Guidelines for Organizing Candidate Forums
PACIFICA LSB ELECTIONS 2018

Preparation
- To maintain neutrality, you must have everyone who participates read and sign the ground rules. It is important to prepare candidates, timekeepers, hosts/moderators and the board operator(s) ahead of time.
- To prepare candidates, make a master-list of questions for candidates to prepare based on relevant issues (feedback collected from multiple parties)
- To prepare moderators - write a script for them based on the format of the on air format
- *For Recorded or Onair Forums*
- *For the Board operator/Recording Engineer, provide a run sheet which is a minute by minute breakdown.*
- For the timekeepers - make sure they understand the format, have a copy of the hosts' script, have a stopwatch (or other form of keeping time) and some time cards to indicate to candidates how much time they have left to speak (ex. 30 Sec, 60 Sec)
- The host should announce the amount of time each candidate has to speak (based on the script which you write) and therefore the amount of time the timekeeper needs to keep track of.

Moderators
- Any party can moderate. The moderators sign the ground rules write down their political tendencies as a way to prevent any sort of bias being introduced. Example of moderators: station staff, representatives from the League of Women Voters, community members, local talent/activists.
- Suggested: Do a mock forum (trial run) with hosts before the actual forum in order to work through any confusion.

Technical Guides
- Ground rules
- Forum Formats (2 examples)
- Masterlist of questions for candidates (example from KPFA's 2009 election)
- Runsheet for board operator
- Moderator script example

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GROUNDRULES
All Participants need to read and sign that they have understood and will abide by these rules to maintain fairness and neutrality.

DATE & TIME: _____

• Please arrive on time as the debate will begin without you.
• There will be no substitutes or stand-ins for the candidates. In the event of absence, candidates can provide a 15 second statement to by read by the local election supervisor for presentation.
• All news releases about the debate will be handled by the local election supervisor and sent simultaneously to all the candidates.
• Campaign banners, signs, literature handouts or other campaign paraphernalia will be allowed in the debate hall.
• Opening Statements: The moderator will introduce the candidates using a 15-second introduction provided by the candidates. If no introduction is provided, the moderator will use the 15-second introduction provided by the local election supervisor.
• Candidates will be introduced by title. Thereafter, "Mr." and "Ms." will be used.
• Random sequence generated by random.org prior to the debate will decide the order of candidates for answering the first question, stating comments, making follow-up questions and making closing statements. Candidates will be assigned a card (C1, C2, C3, C4 and C5) respecting the order.
• Candidates can bring notes, pad and pens for taking notes during the debate.
• Cell phones should be turned off.
• Time limits on responses will be strictly observed.
• All candidates will receive a master list of topics / questions to prepare
• Debate questions will be taken from the master list.
• Candidate follow-up questions must keep on topic.
• A timekeeper will hold cards (30 seconds, 10 seconds), visible to the speaker, indicating how much time remains. When the "stop card" is shown, the speaker must end his/her speech within 10 seconds.
• The moderator will have the responsibility for enforcing time limits. The moderator also will have the authority to interrupt the proceedings to enforce the ground rules and format that were agreed to by the candidates.
• The moderator will introduce the candidate speaking before and after he/she speaks.
• The moderator may restate the question.
• The moderator may interrupt the candidates if they believe the candidates are straying from the subject.
• The candidates will not interrupt one another.
• The candidates' closing statements should be significantly related to the matters debated previously.
• As there is no opportunity for rebuttal following the closing statements, candidates will refrain from personal attacks or charges.

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• The debate must be run by a moderator, who does not act as a spokesman for the station or any individual candidate or candidate slate on the subjects discussed, but has the sole function of ensuring that the ground rules are observed.

• At the beginning and end of each debate, the moderator must state that the views expressed are those of the candidates, not of KPFA, and that the sponsorship of the debate is not an endorsement by the sponsor of any candidate.

• The moderator must also state that all viable candidates have been invited.

• Prior to forums, Moderators / Hosts, Timekeepers and Board Operators must disclose, in writing, any affiliations with, and/or endorsements for, any candidates, or candidate slates to the National Election Supervisor.

• The radio station may report what happens at the debate, but must do so without mentioning the candidates name, providing editorial comment or endorsement and must circulate the report only through its normal channels of communication.

• The radio station may refer listeners to the debate which will be kept in the archive and accessible online.

I _____ (name in print) have read and agree to abide by the ground rules.

Signed:

Dated:

Type of Participant (circle one)

Candidate   Moderator / host   Timekeeper   Board Operator

If Moderator/Host, Timekeeper or Board Operator disclose your affiliations and endorsements of any candidates or candidate slates in writing below. If you refuse to disclose this information you cannot participate in the on air forum.

Affiliations or endorsements Disclosure:

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FORUM FORMAT Example 1
The debate format consists of the traditional Q&A format (debate question taken from the master list) and each candidate will be asked a unique question. Each question will be followed by an opportunity for the other candidates to make a comment and pose a follow-up question.

Opening Section:
Opening statement by moderator consisting of LSB election introduction, debate format & rules, 15 second introduction to each candidate participating (4 minutes)

Forum Q&A Period
- Main Question for candidate 1 (C1)

Moderator asks the first question to be answered by the first candidate (C1) determined by the initial random sequence
- Answer period 1 (2 minutes)

C1 has 2 minutes to answer the question
- Commentary & Follow-up Question period (2 minutes)

Each of the remaining candidates have 30 seconds to comment on C1's answer (support, refute, add or remove something) and ask a follow-up question. They can pass if they have nothing to say. The ordering of comments will be determined by the same sequence (C2, C3, C4, C5).
- Answer period 2 (2 minutes)

C1 responds to candidate questions and comments.

Note that the above iterates until all candidates have answered a main question. The duration of the forum depends on the number of candidates. Works best as a 4-6 person panel.

Closing Section:
Each candidate makes a 30 sec. closing statement in the order of appearance (C1, C2, C3, C4, C5). With the remaining time the moderator accepts calls from the public (in person, other staff members, webcast or onair)

Callers have 15 seconds to ask their question. General questions are prioritized and questions directed at specific candidates are screened in order to make sure that each candidate gets an equal opportunity to answer questions from the public. Candidates will each have 30 seconds to answer.

Questions are taken from the public until the allotted time runs out.

FORUM FORMAT Example 2
This format consists of candidates asking other candidates a question. Each candidate will have a chance to ask 1 question to the others. The order of questions and answers will be randomly assigned.

Each question will be answered by all candidates. Questions must be general directed to all other candidates.

After each candidate has asked a question questions will be taken from the public.

Outline:
1. Opening statement by moderator consisting of KPFA LSB election introduction, format and introduction to each candidate participating (30 seconds per candidate).
2. First candidate (C1) asks their question (30 seconds). Each of the other candidates answer (1 minute each). All candidates ask questions. All candidates answer.)
3. Questions are taken from the public / other staff
4. Closing statements (1 minute each).

MASTER LIST TOPICS FOR KPFA ELECTION CAMPAIGN 2009
Note that these questions may NOT be relevant to your station or this year's election.

Membership Policy

- Please suggest a method to document the quality and quantity of volunteer work, both of which is used to determine membership, either listener-sponsor-member or unpaid staff.

Unpaid Staff

Two years ago GM derecognized the UPSO until reversed by PNB.
- What do you think should be the role of the unpaid staff in the station?
- How do you think they should be represented?

Member Rights

- What rights do you have as a member?
- What are the practical implications of these rights with respect to getting involved in KPFA- decision making process?

Election Quorum

Currently there is a lot of discussion concerning the accuracy of the unpaid staff list, should this be taken into account with respect to the 1/3 quorum required to make this a valid staff election? Though we have met quorum in the past only a small percentage of listeners have been voting in LSB elections.
- Why do you think this is?
- Do you think that those who vote are representative of the listener-sponsor population (demographics, social/cultural diversity)?
- How can we increase voter turn-out?

Election Policy

- Why are listener-member elections separate from staff elections?
- Given that paid and unpaid staff are separate, does it make sense to combine the two bodies for the election of staff delegates to the LSB?

Please suggest a method to improve and enforce the Fair Campaign Provisions.

Should there be an incentive/disincentive system in place for staff members who fail to sign the FCP? What should the consequences be for a violation keeping in mind that all violations are not the same? How should the gravity of the violation be quantified? What would be a reasonable corresponding consequence for different levels of violation?

Local Station Boards

According to the Pacifica bylaws, one of the duties of the Local Station Board is "To work with station management to ensure ... that station policies and procedures for making programming decisions and for program evaluation are working in a fair, collaborative and respectful manner to provide quality programming" (Article 7, Section 3, Part G).

- Do you think that KPFA's policies and procedures for making programming decisions and for program evaluation are working in a fair, collaborative and respectful manner?
- If yes, what current policies and procedures are in place to meet that standard?
- If no, what policies and/or procedures do you propose that might lead to meeting that standard?
- How often should the LSB meet?
- Should one of the roles of the LSB be fundraising?
- If not, why not?
- If so, what is your fundraising strategy? How much money do you think it could raise?

Community Advisory Boards

It has been said that Pacifica is in dire need of social capital and has so far failed to utilize Community Advisory Boards (CABs) which could help address this problem. Pacifica is out of compliance with the CPB requirements for CABs. This may be a reason for Pacifica's lack of responsiveness to local communities and may explain dwindling listener population. In order for Pacifica to remain relevant it needs to directly engage not only with the communities it serves (i.e. current loyal listeners-sponsors), but also reach out to new listeners in communities that need the Pacifica network and may be naturally drawn to Pacifica. Though Pacifica has created internal mechanisms for engaging with the community (i.e. the Committees of Inclusion, and Outreach Committees) these bodies remain generally inactive or without a clear purpose or clear feedback loop to the stations.
Please study these CAB references (also attached) http://www.srg.org/governance/CAB/CAB.html
http://www.cpb.org/stations/certification/cert3.html

- What is your understanding of the difference between the role of the Local Station Boards and the role of the Community Advisory Boards?
- What is your understanding of the basic statutory requirements of the Communications Act that KPFA has to meet in order to be in compliance?
- How do you think the Location Station Boards and the Community Advisory Boards can work together to ensure that the station is meeting the needs of the community it serves and that the CAB serves as an effective mechanism for the broader community, including non-subscribers, to provide input and advice to the stations?
- As you may know, the CPB does not prescribe any particular structure for the formation of Community Advisory Boards, but leaves it up to each station to develop a model that

best suits that station. What is your understanding of the structure that is currently in place and what sort of model would you suggest for KPFA?

Please define underrepresented communities.

- How will you reach out to the underrepresented communities as a member of the LSB?
- How do you plan to work to see that the KPFA airways better reflect our underrepresented communities ?

National Board

- Do you understand the relationship between the Pacifica Foundation and the 5 stations?
- The Pacifica National Board has updated the Job Description for all future Executive Directors of Pacifica to include "Developing, monitoring and enforcing procedures and policies" What areas of Policy do you think are most in need of development, and what do you believe would be the respective appropriate roles of the Local Station Board, and its appointees to the Pacifica National Board, to work with the Executive Director towards defining and implementing such Policies?

Financial Issues

- In your opinion, how healthy or unhealthy is KPFA/Pacifica, financially?
- What is your understanding of KPFA/Pacifica's financial problems?
- How do you propose to resolve these problems?

Financial Crisis

In 1999 one of the issues which fueled the crisis was the consideration by the then national board to sell one or more of the 5 Pacifica stations.
- Do you consider selling one or more of the 5 Pacifica stations as an option to resolve financial problems?
- If so, why? If not, why not?
- Propose ways to prevent the past from repeating itself.
- If one of the stations, was sliding deeply into debt, as happened at WBAI, what should be done?
- How can we prevent this from happening again?

Fundraising

- What are the strengths and weaknesses of the existing models of fundraising at KPFA/Pacifica?
- Propose alternative fundraising ideas/models. Think about the strategy and timeline for the implementation of your alternatives.

Balancing the Budget: Staff reductions
- KPFA is the only station in the network that has not made the fiscal 2009 PNB mandated staff reductions amounting to $300,000. How should staff reductions be determined? You may want to consider seniority, program evaluation, listener-support (which programs raise the most funds for KPFA) etc.

Programming
- What are the strengths and weaknesses of KPFA programming?
- There is currently no Program Council. Should there be a Program Council? What should be the role of the Program Council?
- What do you think of a democratically elected program council, compiled of staff, paid and unpaid, management, lsb reps and community reps?
- Do you think such a program council should evaluate existing programming and make decisions about what new programs go on the air? If yes, why? If no, why?
- If you do not support the program council model who do you think should determine which new programs are selected and why?
- What is your understanding of independent journalism?
- Do you think rules around independent journalism require the board to remain out of editorial decisions around programming?
- Should LSB members be involved in determining programming?
- Study the program grid. Do you know how the current programs got on this grid?
- Do you know how programming decisions are currently made at KPFA? If so, please describe.
- How are programs evaluated?
- How are programming decisions (removal of programs, addition of new programs, schedule modification and more) currently made?
- What criteria (the program evaluation procedure) should be used to make programming decisions? Determine what new programs get selected, what programs get eliminated, how present programming might be changed?
- KPFA's basic format has remained the same for decades. It includes lunch and drive time strip programs, like Flashpoints and the Morning Show, produced and hosted by paid staff members with music from 10-11 am and after 8 pm in the evening.
- Do you think KPFA should change its format?
- If so, what policy would govern that change and who should be involved in making the decisions?
- Do you know how decisions are made regarding what gets on the KPFA news and the way the items are reported?
- What is your vision regarding how news decisions should be made?
- Do you support the current programming model with 60% of the programs being music programs and why?

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Election Politics

- What are the pros and cons of being part of a slate?
- How do slates impact the results of the single transferable voting method?
- Do you think that slates skew the election process in any way?
- Do you think slates facilitate or prevent listener-sponsors from participating in the election?
- If you are part of a slate, what differentiates it from other slates?
- What policies has your slate proposed?
- What policies has your slate implemented?
- Have these policies been evaluated? Can you report measurable results due to these changes? Have there been improvements?

Listener Democracy

- What makes KPFA/Pacifica unique when compared to other listener-supported media?
- Please define "listener democracy". What is your view on listener democracy?
- Do you feel listener democracy is working well or poorly at KPFA/Pacifica?
- Suggest way that we can we improve listener democracy.
- What are pros and cons of listener democracy? Should the pros and cons of listener democracy be openly debated?
- Only a small percentage of listeners have been voting in LSB elections. Why do you think this is? How could the percentage be increased? Or is it okay as it is?
- The KPFA/Pacifica audience appears to be dwindling. Why do you think this is happening? What should we do about this?
- What can be done to increase KPFA/ Pacifica audience?
- How can we increase community participation in KPFA?
- Personal Opinions, Experience, History & Knowledge of KPFA
- What do you think are the most serious problems, needing the most immediate attention at KPFA/Pacifica?
- What do you propose as solutions for these problems?
- Do your solutions differ from what is being carried out by the current board of directors?
- What is a community radio? Should KPFA be a community radio?
- What is your history and involvement with KPFA prior to this election cycle?
- (for incumbents) What is your attendance record at LSB meetings?
- (for non incumbents) How many LSB meetings have you attended as a listener observer?
- If elected, what percentage of meetings would you pledge to attend? And, if you found yourself unable to fulfill that pledge, after missing how many meetings would you resign?
- How long have you been a member of KPFA? When did you first join KPFA and why?
- Why is it important to have elections for Local Station Board members?
- What shows do you listen to on KPFA and why do you like them?
- Have you ever volunteered for KPFA? If not, why not?

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- What do you know about KPFA's history? When was KPFA started? Why was it begun? Who created KPFA?
- What do you know about the Pacifica Network? How does KPFA fit into the Network?
- What do you know about Pacifica's governance structure?
- How does KPFA fit into this governance structure?
- What do you know about Pacifica management structure with regards to the Local Station Board and to the Pacifica National Board?
- What do you know about KPFA management structure with regards to the Local Station Board?
- What qualifications/skill will you bring to the LSB if elected?
- What background & experience do you have in finance and economics? Such as, for example, academic? Buying a house? Etc.
- Do you think there should be more public affairs programs and if so, why?
- What types of new programs would you like to see on KPFA and why? What types of programs should be eliminated from KPFA to make way?
- Are you satisfied with the news coverage on KPFA? If not, why not?

Resolving the Spanish / English divide amongst programmers at KPFK

- Please describe the issues regarding Spanish / English programmer divide at your station
- Please describe how we can better integrate Spanish and English language programming to better serve listener and staff members