

Mendocino County Public Broadcasting

BOARD OF DIRECTORS

POLICIES & PROCEDURES MANUAL

Revision 1-10-2006

Revision History:

- This policy manual was developed and approved by the Board of Directors in 1990. An electronic version of this document was created on 2-17-1997 by J.V. Humble.
- This policy is applicable and in effect in all areas that have not subsequently been superceded by more recent board policy decisions. Known changes are:
 - At the October 2006 board meeting, the board approved revisions to the Membership policy (see 12.3 and 12.4).
 - A **separate Elections Policy** adopted by the board in 2001 and revised in 2004. This policy complements the bylaws and supersedes all elections provisions in this policy manual that conflict with the new Elections Policy. Elections policy not in conflict with the separate Elections Policy continues to apply.
 - At the March 2006 board meeting, the board approved changes to **Committee Policy**, the **Personnel Committee** and the **Finance Policy** (see sections 7.4, 10.4 and 11.3)
- The Board Governance & Policy committee is reviewing this policy to determine the need for any updates and to incorporate any board policy decisions that may have been made since the adoption of this policy in 1990, but which were not incorporated into this policy.
- Except for areas where revisions have been adopted by the board and documented in board minutes that have not been included into this policy manual, this policy is binding and current.

Table of Contents:

1	MISSION STATEMENT	4
2	GENERAL FUNCTIONS OF THE BOARD OF DIRECTORS OF MCPB	4
3	ACCOUNTABILITY	4
3.1	Access:	4
3.2	Documentation:	4
3.3	Meetings:	4
4	RECORD KEEPING	5
4.1	Bookkeeping:	5
4.2	Minutes:	5
4.3	Agendas:	5
5	BOARD OF DIRECTORS	5
5.1	Election, Number and Term, Time of Election:	5
5.2	Rotation of Terms:	5
5.3	Qualifications:	5
5.4	Authority:	5
5.5	Attendance:	6
5.6	Roles of Board Members Attending a Meeting:	6
5.7	Orientation of New Directors:	6
5.8	Policy Decisions:	6
5.9	Division of Authority:	6
5.10	Evaluation of Directors:	6
5.11	Committee Functions:	6
5.12	Meetings and Special Meetings:	6
6	COMMITTEES OF THE BOARD	6
6.1	Standing Committees:	6
6.2	Ad Hoc committees:	7
6.3	Executive Committee:	7
6.4	Membership on Committees:	7
6.5	Qualifications:	7
6.6	Appointive process:	7
6.7	Authority:	7
6.8	Reports:	7
6.9	Agendas:	7
6.10	Notification:	7
6.11	Decisions Implementing Policy:	7
6.12	Day-to-Day Decisions:	7
7	COMMITTEE DESCRIPTIONS & RESPONSIBILITIES	8
7.1	Nominating and Elections:	8
7.2	Finance:	8
7.3	Fund Raising and Membership:	8
7.4	Personnel:	8
7.5	Long Range Planning:	8
7.6	Programming:	8
7.7	Equipment and Construction:	8
8	DECISION MAKING	9
8.1	Making Decisions:	9
8.2	Reopening Decisions:	9
9	MEETINGS	9
9.1	Board Meetings:	9
9.2	Committee Meetings:	9

10 FINANCES 9

10.1 Bookkeeping: 9

10.2 Progress Reports: 9

10.3 Special Reports: 9

10.4 Budgets: 9

10.5 Three Year Budgets: 9

10.6 Change in Budget: 10

10.7 Operational Review: 10

10.8 Annual Audit: 10

10.9 Annual Report to the Membership: 10

11 PERSONNEL AS RELATES TO THE GENERAL MANAGER 10

11.1 Equal Employment Opportunity: 10

11.2 General Manager: 10

11.3 Other Staff Positions: 10

11.4 Seeking Applicants: 10

11.5 Hiring Committee: 10

11.6 Interviews: 10

11.7 Probationary Period: 11

11.8 Supervision and Evaluation: 11

11.9 Reports: 11

12 MEMBERSHIP 11

12.1 Qualifications, Classification and Number: 11

12.2 Benefits: 11

12.3 Cost: 11

12.4 Non-cash Membership Alternatives: 12

12.5 Membership Drive: 12

13 PUBLIC RELATIONS 12

13.1 Public Relations: 12

13.2 Program Guide: 12

14 FUND RAISING/MEMBERSHIP 12

14.1 Earned Income: 12

14.2 Other Income: 12

15 Index: 13

1 MISSION STATEMENT

KZYY & KZYZ is a non-commercial community radio station of Mendocino County. Its programming and operational philosophy is controlled by its membership, which is open to all. Through its dedication to balanced, excellent programming, Mendocino County Public Broadcasting will reflect the rich diversity of the county, while promoting a sense of community across such a large and varied area. The finest in national public radio programs will be made available, as well as local programs that will be creatively and professionally produced, responding to the needs of the community.

KZYY & KZYZ pledges to be a responsible and responsive countywide medium for news, information, music, performing arts, entertainment, and local features. KZYY & KZYZ sees its programming as a compliment to the work of Mendocino's commercial media. The station will seek to foster increased communication among all groups in the county and will make access available to all points of view.

2 GENERAL FUNCTIONS OF THE BOARD OF DIRECTORS OF MCPB

The Board:

- Establishes and implements KZYY & KZYZ's purpose through the policy governance function.
- Sets the rate of progress which KZYY & KZYZ will undertake in achieving it's mission through the policy governance function.
- Is responsible for the governance and management of KZYZ & KZYY through the financial and personnel management functions.
- Represents the station to the community.
- Establishes the budget and annual plan.

3 ACCOUNTABILITY

3.1 Access:

It shall be the policy of the Board to allow open access to financial records, program plans and other documents describing and related to the operations and works of KZYY & KZYZ to anyone who expresses interest. Requests must be made during regular business hours (M-F, 9-5). Copies may be made provided that the person so requesting pay nominal copy costs. Excluded from this policy are personnel records, financial donations where the donor requires anonymity, and other sensitive information which may come up from time to time which if publicly known might adversely affect the outcome of sensitive negotiations.

3.2 Documentation:

Minutes shall be kept of all meetings of the Board of MCPB and be available to anyone desiring copies, providing that they pay nominal copy costs. Request shall be made during normal business hours.

3.3 Meetings:

All meetings shall be open to anyone who wishes to attend. A portion of each business meeting shall be set aside for public questions and commentary. It shall be the policy of the Board to allow commentary as early in the agenda as possible. The Board reserves the right to hold closed portions of public meetings to conduct personnel or other sensitive business. Meetings will be noticed on-air at least 5 days before said meeting. A written notice shall be posted at the station in a conspicuous place at least 5 days before any meeting.

4 RECORD KEEPING

4.1 Bookkeeping:

Accounting records shall be kept on the accrual basis and maintained in accordance with policies and procedures established by the Corporation for Public Broadcasting and generally accepted accounting practice.

4.2 Minutes:

Minutes shall be recorded for all Board and Committee meetings, and Annual Membership Meeting and any other meeting which the Board shall deem necessary. Minutes shall contain: name of group, date, time and place of the meeting, names of Board members, regrets and absent, names of staff in attendance and consist of three parts: issue, discussion, and action.

1. **Issue** shall be an explanation or description of the topic at hand.
2. **Discussion** shall be a summary of who said what and the main point made.
3. **Action** shall be a brief description of any action taken on an agenda item. Included in action can be recommendations that the issue be referred to staff or committee for further study or and acceptance or rejection of the proposal on the floor.

A full statement of all motions, including the mover and seconded and the result of the vote shall be contained as well as a clear indication of what follow-up action is to be taken by whom and when it is needed shall be contained in the minutes. An identification of reports and documents presented under each agenda item and copies of these items shall be attached to the official copy of Board minutes.

It shall be the policy of this Board to have the Secretary of the Corporation (or his/her appointee) keep the minutes of the full Board meeting. In the absence of the Secretary, the chair of the meeting shall designate the taker of the minutes.

4.3 Agendas:

It shall be the policy of the Board to set agendas which give Board members a chance to address the mission of KZYX & KZYZ as well as the consideration of detail and practical matters. Business will be arranged so that decisions are made in the most logical order and so that items will typically not be tabled. Written agendas (including reports and other attachments) shall be sent to Board members well in advance of the meeting, but in no case less than 7 (seven) days in advance of any meeting in which action shall take place. Agendas will include the presenter name, item and outcome needed, and the time allowed for discussion.

5 BOARD OF DIRECTORS

5.1 Election, Number and Term, Time of Election:

Procedure for election of candidates, the number of Board members, the term of office and the time of election is set forth in the By-laws *and in the MCPB Elections Policy (see MCPB Policy Binder)*.

5.2 Rotation of Terms:

It shall be the policy of the Board to elect a third of the Directors annually.

5.3 Qualifications:

As per standards set forth in the By-laws of Mendocino County Public Broadcasting. It shall be Board policy to provide a balance of community representation when selecting candidates by considering certain attributes of each candidate, including but not limited to: race, gender, ethnicity, residence and special skills. No paid employee of MCPB shall be a voting member of the Board.

5.4 Authority:

As set forth in the By-laws, the Board shall have final decision making authority except in those matters reserved for the general membership as set forth by MCPB By-laws and the laws of the State of California.

5.5 Attendance:

Board members shall attend all meetings. Missing three consecutive meetings shall be cause for dismissal from the Board.

5.6 Roles of Board Members Attending a Meeting:

It shall be the role of each Board member to study all materials distributed in advance of a meeting. If some aspects of the pre-circulated material are particularly troubling, Board members should attempt to make their concerns known to the responsible individual prior to the meeting so that his/her introduction can address these concerns.

5.7 Orientation of New Directors:

Each new director shall receive a copy of the MCPB Directors policies and procedures manual, have a meeting with the senior staff, a meeting with the Board President and committee chairpersons. Additionally, a tour of the physical facilities will be given all new directors.

5.8 Policy Decisions:

It will be the aim of the Board to the best of it's ability to allow the largest, most encompassing level of decision making to occur, so that everyone affected will be able to consider the implications of Board actions. It is therefore the policy of the Board to take no action on items of new business brought up in a public meeting. New business will be referred to committee for study and recommendation.

5.9 Division of Authority:

All policy recommendations shall be reviewed at the committee level before an action may take place. A committee at minimum shall include a Board and a staff representative. The President of the Board in consultation with the General Manager, shall assign members of Board committees. Encouragement should be given to station volunteers to participate in committee work. It shall be staff responsibility to communicate committee position openings to volunteers.

5.10 Evaluation of Directors:

Directors will be evaluated on Board and committee meeting attendance as set forth in attendance procedure. Board members will be evaluated on participation and contribution to advocacy to fund raising, demonstration of support for the work of KZYX & KZYZ by promoting KZYX & KZYZ in the community, and helpfulness in policy making process, planning process, Board membership process, meeting process and Board/Staff relationship. Evaluation will be accomplished by the Nominating Committee annually. Nomination Committee members will be evaluated by the Executive Committee annually.

5.11 Committee Functions:

It shall be the policy of the Board to use committees to do the work of the Board. Committee meetings shall be forums for discussion leading to problem solving, planning and policy development. It is the aim of committees to produce clear, concise recommendations to the Board and to assist the Board by deliberating issues and bringing forth recommended solutions, including policy recommendations.

5.12 Meetings and Special Meetings:

As provided in the By-laws.

6 COMMITTEES OF THE BOARD**6.1 Standing Committees:**

Standing committees of the Board shall consist of but not be limited to the following: Nominating & Elections, Finance, Fundraising/membership, Personnel, Long range planning, Programming, Equipment & Construction, and Executive.

6.2 Ad Hoc Committees:

Ad Hoc committees may be appointed from time to time by the President and the General Manager.

6.3 Executive Committee:

The Executive committee shall have the power of the Board in matters related to policy implementation. The Executive Committee shall consist of the officers of the corporation and the General Manager, who shall not vote as a committee member. The Executive Committee will meet only when necessary. The president of the Board, in consultation with the General Manager, will call the Executive Committee into session.

6.4 Membership on Committees:

It is expected that each Board member will serve on at least one and no more than two committees.

6.5 Qualifications:

Committees are open to all, however, one member must be a Board member and one member should be a staff member.

6.6 Appointive Process:

The President shall appoint committee assignments as set forth in the Division of Authority, in the Board of Directors section.

6.7 Authority:

All policy recommendations shall be reviewed at committee level before an action may take place. The chair of the committee will be chosen by the President. The President, in consultation with the General Manager, shall set the date for the first committee meeting. The committee shall set subsequent meeting date(s). It shall be the responsibility of the chair of each committee to lead the discussion, demonstrate knowledge of committee work, and to present accurately the views and work of the committee to the Board. The chair shall be responsible for preparing and presenting the report(s) of the committee.

6.8 Reports:

Recommendations will be presented in writing to the Board and the General Manager by the fifteenth day of the month preceding the quarterly Board meeting and shall consist of a simple statement of what the assignment was, what was considered, and what action is recommended for the Board.

6.9 Agendas:

Business will be arranged so that recommendations are made in the most logical order. Written agendas (including reports and other attachments) shall be sent to committee members well in advance of the meeting, but in no case less than 7 days in advance of any meeting which recommendation shall take place. Agendas will include the presenter name, item and outcome needed, and the time allowed for discussion.

6.10 Notification:

The chair of the committee, in consultation with the General Manager, will set the time and place of committee meetings. Members will be notified either in writing or orally by the chair. Committee meetings will also be noticed on-air at least 5 days in advance of said meeting. A written notice of a committee meeting will be posted at least 7 days in advance of said meeting at the station.

6.11 Decisions Implementing Policy:

Board committees will make recommendations as to priorities for implementing new policies after study of the issues affecting adoption of policies are reviewed.

6.12 Day-to-Day Decisions:

Within the guidelines of the MCPB policies and procedures, day-to-day operational decisions are the responsibility of the General Manager.

7 COMMITTEE DESCRIPTIONS & RESPONSIBILITIES

7.1 Nominating and Elections:

This committee will have overall responsibility for the election of Board members according to the By-laws and the established Policies & Procedures of the Board (*see MCPB Elections Policy in the MCPB Policy Binder*). It will recommend election procedures as necessary.

The nominating committee shall recommend to the Board candidates for all vacancies to be filled on the Board of Directors; will oversee the actual election process; and will declare the winners.

Annual evaluations of current Board members will be conducted by this committee. This committee will include the Secretary of the Corporation.

7.2 Finance:

This committee has responsibility for working with management on the annual budget and recommending it to the Board, according to the terms of these Policies & Procedures. In creating the annual budget and plan, the Finance Committee will work closely with the Fund Raising Committee on the income plan: and with all appropriate committees on the expense plan.

In addition, this committee will work with management and with the Long Range Planning Committee to produce and update Three Year Budgets. It will regularly review fiscal procedures and reports of the station, select the independent auditor for the annual audit, and generally oversee the finances of the corporation according to the By-laws and Policies and Procedures of the corporation. The Treasurer will serve on the Finance committee.

7.3 Fund Raising and Membership:

This committee is responsible for creating the annual income plans incorporating all possible aspects of producing income. It will produce Project Planning Proposals for each income project, participate where appropriate in the execution of the income projects, and review the success of the income projects.

This committee will oversee Membership development programs, including Public Relations, Marathons and the Program guide. The Program Guide will be produced jointly by staff, this committee and the Programming Committee.

7.4 Personnel:

Revisions adopted by the board in March 2006: This committee is responsible for reviewing and recommending personnel policies for the corporation, as well as establishing evaluation procedures for station staff. This committee will perform an annual evaluation of the General Manager. In addition, this committee will review staff employment contracts and benefit packages. The General Manager Hiring Committee will include at least one Board member from the Personnel Committee. The Personnel Committee will hear and recommend action on personnel grievances that are not resolved at staff level.

7.5 Long Range Planning:

This committee is responsible for creating and updating the 3-year Plan, in coordination with the Finance Committee. This committee will regularly consider long range issues facing all aspects of the station and prepare recommendations to the Board.

7.6 Programming:

This committee is responsible for reviewing and recommending all programming policies and guidelines to ensure fulfillment of the station mission.

7.7 Equipment and Construction:

This committee is responsible for reviewing and recommending policies, procedures and projects related to the maintenance and improvement of the corporation's physical plant, including the offices, studios, equipment, transmission capabilities, etc.

8 DECISION MAKING

8.1 Making Decisions:

A quorum as defined in the By-laws must be convened before a vote on official business can take place.

8.2 Reopening Decisions:

Once a decision is taken at a meeting, it will not be reopened unless the following factors can be proven: sufficient time has passed and conditions have changed (i.e. Cost estimates are outdated and new price levels warrant a new decision) or some vital consideration was overlooked in reaching the original decision.

9 MEETINGS

9.1 Board Meetings:

Shall be held at least quarterly at the headquarters of Mendocino County Public Broadcasting Inc. or at any other location designated by the Board, at a time set by the Board. The chair of the meeting will be the President. Meetings are open to the public.

9.2 Committee Meetings:

Shall be held as often as necessary. The chair of the committee shall select the time and place of each meeting.

10 FINANCES

10.1 Bookkeeping:

Accounting records shall be kept on the accrual basis and maintained in accordance with policies and procedures established by the Corporation of Public Broadcasting and generally accepted accounting practices.

10.2 Progress Reports:

Financial statements shall be distributed to Board members on the fifteenth of each month and shall consist of a current balance sheet and a statement of cash receipts, disbursements and cash balance as it relates to the budget and membership tally. It shall be the responsibility of Staff to prepare and distribute these reports.

10.3 Special Reports:

Requests by Directors for special reports shall be made in writing to the General Manager. Requests will state the Board purpose for the request, and be made at least 10 working days in advance. Report responses will be made in writing.

10.4 Budgets:

It shall be the policy of the Board to set and approve the annual budget. The budget shall consist of major categories of income and expense arranged logically. Budget preparation work shall be the responsibility of the Finance Committee working with staff. The budget shall be prepared and sent to members during the third quarter of the fiscal year. The Board will vote on the Budget at its regular meeting held during the fourth quarter of the fiscal year but must be approved at least 60 days in advance of the new fiscal year. Addition adopted by the board in March 2006: The Board authorizes the GM to consolidate the personnel and contractor related budget line items and assign funds and staff positions as needed.

10.5 Three Year Budgets:

It shall be the policy of the Board to set and approve the three-year budgets and annual updates. The budget shall consist of major categories of income and expense arranged logically. Budget preparation work shall be the responsibility of the Finance Committee working with staff.

10.6 Change in Budget:

Any change in any budget function or project which is greater than 10% or \$250 whichever is greater, will be made by the Board. Changes of less than 10% or \$250 shall be made at the discretion of the General Manager.

10.7 Operational Review:

The Finance Committee will review internal operational procedures, controls and reporting systems during the first and third quarter of the fiscal year.

10.8 Annual Audit:

It shall be the policy of the Board to have an annual audit conducted by an independent auditor selected by the Finance Committee.

10.9 Annual Report to the Membership:

It shall be the policy of the Board to report annually to the membership the following: Changes in membership number, funds raised by major category, disbursements by major category, and a narrative containing a description of the station's major achievements. A copy of the most recent audited balance sheet and income statement shall be included in this report.

11 PERSONNEL AS RELATES TO THE GENERAL MANAGER**11.1 Equal Employment Opportunity:**

It is MCPB's policy to provide equal opportunities for qualified applicants and employees in all personnel transactions without unlawful regard to race, color, age, religion, gender, national origin, handicap, or veteran status or other prohibited factors under applicable federal, state, or local laws.

11.2 General Manager:

The Board will approve the hiring and evaluation of the General Manager. The Board will approve the Job description, salary and benefits of the General Manager.

11.3 Other Staff Positions:

Revisions adopted by the board in March 2006: The General Manager is responsible for the hiring, firing, and evaluation of all staff positions. Staffing changes that increase the annual budget must be reviewed by the Personnel Committee and approved by the Board. If the General Manager position is vacant, these tasks will be performed by the personnel committee, with board approval.

11.4 Seeking Applicants:

Applicants will be sought from local, regional and national sources and trade organizations.

11.5 Hiring Committee:

A hiring committee of the Board will be set up and include at least one Board member from the Personnel Committee, one Advisory Committee member and one staff member who is not the General Manager, and one KZYX Programmer. The KZYX programmer will be chosen by the General Manager, where one exists, and the President of the Board. All candidates shall fill out and return an application for employment and provide both personal and professional references. It shall be the policy of the Board to contact references listed by candidates.

11.6 Interviews:

Interviews will be set up and completed with the top candidates, as determined by the Hiring committee. Candidates will be interviewed one at a time. All interviews will occur in a timely manner. Each interview will be started by an introduction between the applicant and the committee, and explanation of how the interview will be conducted, how long it will last, and if the applicant has any questions regarding the hiring or interviewing process. Anyone who is related to the applicant or who otherwise feels unable to judge the qualifications of the applicant fairly should leave the room for the duration of the interview.

Each committee member should proceed to ask the applicant at least one question. Questions can be about the applicant's experience, strength, or future plans or any other legally defined question as set forth in the Personnel Policies Manual.

At the end of the interview the applicant will be told when to expect to hear from the Hiring committee. In no instance shall a person be offered the job at the time of the interview.

When all interviews are complete the committee will set a time to meet and discuss the relative merits of each candidate and shall make a recommendation to the Board as to whether anyone should be offered the job. The decision to hire shall be made by the full Board. All candidates will be informed of the decision of the Board.

11.7 Probationary Period:

The General Manager will be hired for a probationary period of six months with a performance review to be conducted at three and six months by the personnel committee.

11.8 Supervision and Evaluation:

The Board will set annual and monthly goals with the General Manager. An annual evaluation of the General Manager will take place in the second quarter of the fiscal year. The evaluation will follow these steps:

- (1) the General Manager will write a self-evaluation, making reference to the goals set by the Board and using a format provided by the Personnel Committee:
- (2) the Personnel Committee will meet with the General Manager within two weeks of receiving the self-evaluation:
- (3) within a week of meeting with the General Manager to review his or her performance and self-evaluation, the Personnel committee will complete a written evaluation of the General Manager, which shall be promptly given to the General Manager:
- (4) within a week of the General Manager's receipt of the Personnel committee's evaluation, the committee will meet again with the General Manager to allow the General Manager's additional comments:
- (5) the Personnel Committee will present a written report to the Board at it's next meeting, with any resulting resolutions or recommendations.

11.9 Reports:

The General Manager will report to the Board the following: Committee activity consisting of date and place, attendees, and recommendations or actions taken; changes in budget as detailed in financial reporting systems; setting and review of monthly goals; and any activity which impacts or is likely to impact the operation of the station, including but not limited to legal, programming, personnel and fiscal activities. These reports will be sent out on the fifteenth of each month.

12 MEMBERSHIP

12.1 Qualifications, Classification and Number:

As set by the By-laws.

12.2 Benefits:

Members in good standing (as defined in the By-laws) shall elect the Board. Members shall receive a periodic program guide and any public newsletter that shall be published by MCPB. Members shall be entitled to a discount in the cost of admission or participation fees charged for attendance if any such reduction in fees exists.

12.3 Cost:

Revision adopted 1-10-06: Annual membership dues are \$40 (forty) per year; simple living membership dues start at \$25 (twenty-five) per year.

12.4 Non-cash Membership Alternatives:

Revision adopted 1-10-06: Individuals volunteering four or more hours annually off-air will be considered members in good standing. Volunteer hours will be tracked and confirmed by the volunteer coordinator. Qualified individuals will be added to the membership by the membership coordinator. Each membership in good standing at the end of the year has one vote on each matter submitted to membership vote.

12.5 Membership Drive:

Semi-annual membership (on-air marathons) drives shall be conducted by MCPB. The Fund Raising/Membership committee will come up with a basic plan as set forth in “Elements of a Project Planning Proposal”. An evaluation of the Marathon will occur within six weeks after it’s completion and shall answer the questions:

- (1) Were the goals met?
- (2) What were the successes and problems?
- (3) What are the recommendations for future marathons?

13 PUBLIC RELATIONS

13.1 Public Relations:

It shall be the policy of the Board to cause the membership of KZYX & KZYZ and the community at large to be aware of the programming and activities of MCPB. To accomplish this MCPB will distribute by mail to any member in good standing a copy of the current program guide and any newsletter which may be published. The Fund Raising/Membership committee will develop a public relations program including press releases, making news, time release news and the regular issue of a program guide.

13.2 Program Guide:

A plan shall be developed as set forth in “Elements of a Project Planning Proposal” for the program guide by the Fund Raising/membership committee.

14 FUND RAISING/MEMBERSHIP

14.1 Earned Income:

An annual marketing plan will be developed by the Fund Raising/membership committee in cooperation with the Finance Committee for earned income to be submitted to the Board as an appendix to the annual budget. This plan will cover all aspects of earned income including underwriting, special events, rental of tower space, rental of side band frequencies, sale of station-identified items, etc. The committee will develop these plans as set forth in “Elements of a Project Planning Proposal”.

14.2 Other Income:

An annual plan will be developed by the Fund Raising/Membership Committee, in cooperation with the Finance Committee, for other income sources to be submitted to the Board as an appendix to the annual budget. This plan will cover all other sources of income as may be determined to be usefully pursued by the Fund Raising/Membership Committee, including but not limited to: Membership Development, direct mail, Grants (foundation, corporation, government), Major Contributors and Legacies and Bequests. These plans will be developed as set forth in “Elements of a Project Planning Proposal”.

15 INDEX:

- Access, 4
- Accounting, 5, 9
- Agenda, 4, 5, 7
- Applicants, 10
- Appointments, 7
- Attendance, 6
- Audit, 8, 10
- Auditor, 8, 10
- Authority, 5, 6, 7
- Balance sheet, 9, 10
- Bequests, 12
- Board, 1, 4 - 12
- board approval, 10
- Bookkeeping, 5, 9
- Budget, 4, 8, 9, 10, 11, 12
- Budget, changes, 10
- Budget, three-year, 8, 9
- Bylaws, 5, 6, 8, 9, 11
- Candidate, 5, 8, 10, 11
- Color, 10
- Committee, 1, 5 - 12
- Committee, executive, 6 - 8, 10
- Committee, members, 7
- Committees, ad hoc, 7
- Community, 4, 5, 6, 12
- Controls, 10
- Corporation for Public Broadcasting, 9
- Decisions, 6, 7, 9
- Disbursements, 9, 10
- Donations, 4
- Election, 5, 8
- Equal opportunity, 10
- Equipment, 6, 8
- Evaluation, 6, 8, 10, 11, 12
- Executive Committee, 6, 7
- Finance, 6, 8, 9, 10, 12
- Finances, reports, 11
- Financial, 9
- firing, 10
- Fiscal year, 9, 10, 11
- Fundraising, 6, 8, 12
- Fundraising, direct mail, 12
- Fundraising, grants, 12
- General Manager, 6 - 11
- Grants, 12
- Hiring, 10
- Income, 12
- Income statement, 10
- Internal, 10
- Interviews, 10
- Legacies, 12
- Long range planning, 6
- Maintenance, 8
- management, 4, 8
- Marketing plan, 12
- MCPB, 4, 5, 6, 7, 10, 11, 12
- Meeting, 4, 5, 6, 7, 9, 11, 12
- Membership, development, 12
- Membership, dues, 11
- Mendocino County Public Broadcasting, 1, 4, 5, 9
- Minutes, 4, 5
- mission, 4, 5, 8
- Motion, 5
- New business, 6
- Newsletter, 11, 12
- Nomination, 6, 8
- Notice, 4, 7
- Notification, 7
- Office, 5, 8
- Operations, 4, 7, 10
- Orientation, 6
- Performance, 11
- Planning, 6, 8, 12
- Pledge Drive, 8, 12
- Policy, 1, 4 - 10, 12
- President, 6, 7, 9, 10
- Press releases, 12
- Probation, 11
- Program Guide, 8, 12
- Programmer, 10
- programming, 4, 6, 8, 11, 12
- Programming Committee, 8
- Public relations, 8, 12
- Race, 5, 10
- Records, financial, 4
- Religion, 10
- Report, 7, 9, 10, 11
- Reporting systems, 10
- Reports, 5, 7, 8, 9, 11
- Reports, financial, 11
- Review, 8, 10, 11
- Roles, 6
- Rotation, 5
- Secretary, 5, 8
- staff, 5, 6, 7, 8, 9, 10
- staff positions, 10
- Studio, 8
- Treasurer, 8
- vacant, 10
- Volunteer, 6, 12
- Vote, 5, 7, 9, 12