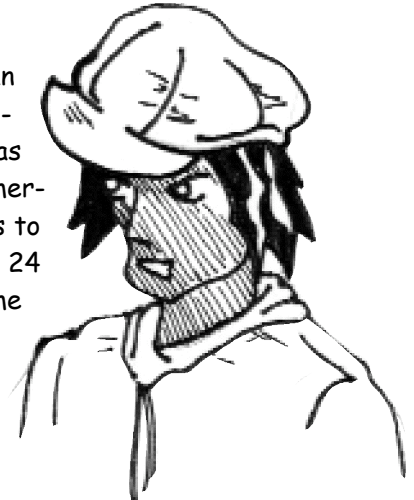
History

The John Hay Homes Tenants Rights Association (TRA) in Springfield, Illinois are a group that voices the concerns of low income tenants. In order to better disseminate the news to its own constituency, the group hit upon the idea of starting a community radio station.

Broadcasting with a one watt transmitter, the station's signal could ideally reach everyone in the John Hay housing project (and only in the John Hay housing project). Because of the highly segregated housing situation in Springfield, 80% of African Americans in the city could hear the signal on their radios. This is community radio in the truest sense. Even though the signal was not that strong, it reached just the people for whom it was intended.

Organization

M'banna Kantako has provided the space for WTRA, now Human Rights Radio, since its inception in 1986. The station has since separated ties with the Tenants Rights Association. Many see him as the founder of the modern Low Power FM movement. Despite numerous threats from local and federal authorities, M'banna continues to defy FCC mandates and flagrantly broadcasts Human Rights Radio 24 hours a day, seven days a week. He still broadcasts from his home to this day with help from his wife, Dia and their two children. M'banna is legally blind after an incident of police violence.



Employing no real structure or hierarchy, this station is not comprised of boards, outreach or fundraising committees. Human Rights Radio makes its decisions without advisory councils and officially structured feedback. The community produces all of the media. Since no fundraising or publicity arm exists, M'banna and the other participants can devote all their energy to the station's production. With low-tech facilities, the station does not require a full time engineer. WTRA mainly relies on donated labor from other pirates/lpfm for the station's technical upkeep. Any number of people could keep this station running. The upkeep is minimal and mainly related to on air production. WTRA is connected with the Marcus Garvey School.

diymedia.net or www.humanrightsradio.net

Wrap Up

WTRA is a family project, operated by M'banna, Dia, and their children. There is no staff. (It is a low tech station, so it's not too difficult to upkeep.) They depend on the community for input and programming. There are no consistent funding sources. The station gets occasional donations from outside, but is mostly supported by the family. There is no underwriting.

WORT - Full power community radio

History

Located in Madison, WI, WORT originally envisioned a loosely structured station where anyone could have a show, and there would be no staff or specific positions. Since then, WORT has evolved into a structured station yet one that still strives for diverse programming reflective of the local community of southwest Wisconsin.

WORT STRUCTURE

-BACK PORCH RADIO BROADCASTING -
 Directed by Matthew Moore, Feb. 2006

LISTENER:

(about 3500 of whom are listener-sponsors)
 (about 300 of whom are also volunteer)

BOARD OF DIRECTORS

(5 volunteers, 3 listener-sponsors, 1 staff-selected rep.)
 Operates in lieu of General Manager
 - Handles long-term station health & stability issues
 - Elected to three-year terms at WORT Annual Meeting by Vol & Staff

EXECUTIVE COMMITTEE
 (Board President, VP, Treasurer, Secretary)

PERSONNEL COMMITTEE
 (3-4 Board members)

MARKETING, COMMUNICATIONS, & OUTREACH COMMITTEE
 (Board rep, Staff rep, Vol reps)

EVENTS COMMITTEE
 (Board rep, Staff rep, Vol rep)

BYLAWS & POLICIES COMMITTEE

REG. COMPLIANCE COMMITTEE

ELECTIONS COMMITTEE

FUNDRAISING COMMITTEE
 (Board rep & Staff rep, Vol reps)

FINANCE COMMITTEE
 (Board rep, Staff rep, Vol rep)

ENGINEERING COMMITTEE
 (Board rep, Ops Coord., Chief Engineer, IT Coord., Volunteers)

AD-HOC SISTER RADIO COMMITTEE
 (Board rep, Staff rep, Volunteers)

RECEPTIONIST; PLEDGE DRIVE; OUT REACH, FACILITIES AND OTHER VOLUNTEERS

VOLUNTEERS

MUSIC PROGRAMMERS AND OFF-AIR MUSIC DEPT. VOLUNTEERS

NEWS PROGRAMMERS AND OFF-AIR NEWS DEPT. VOLUNTEERS

COMMUNITY ADVISORY BOARD
 (Non-volunteering Listeners, 8 coord rep, Staff rep)

ON-AIR PROGRAMMERS ARE ALL VOLUNTEERS. PAID STAFF DOING ON-AIR PROGRAMMING DO SO AS VOLUNTEERS.

PROGRAMMING COMMITTEE

(8 members: 1+ music vol, 1+ news vol, 1 L-S, 1 Board member, Music Prog, Music Dir) Operates in lieu of Program Director

STAFF COLLECTIVE!
 (9 full-time staff)
 (With Board, 6 permits in lieu of General Manager)

PART-TIME STAFF
 (4 part-time staff)

Infotech Coord., Chief Engineer, Engineer, Bookkeeper

STAFF COLLECTIVE

- Handles day-to-day operations plans and carries out many other activities in accordance with policies
- Includes Operations Coord., Volunteer & Outreach Coord., News Producer, Music Dir, Listener-Sponsor Development Dir, and Business & Foundation Development Dir.
- Formed primarily by Personnel Committee

Organization

Over 200 volunteers and staff oversee the operations of WORT. This includes five full time staff, four part time staff, people who sit on the Board of Directors, and other positions staffed by volunteers. The Board of Directors are elected at the annual meeting for three year positions

by members. The Board is involved in budget matters,

hiring and firing of paid staff, and station policy

implementation. The Board also oversees other

WORT committees. The Board is overseen by a

Community Advisory Board, comprised of people

who listen to WORT but are not involved in day to

day operations of the station. This way, the CAB can advise

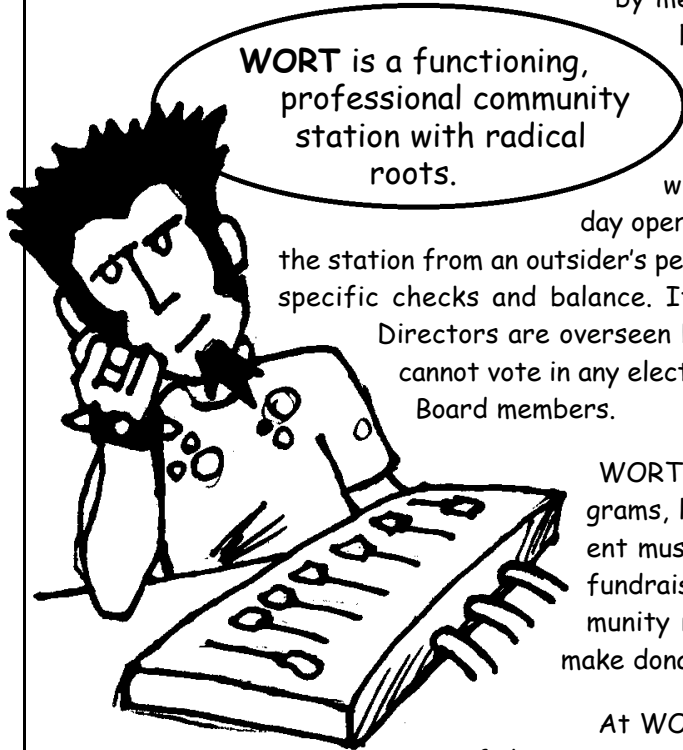
the station from an outsider's perspective. Thus, WORT operates under a system of

specific checks and balance. It is not exactly a hierarchy since the Board of

Directors are overseen by the listeners themselves. Listeners themselves

cannot vote in any elections, which is the privilege of staff, volunteers and

Board members.



WORT is committed to offering broad and diverse programs, like radical talk shows and underground, independent music shows. Committees are set up to take care of fundraising and WORT does regular outreach to the community requesting pledges. Volunteers are encouraged to make donations although they are not required to do so.

At WORT, volunteers host shows that reflect the diversity of the community. Programming is scheduled in blocks so that shows with more similarities are grouped together. This is a principal adapted from commercial programming, based on the idea that listeners like predictability. In this way, WORT structures their programming and slots. They do not limit what sorts of shows can go on the air, only when.

Address: WORT 88.9 FM

118 S. Bedford St.

Madison, WI 53703

PHONE: 608-256-2001

www.wortfm.org

Wrap Up

A station wishing to model itself after WORT would need a large operating budget, a large stable number of volunteers, and community support. WORT today employs a level of stability and efficiency for which a new station might strive. This sort of structure takes time to evolve. WORT started as an organization that wanted to be consensus driven, with no staff or titles. Today they employ a hefty amount of structure, but manage to maintain their wild ambitions for down-home community radio.

Radio Free Brattleboro - Operating on Community Authority

History

In the late 1980's and 1990's the unlicensed radio movement grew in part due to changes in technology, but primarily due to the Federal Communications Commission's (FCC) regulatory scheme, which favored large corporate broadcasters at the expense of low powered community operators. In 1998, when the residents of Brattleboro decided to create radio free brattleboro(rfb), they discovered there was no licensing program for low powered (10 or 100 watt) FM community stations. Indeed, they learned that the FCC had halted issuing low power licenses back in the late 1970's. Undaunted, area citizens, through a consensus decision making process, launched rfb as a 10 watt, independent, non-commercial, all-access community radio station.

Organization

Radio Free Brattleboro operated using a consensus model for making decisions. The station was entirely volunteer run. They held bi-monthly meetings and all members of the station were welcome to participate in an open process. Certain people took on more responsibility to raise funds, keep the equipment operating, etc., but there was no hierarchical structure associated with the operation of the station.

Brattleboro is a town of approximately 12,500 in SE Vermont and rfb's mission was to welcome all of the people in the community without excluding any opinions or voices - this distinguished them from many LPFM stations that were trying to represent the underrepresented. Anyone who wanted a show could learn basic operation and rules, guided by community standards, not the FCC. Over the course of the following seven years more than 300 folks of all ages and backgrounds became programmers on the station. They offered the most diverse programming one could find on the FM band. The town of Brattleboro and other villages in Windham County grew to recognize and cherish the station because it reflected the local community, empowered the collective voice of the town and gave training and on-air time to all who participated

In its fifth year of broadcasting (summer 2003) radio free brattleboro was visited by FCC field agents who demanded to see the station's license or "authority to broadcast". Convinced that the community would protect its own media source, rfb voluntarily went off the air in order to document the authority it believed the community had implicitly given them. Rfb held a public forum, gathered over 3,000 petition signatures authorizing the station to broadcast, and got a resolution passed by the Brattleboro Selectboard which upheld the value the community had for rfb and encouraged the FCC to work with them. In March of 2004 voters of Brattleboro overwhelming passed a resolution authorizing rfb to broadcast until the FCC issued rfb or another community group with the same mission, a license to broadcast.

Later that Spring, a hearing was held in the District Federal Court in Brattleboro in response to a complaint filed by the United States Attorney representing the FCC. The complaint asked the judge to order rfb to cease and desist broadcasting due to its lack of license. After hearing argument from both sides, Judge Garvin Murtha declined to order rfb to shut down, seeing potential merit in rfb's argument that a local community can authorize such a broadcast when the jurisdictional agency (the FCC) has abandoned its regulatory mandate, given them by the

Telecommunications Acts of 1934 and 1996. These Acts affirm that the airwaves belong to all of the people of the U.S. and that the FCC must fairly, readily, and affordably allow access to them.

While the rfb case was pending resolution, two key events occurred in the Spring of 2005. Vermont Earthworks was issued permission to construct a 100 watt LPFM station. Vermont Earthworks, knowing the fragility of rfb's legal position had put in an application for this newly created license classification in 2000 anticipating that rfb might not be able to continue to broadcast at some point. Rfb, as an on-air unlicensed station, was not permitted to apply for this license without shutting down and thereby abandoning its mission, which they chose not to do.

**rfb operated from
1998-2005 training hundreds of
citizens in the art of radio broad-
casting before having their equip-
ment seized by the FCC.**

In June of 2005, an impatient U.S. Attorney went to another judge in Burlington Vermont and surprisingly was issued a warrant authorizing the seizure of rfb's broadcasting equipment. Early in the morning of June 22nd, U.S. Marshals entered rfb's studio and seized all of their equipment, effectively removing the station from the air. However, this maneuver did not go unnoticed by Judge Murtha and attorneys for both side were called into chambers. A subsequent attempt to make an out of court settlement failed when the FCC insisted that rfb affirm its guilt.

**Brattleboro Community Radio
Address: P. O. Box 365
Brattleboro, VT 05302
Studio (802) 246-6107
www.wvew.org**

Wrap UP

The history of rfb, like the history of Community Radio, is too rich and complex to explain in a few sentences. rfb was licensed to broadcast by its community - but not by the Federal Communications Commission. Concerned for the future of Community Radio in Brattleboro, Vermont Earth Works filed for one of the new 100 watt Low Power FM licenses during a five day window in June of 2001.

On March 3, 2005 Vermont Earth Works was granted a permit to construct a 100 watt LPFM radio station to serve the Brattleboro community. After years of patiently waiting, a chance had finally been given to provide Brattleboro with its own licensed, non-commercial, independent, community access radio station. Vermont Earth Works committed to operating a station that increases community access to information and music, and that reflects the diversity of the community in its programming.

Community Radio lives in the town of Brattleboro!

WRPI - Community/College Station Model

History

WRPI is both a community and college radio station, broadcasting out of the Rensselaer Polytechnic Institute in Troy, NY. The station grew from a campus news show broadcast in the late 40s on another local station, WHAZ. The students responsible for the show started broadcasting on an AM carrier current, eventually moving to the FM dial. Today WRPI broadcasts at 10,000 watts in Troy, serving as a community vehicle for the RPI campus, while also serving the community at large in the Troy area.

Organization

WRPI runs with the help of about 150 volunteers. Of course, being a college, not all of these volunteers can work year round. This is where the greater community comes in. When students cannot fill the slots at the station, non student volunteers make sure that the station keeps running. The station is completely volunteer run, with the lone exception of the person who cares for the transmitter.

The volunteers all serve under one of the various director positions that make up the Executive Committee ("E-comm"). These are; the president, station manager, chief engineer, program director, public relations, business manager, and member at large.



WRPI is the campus radio station at Rensselaer Polytechnic Institute. Programming includes a wide range of alternative and experimental music, cultural and public affairs programs, live local bands, special events and sports simulcasts.

The President is the main rep for WRPI, overseeing meetings and communicating with outside groups. The Station Manager essentially runs the station, making sure it is in order. The Chief Engineer does what engineers do, and the Program Director takes care of the station's programming. The Public Relations person is responsible for station publicity and promotion, and the Business Manager handles the finances. Finally, the Member at Large

manages other miscellany, like intern training, volunteer disputes, and meeting times.

Each of these major positions have sub positions, which are rather amorphous and created as needed. The only sub positions which are always filled are the News Director, Music Director, and Webmaster positions. Sub officer positions can be created as need be, upon approval by the Executive Committee. Volunteers will find themselves doing various jobs. Just because one's title specifies one aspect of broadcasting doesn't mean one can't help in other areas.

The Executive Committee is comprised entirely of RPI students. With the reality of enrollment fluctuation, positions change frequently as does the station schedule. The station structure is specific, but not so rigid that it cannot accept modifications every few weeks.

In addition to the Executive Committee, the station is supported by an outside group called The Friends of WRPI. The group helps bridge the gap between the college and outside community, and also raises money for the station. Besides the help from The Friends of WRPI, the station is primarily funded by the Student Union. WRPI follows FCC guidelines. Unlike WISU, the students have much more control over how the station is run and its day to day operations. From its beginnings as a radio club in the former part of the last century, WRPI has evolved into a station that is simultaneously, neatly structured and fluid.

Address: WRPI 91.5 FM
1 WRPI Plaza
Troy, New York 12180
PHONE: 518-276-2648
FAX: 518-276-2360
www.wrpi.org

Wrap Up

WRPI is run by all volunteers, except one staff person who handles the transmitter. All executive positions are student run. They rely on University and community support. This model is ideal for a college/university looking to run a station democratically while nurturing ties with outside community. It is also ideal for any group that predicts high volunteer turnover. It would require a large amount of people to fill positions to mirror this model, though perhaps it could be replicated on a smaller scale. The station works hierarchically but it is a loose hierarchy. Due to the nature of the institution, turnover is too high for any one person to assume too much power.

WFMU - Highly structured

History

WFMU is a non-commercial, educational radio station run by Auricle Communications, a non-profit group. The station strives for a diverse audience, diverse programming and educational programming.

Organization

WFMU is mainly funded through listener contributions. The Auricle Board has the final say about the direction of the station but does not get involved with day-to-day operations. WFMU has six full-time employees and several part-time employees.

There is a staff advisory committee of seven people elected annually by the staff. The objective of this committee is to incorporate the concerns of the staff into the station's decision making. They also handle programming and volunteer grievances when they occur. They meet four times a year, with five members representing a quorum. The meetings are facilitated by a

chair person who is a member of the SAC. They can not serve longer than six months. The chair person is responsible for: rescheduling meetings if needed, preparing and posting an agenda, facilitating the meeting, and getting typewritten minutes of each meeting posted on the staff bulletin board within one week.

Each member of the SAC is responsible for: attending a minimum of six meetings a year, being prepared to serve on the budget sub-committee, having a significant influence on station policy, listening to the station more often and more critically than they might have previously, and responding to and seeking out the input of other staff members. Staff members may nominate themselves for the SAC. Any person with a station duty on or off air for one fiscal year is eligible to run for the SAC. Nominations start at the second to last meeting of the fiscal year and run until the last staff meeting of the year with one additional week. Any person with a regular station duty for a minimum of six months is defined as a "staff" member and can vote in elections.

Everyone with a regular air slot must involve themselves with some aspect of the station outside of their air slot. To acquire an air slot, one must also do the following; put in a minimum of three hours either pre or post marathon volunteer work in addition to any time working on premiums for their own programs, put in extra time volunteering during the marathon, read everything listed in the station business section of the staff bulletin board, be aware of any station policy changes, attend staff meetings, and do at least 80% of their programs

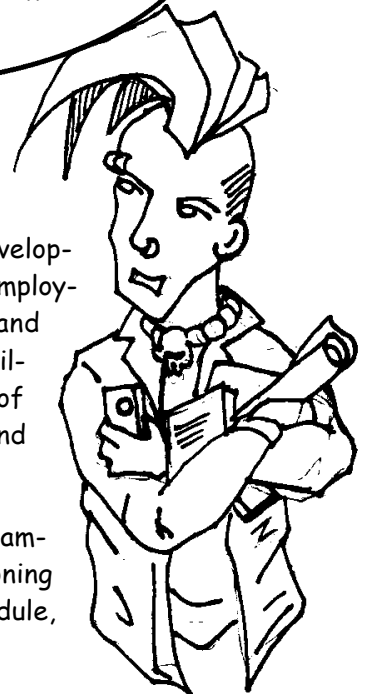
each scheduled period. DJs are not allowed to promote or feature anything they have a personal interest in. They can not single out a particular artist, label, item or event from other elements in a program for special mention.

On May 31, 1995,
WFMU purchased the station license from Upsala College, and is now fully independent. WFMU's license is now owned by Auricle Communications, a non-profit group made up of current and former WFMU staff members and listeners.

The General Manager directs and manages all the paid personnel of the station. The GM may delegate other hierarchical relationships between full and part time employees. The GM manages the technical, financial and programming aspects of the station. On a day-to-day basis, the GM's responsibilities include: development, membership and fulfillment services, broadcasting operations, employee management, publications and incentives production, training and scheduling of producers and programmers, maintenance of station facilities, contracts and other business dealings in the average course of business and management of the station's programming, finances and fundraising efforts.

The Program Director supervises the station's day-to-day programming and reports to the GM. The PD is also responsible for auditioning prospective programmers, implementation of the programming schedule, and keeping the programs flowing on the air.

The Chief Operator is required to maintain the station's public file, owner-



ship reports, all filings required by the FCC. They are also responsible for abiding by all of the FCC's rules, especially regarding airtime for political candidates. The CO also works with engineers and contractors for care of the station's facilities. They are responsible for the compliance of all of the producers, announcers and programmers with rules and regulations.

Address: WFMU
P.O. Box 2011
Jersey City , NJ 07303-2011

PHONE: 201-521-1416

Wrap Up

WFMU is a free form radio station. They were named the best radio station in the country by *Rolling Stone* magazine four years in a row. They oppose special interest programs and stress diversity. They do not support the narrow classifications of style and genre that mainly exist in the marketing of music found in most American college and community stations. WFMU is highly structured with six full-time staff members and a number of part-time employees.

WMMT - Targeting the Disenfranchised

History

WMMT prides itself on being the voice of the Appalachian community. They are the only station produced by Appalachians for Appalachians. The station's signal originates atop Pine Mountain in Kentucky, but can be heard in five states. It is heard as far away as Boone, North Carolina and southern West Virginia. WMMT was founded in 1985 as a component of Appalshop, the community media and cultural group of Appalachia.

Whom your station employs is something up for consideration. Although many of the stations profiled in this handbook seek to work with anyone interested in radio, some communities go deeper. WMMT in Whitesburg, Kentucky is more than a community radio station. It is a vehicle for traditionally disenfranchised people: the people of Appalachia. WMMT was founded in 1985 as an extension of Appalshop, the media and cultural center of Appalachia. WMMT is run completely by workers, with the mission of spreading the word on Appalachians issues, ideas, and culture.

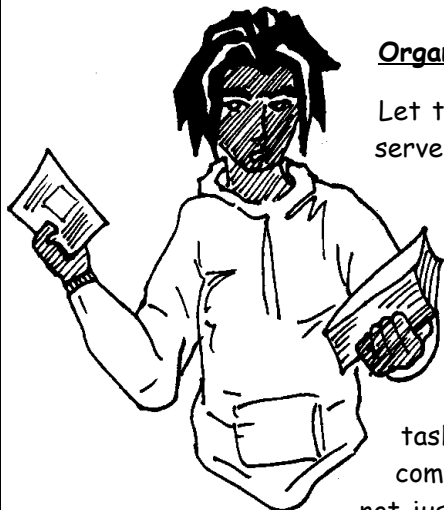
For more information on WMMT and Appalshop visit: www.appalshop.org.

Address: WMMT
91 Madison Avenue
Whitesburg, Kentucky 41858
PHONE: 606-633-0108

WFHB - An attempt to serve all equally

History

WFHB (Firehouse Broadcasting) started as the dream of radio enthusiasts from Bloomington in the early 1970s. The station didn't go on the air until 1993.



Organization

Let the aspirations of Firehouse Broadcasting of Bloomington, Indiana serve as a cautionary tale! WFHB started out with an interesting, if not noble, intention: to make a community station that does not serve any one segment of the community more than another.

The founders understood that disenfranchised groups deserved a place on the airwaves, but in WFHB's utopian ideal, the programming would be distributed equally. All groups would have a voice together. WFHB's apparent mission in undertaking such a sizable task was to build a community radio station that reflected all of the community in a balanced manner, thus leaving no one out. WFHB would not just be a tool for the leftist agenda. WFHB went on the air in 1993, determined to carry on their mission of not "catering" to any one group, especially the left.

As WFHB went on to eschew more controversial programming, some started to wonder about the station's neutrality. In 1996, an editorial in a local newspaper charged that WFHB by not airing controversial programs, in effect was catering to the interests of the right. Ironically, the station seemingly began to do just what it purported not to do. In light of the fact that listeners are the backbone of community radio, WFHB wanted to make sure that its station was not exclusive to any listener. Some listeners pointed out that in maintaining a position of neutrality, WFHB was becoming something not unlike commercial radio. Critics of the neutrality mission say that community radio will agitate some people no matter how neutral. In trying to distance itself from controversy and bias, some Bloomington listeners have felt that WFHB does not always accurately reflect the voices of the community.

**Address: PO Box 1973
Bloomington, Indiana 47402
PHONE: 812-323-1200
www.wfhb.org**

Wrap Up

WFHB operates with the support of over 200 volunteers and a small paid staff, creating music and news programming for all of south-central Indiana.

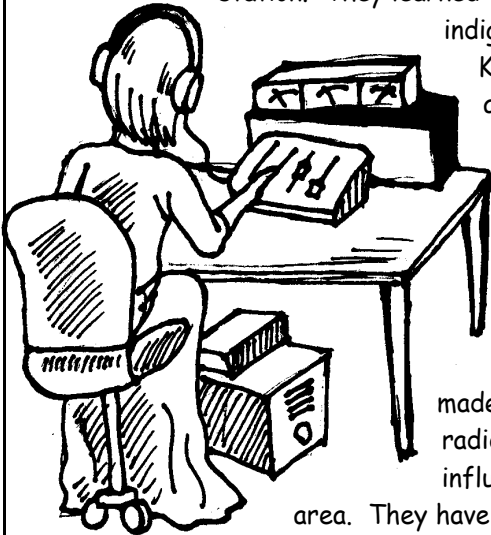
WCIW-LP - Radio Conciencia - A Voice for the Farmworker Community

History

The Coalition of Immokalee Workers (CIW) began in 1993 as a small group of farmworkers who met weekly in a local church to discuss how to improve their community and their lives. The CIW's members, who today number about 2,500, spread throughout Florida, are largely Latinos, Haitians, and Mayan Indians. They are isolated from friends and family. The radio station went on the air in 2003 and has become a fundamental tool in organizing the farmworker community. The low-power, 100-watt station transmits politics and culture from the homelands of Immokalee residents as well as information important to the local community.

Organization

The decision-making process at WCIW is guided by the community. Before they started to broadcast the CIW conducted a survey to find out what the community would like to hear on the station. They learned that many people would like to have programs broadcast in their indigenous language. So today you will hear programming in Creole, Ka'nojal, Quiche, Mam, and Spanish. All of the DJs at the station are part of the Radio Committee which meets weekly to discuss programming. When there are important decisions to be made, the committee always consults with the community. The CIW has regular meetings every Wednesday to further their human rights work, if there are radio issues to be discussed participants are asked to stay after the meeting to give input. CIW members also go out into the community to solicit feedback. The radio station has had a great impact in the community - it has made radio popular! There probably will never be space on commercial radio for these indigenous voices, but the popularity of WCIW has influenced the programming at the largest commercial radio in the area. They have started a program that mimics one on WCIW featuring Marimba music and talk focused on Guatemala. The influence of the low-power station has changed the way that the commercial radio station interacts with the community.



**Address: Coalition of Immokalee Workers
P. O. Box 603
Immokalee, FL, 34143**

**Phone: (239) 657-8311
Fax: (239) 657-5055
www.ciw-online.org**

Wrap Up

The music companies haven't been jumping to send WCIW the latest music available. Their music library has been built mainly from community contributions. But even though they don't have the latest music, they do have the ear of the community. Three years after its initiation, Radio Conciencia is the primary source of news and community information for residents of Immokalee.

SECTION IV: On Air Now and Forever

In summary, a functional, supportive governing body that understands its role is critical to a community radio station's success. It is important to note that there is no "one size fits all" solution to governing structures. There is no one particular model that will work for all stations. Each station is shaped by its own history, however short, and the community it wishes to serve. Take the time to develop the structure that fits best with your station's mission and resources. If you are lucky, once the technical elements of your station are in place, they will require very little intervention except routine maintenance and occasional replacement. (However, this is not always the case...we have had endless technical issues at WSLR due to the fact that our studio and our antenna are not co-located and we have to depend on the internet for our STL.)

But next to the technical issues, it is the human element, the programmers and volunteers of the station that will require the most attention and 'maintenance'. They are your most valuable asset. A strong organizational structure is a tremendous asset and takes time to develop. You want to have people that are committed to the mission of the station and are willing to put time and energy into getting the message of the station out to the community. These are the people that will be committed to continuing the station when the initial founders move on to other pursuits. Plan to sponsor a number of community events throughout the year to strengthen the bonds between the station and the volunteers. We find station work days and cookouts are always good bonding opportunities.

At WSLR, we have tried to reach out and involve as much of the community as possible. We believe diversity is one of the strengths of community radio. We can build a bridge between different communities by giving them a chance to share their point of view, their culture, and their music.

Starting an LPFM is definitely a labor of love. We wish you much success. Remember, the airwaves belong to you and the mic is live. Put it to good use.

Appendix A
WSLR, Inc. Bylaws

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Article I - NAME AND PRINCIPLES

Section 1. Name

The radio station shall carry the call letters WSLR.

Section 2. History

WSLR began as the Sarasota Low-Power Radio Project in the summer of 2003 with the merging of two applications for a community radio station in Sarasota: one from a group of community builders and activists; and a second from the New College Student Alliance of New College of Florida. The two groups determined to cooperatively found an indivisible, community radio station in Sarasota. In July of 2005, WSLR 96.5 LPFM went live.

Section 3. Mission Statement

WSLR is an innovative, listener-supported, non-profit, non-commercial FM radio station dedicated to serving the Sarasota community.

WSLR features locally produced programming and presents cultural, artistic, and political perspectives currently underrepresented in the media. Our goal is to inform and empower listeners to play an active role in WSLR and in their community.

WSLR's programming promotes equality, peace, sustainability, democracy and social and economic justice.

Section 4. Principles

WSLR will be a "voice of many voices" offering a wide variety of community members an opportunity to share their experiences, music, concerns and perspectives with their neighbors over the WSLR airwaves.

WSLR will promote local production and broadcast of programs covering issues and events pertinent to local, national, and international audiences.

The measure of WSLR's programming success will be judged by its service to our listening community, and that service will be measured through listener feedback. WSLR will formulate a listener feedback mechanism and an evaluation process that is suited specifically to WSLR's needs.

Article II - POWERS AND PURPOSE

Section 1. Powers

The Corporation will have all of the powers accorded not for profit corporations under the Florida Not For Profit Corporation Act (the "Act"). The Corporation will utilize such powers to engage in any lawful activity which is consistent with its purposes as set forth in the Articles of Incorporation. No substantial part of the activities of the Corporation will be the carrying on of propaganda or otherwise attempting to influence legislation, and the Corporation will not participate in or intervene in any political campaign (including the publication or distribution of statements) on behalf of any candidate for public office.

Section 2. Purposes

The purposes for which the Corporation is formed are to operate and support a low power FM radio station in Sarasota and any and all lawful other business exclusively for charitable, religious, educational and scientific purposes, including, for such purposes, the making of distributions to organization that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code (the "Code").

Section 3. Not for Profit Status

1. Limitation on Activities

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Articles of Incorporation. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the pub-

lishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of the Articles of Incorporation, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Code.

2. Dissolution

Upon dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of Section 503(c)(3) of the Code, or shall be distributed to the federal government, or to the State of Florida, or to a local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized or operated exclusively for such purposes.

ARTICLE III - Membership

Section 1. Classes of membership

There shall be two classes of membership - non-voting and voting. All members of WSLR shall act in accordance with the station's mission statement in Article I.

Section 2. Composition of non-voting membership

Non-voting membership shall consist of:

1. Paid-up members: those who have contributed annual membership dues as defined and determined by the Station Board.
Volunteers who contribute less than 60 hours/year

Section 3. Composition of voting membership

Voting membership shall consist of:

Paid-up members who have volunteered at least 60 hours/year

Staff: those persons employed by WSLR

Section 4. Member Bill of Rights

The right to apply for open positions, including Station Board and DJ positions, except as subsequently noted.

The right to be properly trained in the use of station equipment when expected to properly operate such equipment.

The right to attend meetings of the WSLR Station Board and the right to be heard at the meetings (see Article V, Sections 20, 23)

The right to have access to WSLR financial reports (see Article V, Section 15).

The right to add items to the agenda of any WSLR membership meeting or board meeting (see Article IV, Section 3b; Article V, Section 23, Item 6).

In addition, voting membership will have the right to vote for the Station Board during Station Elections.

ARTICLE IV Annual and Special Meetings/Elections

Section 1. Annual Membership Meeting

WSLR shall hold an annual membership meeting to report to the members, listen to the community in attendance, and to facilitate a dialogue on relevant issues pertaining to the station and the community that sponsors it.

Section 2. Special Meetings of the WSLR Board

Special meetings of the WSLR membership may be called by a two-thirds (2/3) vote of the Station Board.

Section 3. Agenda of Annual & Special Meetings/Elections

Two or more Station Board members may vote to add an item to the agenda of WSLR meetings.

An item may be added to the agenda if a membership petition, signed by a minimum of 20 WSLR voting members, is submitted to the Station Board 45 days prior to the Board meeting or as soon as possible in the event of a Special Meeting. Members shall be notified via all relevant and appropriate public forums (including on the air) of agenda items prior to the upcoming meeting.

Section 4. Voting

Only WSLR members (as defined in Article III, Section 3, Items 1 & 2) may vote in elections for the Station Board. Voting shall be by means of a printed ballot. Each voting member may cast one ballot only in each election.

ARTICLE V WSLR Station Board

Section 1. Qualifications for Station Board Membership

1. Only members of WSLR may sit on the Station Board.
2. Each person who wishes to run for a Station Board seat shall complete a written questionnaire. This information must be submitted at least forty five (45) days before the date of the annual meeting. Candidates become eligible for a seat on the Board in one of two ways: By receiving the recommendation of the current Board or by collecting signed petitions from at least 20 WSLR voting members.

Section 2. Number of Station Board Members

WSLR's Station Board shall consist of a minimum of seven (7) and a maximum of fifteen (15) voting members, with an additional "ex-officio" (non-voting) seats reserved for the

Station Manager and other positions (see Article VI, Section 1, Item 4).

Section 3. Composition of the WSLR Station Board

The Station Manager of WSLR shall have an "ex-officio", non-voting seat, on the Station Board. Management personnel approved by the Board shall have additional ex-officio seats.

The remaining seats available on the board shall be voted in by WSLR voting members during annual elections held for that purpose (See Article V, Section 4).

Section 4. Election of WSLR Station Board Members & Term of Office

In the first two years of the organization (2004,2005) the Board will be appointed. Starting in the year 2006, an election will be held annually to elect WSLR members to the WSLR Station Board. This election will occur before the first day of October.

The first election held will fill half the number of electable Station Board seats. Each Board member will be elected to serve a two year term.

By the second annual election, the Station Board shall be divided into two biennial groups so that the term of office of one half of the total number of Station Board members shall expire each year.

A Station Board member may be reelected without limitation on the number of terms the board member may serve.

Section 5. Compensation

Station Board members shall not receive any salaries for their services as board members.

Section 6. Resignation

A Station Board member may resign at any time by delivering written notice to the chair of the board. A resignation shall be effective when given unless the notice specifies a later effective date.

Section 7. Vacancies

If there are persons available from the last Station Board election who ran but were not elected, the vacant board seat to be filled until the next general election shall be offered (right of refusal) to that person with the highest vote total in the last election.

If no persons are available per Item 1, the Station Board shall appoint a qualified WSLR member to fulfill the remainder of the term of that seat.

Section 8. Required Attendance

A Station Board member will be considered absent if he/she is present at the board meeting for less than two-thirds of the scheduled time of the meeting.

When a Station Board member has failed to attend two regular meetings of the board during a calendar year it shall be the duty of the Secretary to cause a written notice of that fact to be mailed to such board member, and such notice shall also state that such board member's absence from three regular meetings of the board could result in her/his termination as a member of the Station Board (see Section 10 B).

In a case where such board member has missed a third regular meeting of the Station Board, it shall be the duty of the Secretary to cause a second written notice of that fact to be mailed to such board member, and to also state that termination of such member's status as a member of the Station Board will be undertaken as set forth below unless the Secretary hears from such board member in writing within (10) ten days as to why such action should not occur.

At each regular meeting of the Station Board it shall be the duty of the Secretary to report the name of any board member to whom notices of meetings and notices of absences have been mailed, together with any written response received, as required by these bylaws. Thereupon at the recommendation of the Station Board, such board member may be removed, if the absences are deemed to be unexcused, from his/her position as a member of the Station Board and a vacancy of the board shall be declared.

Section 9. Removal of a Station Board Member

A Station Board member may be removed with cause, by a two-thirds (2/3) vote of the Station Board at any board meeting. A Board member may not be removed for substantive disagreements. All WSLR members will be given prior notice of the date, time and purpose of said meeting. (Refer to Article V, Sections 17 - 21)

Any Station Board member who misses three or more board meetings per year may be removed by a majority vote of the board members then in office.

Section 10. Officers of the Station Board

Offices of the Station Board shall include a Chair, Vice-Chair, Treasurer, and Secretary.

No one shall be eligible to serve as an officer unless he or she is also a member of the Station Board.

Section 11. Elections and Term of Office of Station Board Officers

All officers of the Station Board shall be elected by the Station Board at the first regular board meeting following the annual election of Station Board members.

Such officers shall be elected for a term of one year, or until their respective successors are elected and qualified.

No officer may serve more than three consecutive years in the same office. After a hiatus of one year, eligibility starts anew.

Section 12. Chair

The Chair is the principal officer of the Station Board and shall preside at all board meetings and at annual and special meetings of the WSLR membership.

The Chair shall be an ex-officio (non-voting) member of all committees of the Station Board.

The Chair shall perform all duties as prescribed by the Station Board and will insure that all orders and resolutions of the board are carried into effect.

The Chair shall be the person to whom the Station Manager reports all pertinent station business in a timely and comprehensive manner.

Section 13. Vice-Chair

In the absence of the Chair or in the event of the Chair's inability to act, the Vice-Chair of the Station Board shall perform the duties of the Chair and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair.

The Vice-Chair shall perform such other duties and have such other powers as the Station Board may prescribe.

Section 14. Secretary

The Secretary shall be responsible for keeping records of Board actions, including overseeing the taking of minutes, sending out meeting announcements, distributing copies of minutes and the agenda to each Board member, and assuring that corporate records are maintained. The Secretary shall also make a report at each Board meeting.

Section 15. Treasurer

The Treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

The Treasurer shall provide a report at each Board meeting of the station's income and expenditures.

Section 16. Committees of the Station Board

The Station Board may establish ad hoc and standing committees to fulfill duties, or to assist in current projects of the station and/or the Station Board. These committees shall be chaired by a board member and may include WSLR members who are not on the Station Board.

The Station Board shall establish a standing committee, named the Community Needs Assessment Committee. Two Station Board members shall be delegated to serve on this panel. A call for volunteers to serve on this panel shall be included in each annual membership meeting, with the monthly Station Board meeting announcements (see Section 18 below) and at the first two Station Board meetings after each election. The Station Board may ask for more applications at any time.

- A) The Station Board shall select panel members by giving greatest weight to the following criteria:
 - a) The applicant's experience in promoting harmonious and respectful intra-community relations.
 - b) WSLR's need for the widest diversity, representing the many communities and interests we serve.
- B) The Community Needs Assessment Committee shall have two primary functions:
 - a) To review and evaluate whether the Station is meeting the needs of the community.
 - b) To recommend ways to improve programming to meet community needs.
- C) The Community Needs Assessment Committee is expected to attend each annual membership meeting, and be prepared to discuss its report with attendees. If a special membership meeting is called, the Station Board vote may require this committee to attend. The information packet shall be provided to each member before the annual membership meeting shall include a summary of this committee's report, if feasible. Therefore, this panel is urged and expected to report promptly. The Station Board is mandated to consider the reports seriously, and to act promptly.

Section 17. Notice of Station Board Meetings

Notice of upcoming board meetings (except emergency meetings) shall be given at least one week before said meeting, on the air, every day and reasonably distributed throughout the day. It shall also be published in the station program guide/newsletter and web

site prior to the meeting (if these items exist).

Section 18. Quorum

The required quorum at Station Board meetings shall consist of sixty percent (60%) of the number of filled board positions excluding "ex-officio" (non-voting) board members to convene meetings and conduct business.

Section 19. Regular Meetings of the Station Board

Regular meetings of the Station Board shall be held a minimum of 4x a year, at a time and place to be determined by the board. Regular meetings of the Station Board shall be open to the public and be held in a location that can facilitate public attendance.

Section 20. Special Meetings of the Station Board

In the event of an emergency, crisis or unusual need, a special meeting of the Station Board may be called with at least 2 days notice. Such meetings can only be called by a quorum of the board. Those members shall personally notify all other board members. Members of the public shall be notified on the air for at least a 2 day period before said meeting, provided WSLR is broadcasting.

Section 21. Executive Sessions of the Station Board

The Station Board may, by majority vote, call an executive (closed) session to consider matters relating to personnel, litigation or matters involving confidential relationships. In the event that an executive session is held, the reason therefore shall be announced and noted in the published minutes of the board. In the interest of openness and accountability, the use of executive sessions must be kept to a minimum and must not be abused.

Section 22. Conduct of Station Board Meetings

The Station Board shall allow WSLR members in attendance to ask questions about and/or make concise relevant comments on agenda items when they are discussed by the board and prior to a board vote on the item.

Section 23. Agenda of Station Board Meetings

The agenda of board meetings will include but not be limited to:

- 1) Reviewing and approving of previous board meeting's minutes.

- 2) Unfinished agenda items from the previous board meeting.
- 3) Items added to the agenda by board members.
- 4) Items added to the agenda by at least six (6) attending WSLR members.
- 5) An open comment period, in which WSLR members and the public at large may address the board, will be part of the agenda of all public meetings of the Station Board
- 6) An opportunity for each attending Station Board member on fund-raising efforts since their last meeting.
- 7) Proposed programming changes, if any.

Section 24. Broadcast Guidelines & Policies

1. Non-student Community programmers shall be responsible for a minimum of four (4) hours daily broadcast time.

2. The Station Board is required to create a document of programmers' rights and responsibilities. A current version of this document shall be provided in hard copy form to each programmer and to WSLR members upon request. This document shall include the following guidelines and policies:

Programmers shall refrain from libel.

Programmers shall not air hate speech and/or incitement to violence in the language or content of programming except when such language is an intrinsic component of legitimate reporting, or dramatic presentation.

In order to conform to federal regulations, WSLR shall prohibit language identified by the FCC as obscene.

Each programmer is entitled to fourteen (14) days notice of major changes in his/her status and/or program scheduling.

3. The Station Board and WSLR's members are entitled to advance notification of proposed major changes in the program schedule and or the status of any programmer. This notification shall include, but not be limited to: announcement on the affected program(s) and at the top of the weekly call-in program. This notification shall be given at least fourteen (14) days before implementation and at least thirteen (13) days before the next scheduled Station Board meeting.

In the event of an emergency which demands sudden changes in programming, the above notification language shall not apply.

ARTICLE VI Additional Powers of the Station Board

Section 1. Election and Tenure of WSLR's Station Manager and Program/Music

Director

When the position of Station Manager becomes vacant, the Station Board shall post notice of said vacancy to membership and will announce said vacancy on-air during peak broadcasting hours.

To be eligible for the position of WSLR Station Manager a candidate must have at least one year experience as a member of the station. Under limited unusual circumstances, this requirement can be waived by a two-thirds majority vote of the WSLR Station Board with directly affected persons abstaining.

The Board of Directors shall perform an annual review of the Station Manager. Each year, the Station Board may retain the Station Manager by simple majority vote. If the Board does not so vote, the position is vacant and Section 1, Items 1 & 2 shall apply.

When applicable, the Station Manager will have the authority to appoint a Program Director or other position(s), with simple majority approval by the Board required.

Section 2. Removal of Station Manager

The Station Manager may be removed or suspended for cause by a two thirds majority vote of the Station Board.

Section 3. Acting Station Manager

In the event that the Station Manager's position cannot be filled, an Acting Station Manager shall be appointed by the Station Board.

ARTICLE VII. Designated Financial Agents and Signatures

Section 1. Designated Financial Agents

All funds of the Corporation will be deposited in the name of the Corporation in such bank, banks or other financial institutions as the Board of Directors may from time to time designate and will be drawn out on checks, drafts or other order signed on behalf of the Corporation by such person or persons as the Board of Directors may from time to time designate.

Section 2. Other Agreements

Except as otherwise specifically provided by these Bylaws, all contracts, agreements, deeds, bonds, mortgages and other obligations and instruments must be signed on behalf of the Corporation by the President or by such other officer, officers, agent or agents as the Board of Directors may from time to time by resolution provide.

ARTICLE VIII. Amendments, Petitions & Proxies

Section 1. Amendments to the Bylaws

Any proposed amendment to the Station Bylaws may be placed on the next annual election ballot by a simple majority vote of the Station Board. The text of the proposed amendment shall be published in the station program guide/newsletter (if one exists), posted on the station website and announced in relevant and appropriate public forums (including on the air) at least forty-five (45) days prior to the next annual meeting/election.

Station Board may amend the bylaws by a 2/3 majority vote.

Section 2. Proxies

All action taken by the Station Board or WSLR members shall be taken by them personally. Powers may not be delegated by alternates, by proxy or the like.

Appendix B

WSLR Election Procedures

Introduction

These election procedures are empowered by Article V, Section IV of the WSLR Bylaws.

Scope

These procedures shall govern all aspects of elections for those WSLR offices for which a written mail ballot is required. Aspects covered include scheduling, announcements, nomination requirements, ballot preparation, qualifications for voting, tallying of ballots, certification and announcement of results, and fallback procedures in the event of an insufficient number of candidates.

These procedures must conform to the WSLR Bylaws; in case of conflict between these procedures and the Bylaws, the Bylaws govern.

Definitions

The following definitions apply:

Ballot form

This form contains, for each office to be voted on in the current election, a list of candidates, ordered by lot, with a box by each candidate's name to be marked with an X by the voter. The form may also contain a list of referenda, with two boxes for each referendum listed, one labeled "Accept" and the other "Reject", to be marked with the voter's preference. Ballot forms are to be returned by voters in the return envelopes provided. Marks on these forms will be tallied by the teller to determine the outcome of the election. The ballot form as mailed will not carry any means of identifying a particular voter.

Ballot materials

The ballot materials consist of a ballot form, a return envelope, and an information brochure.

Candidate

A candidate for WSLR office is a current member of WSLR who meets the qualifications

for the office sought and has been nominated for that office in accordance with these procedures.

Committee

An Elections Committee, appointed by the WSLR Board of Directors, is responsible for overseeing the conduct of elections, for maintaining these procedures, and for other tasks as specified herein. No person may be a member of this Committee whose name is on the ballot in the current election.

Committee chair

The chair of the Elections Committee may delegate responsibilities to any other member of the committee, including that of acting chair, as appropriate to assure that a task is carried out on schedule. Any duty ascribed to the chair may be carried out by such an appointee.

Current member

A current member of WSLR is a named individual whose dues are fully paid for the year in which the election is held. Institutional members must have named specific individuals in order for those individuals to be eligible to participate in elections or referenda. A name such as "Library" on the roster of an institutional member does not qualify as a current member. Current membership is a minimum requirement for eligibility to be nominated for office.

Information brochure

The information brochure is a brochure or information sheet mailed to members as part of the ballot materials. It is intended to provide sufficient information about each candidate and/or referendum to permit voters to make an educated choice. For each candidate it identifies the office sought and contains a photograph, a biography and a personal statement provided by the candidate. Specific requirements concerning the biography and statement appear elsewhere in these procedures. For each proposed Amendment, the brochure contains the full statement of the question to be voted on along with the statement of support submitted with the question and a statement giving the position of the board, if different.

Nomination petition

A completed nomination petition is the method by which a candidate may be nominated for office. A nomination petition form will be made available for every election.

Return envelope

An envelope addressed to the teller will be provided as part of the ballot materials. On the back of this envelope will be affixed a label identifying the member to whom the ballot was sent.

Teller

The teller for an election is the disinterested person or organization that certifies and counts the ballots, tallies the votes, and delivers the results to the proper authority for notifying the candidates and announcing the results to the membership.

Voting Member

A voting member of WSLR is a named individual whose dues are fully paid for the year and

who has contributed over 80 hours of volunteer time to the station

Frequency and timing

An election will be held each year to elect half of the seats on the Board. The number of Directors will be no more than fifteen (15). (Bylaws, Article V, Section 2). However, the actual number may be less, as long as it does not fall below 50% of the specified number. The actual number is to be agreed by the Board before each election. All Directors will be elected for two-year terms. (Bylaws, Article V, Section 5). Approximately half the agreed number of Directors will be elected at each election, or the number that will bring the total to the agreed level.

All terms of office begin at the opening of the annual Board meeting following the election, and run until the opening of the annual Board meeting of the last year of the term. Elections must be scheduled so that the results will be known and the newly-elected officers and Directors can be notified before their terms begin to permit arrangements to be made for attending the meeting; see Schedule.

Both outgoing and incoming officials are to be encouraged to participate in the Board meeting associated with the annual WSLR meeting, in order to effect a smooth transition. However, under normal circumstances, only the incoming and continuing officials may vote at that meeting.

At the annual meeting, the Board of Directors will elect officers from the continuing and newly elected members.

Announcement of election

The first announcement of the annual election is to be published in an issue of the WSLR July newsletter that will reach most members no later than July 15th. The announcement will consist of two parts:

1. an informative article, signed by the chair or another member of the Elections Committee, stating
 1. what offices are open for election,
 2. eligibility requirements for candidates,
 3. the election schedule,
 4. instructions for filling in and returning nomination petitions,
 5. additional items that are required from candidates, namely a photograph, a biography, and a personal statement,
 6. encouragement to participate in the election, as either a candidate or a voter;
2. a copy of the nomination petition form.

The announcement should also be sent to the WSLR electronic discussion lists and posted at the WSLR Web site.

The deadline for receipt of nomination forms in the WSLR office should be included in the information published in the WSLR newsletter and on the WSLR Web site.

A sample article and nomination petition form appear in a later section.

Nomination

Nominations are governed by the Bylaws: Article V, Section 1.

Two methods of nomination are recognized: nomination by petition signed by at least 20 WSLR members or recommendation of the current Board.

Eligibility

A potential candidate must be a current WSLR member. This implies that the member's dues have been paid for the year in which the election is being held, by the deadline for submission of nominations.

There is no restriction on the class of membership. Thus a candidate may be an individual member, an individual named by an institutional member, or a student member.

Nomination by petition

A petition for nomination must be signed by the candidate and by twenty (20) other WSLR members. The completed nomination form must be received at the WSLR office by the published deadline, which should be at least 45 days prior to the election.

Nomination petition forms

A nomination petition form will be prepared under the direction of the Elections Committee for each election. The form will be published in the July edition of WSLR's newsletter; additional copies of the form shall be available from the WSLR office and in electronic form from the WSLR Web site.

The nomination petition form will contain at least the following information:

1. year of the election, starting date of the term of office, and ending date or length of term;
2. a space in which to indicate the office being sought, or identification of the office if only one is open for this election;
3. a space for the candidate's name;
4. statement that the candidate accepts the nomination and space for the candidate's signature affirming this statement;
5. spaces for the appropriate number of signatures required for support of candidacy, and a statement that all signers must be current WSLR members;
6. summary instructions for filling out and submitting the form including deadline for receipt of the form and supplementary ballot information at the WSLR office.

Acknowledgement and verification of nomination materials

Upon receipt of nomination materials, the WSLR office will immediately complete and return to the nominee the Nomination Acknowledgement Form. Within three working days, the office will forward a copy of this form plus the biography/personal statement to the chair or other designated Committee member.

Eligibility, i.e., current membership, is to be checked in the database by the WSLR office staff. Other required items are to be verified by the Committee.

In cases where a supporting name on the form matches a name in the database but the dues for that individual are not up-to-date, the second form letter, requesting immediate renewal of membership, must be sent to that individual within three working days by the WSLR office.

In cases where a name that appears on the form is not exactly matched by a current member's name in the database, a copy of the form and membership information for names that most closely resemble the questioned name on the form are to be forwarded to (a designated member of) the Committee for a ruling and suitable action.

If the candidate information is not received by the announced deadline, the WSLR office staff is to notify the Committee, who are responsible for informing the nominee that the nomi-

nation must be considered void. Copies of all correspondence, from both the WSLR office and the Committee, concerning attempts to obtain information, are to be placed on file in the WSLR office. The Elections Committee, in such a case, will provide the Executive Committee with a short report.

Shortfall of Nominations

In the event of there being the same number or fewer nominations as vacancies, all candidates nominated shall be declared elected without a formal ballot, and announcement to that effect shall be made.

In the event of there being fewer candidates for the Board than vacancies, additional Directors may be appointed by the President in accordance with the Bylaws, (need to amend Bylaws to include this?)

Preparation and mailing of ballots

Ballot materials are to be prepared by the WSLR office staff, with assistance, if necessary, from the Committee. The final copy of the ballot materials is to be checked by (a member of) the Committee before printing.

Ballot form

The ballot form may consist of one or two parts, as necessary:

1. election of officials;
2. proposed amendments to the bylaws

The ballot form should contain only the following:

1. title(s) of the office(s) for which the election is being held, each title followed by the names of the candidates for that office;
2. title and short descriptive statement for each proposed amendment;
3. summary instructions for completing and returning the ballot;
4. deadline for latest postmark that may appear on a completed ballot envelope in order for the ballot to be counted;
5. the address to which the marked ballot form is to be sent.

If the back of the ballot form is not needed for this information, it should remain blank.

Names of the candidates for an office are to be ordered randomly, with the order chosen by lot. An open square, in which the voter can make an "X" to indicate a choice, is to precede each name listed. An instruction for marking a vote with an "X" must be at the top of the ballot form.

For each office, the maximum number of candidates to be voted for should be indicated clearly.

Proposed Amendments, if more than one, are to be arranged in an order determined by the Committee.

For each proposed amendment, the title is to be preceded by two open squares, the first marked "Accept", the second, "Reject", in which the voter's choice is to be indicated.

Information brochure

The information brochure is to be prepared for printing by the WSLR office staff, with assistance, if necessary, from the Committee.

The information brochure is to contain information on returning the ballot, including the return address and the dates by which the return envelope must be (a) postmarked, and (b)

received by the teller.

The information brochure will contain, for each candidate, a photograph, a biography, and the candidate's statement.

The photograph of the candidate should be passport size, showing the candidate's head and shoulders. For ease of manipulation, actual photographs are preferred.

The length of the combined biography and statement must not exceed 400 words. This must be stated very clearly in requests to candidates for the information. The Committee will assist the nominee in achieving the required length.

Candidates are to be listed alphabetically.

Candidate information is to be formatted in a uniform manner. Editing should be done only to correct spelling. If there are any questions, the Committee shall be the final arbiter.

The information brochure shall also contain descriptive information for each proposed amendment on the ballot. The text of this information is to be certified by the Committee; it may be proposed by the sponsor, or it may be drafted by a WSLR member familiar with the intent of the proposed amendment. If the Board wishes to take a position on the proposed amendment, text may be provided by the Secretary or by another Director assigned by the Chairman.

Return envelope

The address of the teller will be printed on the front of the return envelope. Postage will not be provided, but a message such as "Place postage here" should be printed where the stamp should be affixed to avoid confusion.

A label with the member's name and address will be affixed to the envelope to permit the teller to match the returned ballot with a list of eligible voters.

Mailing

Ballot materials are to be mailed first class, in a separate mailing.

The outside envelope should carry the notation "Ballot enclosed".

Counting the ballots

The WSLR office will make arrangements for a disinterested person or organization to serve as teller for the election. (The WSLR accountant may be authorized to serve in this capacity.) Ballots will be returned directly to the teller, and will not be handled by anyone associated with WSLR until the results of the election have been certified by the teller.

The teller is expected to develop appropriate procedures for tallying votes. However, the following instructions are to be incorporated into those procedures.

1. The member's name and address must appear on the return envelope. If the envelope is not the one supplied with the ballot materials, the name and address must be checked for validity against the WSLR database, and additionally against the other returns to ensure that there is no duplication.

2. Ballots received after a cutoff date specified by the Committee are to be set aside and tallied, but the votes not counted.

3. The Committee may specify a cutoff date for receipt of ballots that allows a reasonable time for postal delivery, but does not unduly delay the completion of the vote count or announcement of election results. Ballots received after such a cutoff date, regardless of postmark date, are to be set aside and tallied, but the votes not counted.

4. In case of multiple ballots from the same member, the one with the latest postmark is

to be counted.

5. Any ballot on which more votes are cast than the maximum permitted for any office are to be eliminated from the tally for that office.

6. For Directors, the winners shall be the appropriate number of candidates for that office who receive the greatest number of votes, in descending order.

7. For proposed amendments, the position ("Accept" or "Reject") receiving the greatest number of votes wins.

8. In the event of a tie, the winner shall be chosen by lot, by the teller.

The teller will inform the WSLR office of the results as soon as the tally is complete, and the office will immediately forward the results to the Elections Committee.

In addition to the formal tally of votes, the teller is to be requested to compile demographic data, in particular, a tally of the geographic areas from which ballots were returned.

Acting on the results

The Elections Committee will prepare a notice and forward it to the successful candidates informing them of their election.

The Committee will prepare letters from the current Chairman to the unsuccessful candidates, thanking them for participating in the election and inviting them to remain active members. These letters will be forwarded to the Chairman for signature and mailing.

After the candidates have been notified, a message announcing the election results will be sent by (a member of) the Elections Committee to the WSLR Board, with a request to Board members to keep the information confidential until the official announcement has been made by a representative of the Elections Committee.

The chair of the Elections Committee will prepare an announcement with the election results for the next issue of the WSLR newsletter and forward it to the editor for publication.

The chair of the Elections Committee will prepare an announcement suitable for electronic dissemination and send it to the WSLR mailing lists.

The chair of the Elections Committee will direct the WSLR website to be updated to include the newly elected officials. A member of the Executive Committee should send a notice to Board e-mail discussion list announcing the new Board members, and welcoming the new members to the list. It should state that the newcomers are welcome to participate in discussions but that they may not vote until their new terms begin, and give that date.

The ballots shall be held for 30 days following opening and counting, after which they may be destroyed by direction of the Board, if no objection to the election has been made.

The Board shall establish a formal objection procedure, which shall be initiated within 30 days of the submission of the formal report of the Election Committee to the Board. The ballots shall not be destroyed before the end of that 30 day period, or before any formal objection has been processed.

Summary of responsibilities

Elections Committee

The Committee is responsible for

1. developing and maintaining these election procedures;
2. creating the schedule for the election; this may depend on the dates of the annual meeting;

3. preparing an announcement of the election for the WSLR newsletter;
4. preparing the nomination petition form for publication in the WSLR newsletter to accompany the first announcement;
5. assisting the WSLR office in validating eligibility of candidates and supporting signers in cases where names on nomination petition forms do not agree with member names in the database;
6. assisting the WSLR office in obtaining satisfactory ballot statements from candidates;
7. checking the ballot materials before printing and mailing;
8. notifying the Executive Committee, the incumbent Board, and the successful candidates of the election results;
9. preparing letters for the Chairman to send to the unsuccessful candidates, and delivering these letters to the Chairman for signatures and mailing;
10. adding the addresses of the new officials to the appropriate mailing lists;
11. preparing an announcement of the election results for the WSLR newsletter and delivering it to the editor;
12. preparing and distributing an announcement of the election results via WSLR's electronic discussion lists;
13. preparing and submitting a final report to the Board.

WSLR office

The WSLR office is responsible for

1. supplying additional petition forms to prospective candidates on request;
2. receiving and acknowledging nomination petition forms, and validating eligibility of candidates and supporting signers, with assistance from the Committee in case of problems;
3. obtaining photographs and statements from the candidates, and preparing copy for the ballot, information brochure and return envelope; if problems arise, assistance is to be requested from the Committee;
4. arranging for the teller;
5. mailing the ballots;
6. maintaining complete files of announcements, correspondence, and other documents related to the election; such documents may be kept in paper and/or electronic form, as appropriate.

Incumbent officers and Board

The Chairman is responsible for

1. signing letters prepared by the WSLR office to the unsuccessful candidates and mailing them.

A representative of) the Executive Committee is responsible for

1. sending a message to the board list after the new names have been added, welcoming the newcomers and stating their privileges and responsibilities.

The Board of Directors as a whole is responsible for

1. appointing the Elections Committee;
2. approving the election procedures document and subsequent updates.

Schedule

Most dates are given relative to the deadline for receipt of nomination forms, designated

below as "N".

The location at which items must be received by the various deadlines is assumed to be the WSLR office unless specified otherwise.

First announcement reaches members

no later than July 15th in form of WSLR Newsletter

Deadline for receipt of nomination forms

August 15th

Deadline for receipt of candidate information

n+1 week

Ballot camera copy to printer

n+2 weeks

Ballots mailed to members

n+3weeks

Delivery and voting period

2 weeks, minimum

Postmark deadline

n+5 weeks

Deadline for receipt by teller of marked ballots

n+6 weeks

Vote counting period

Results should be forwarded by the teller to the Elections Committee by October 1st.

Notification of candidates

immediate, with follow-up letter by Elections Committee and invitation to attend the

October annual meeting

Annual general membership meeting

2nd Monday of October

Announcement of election results

October issue of WSLR newsletter, WSLR electronic discussion lists