

Minutes
Redwood Community Radio Board of Directors
July 21, 2026 5:30 p.m.

I. Call to order, and establish a quorum

II. Roll Call

MEMBER REPS: Secretary Elise Sauer, Correspondence Secretary
Stephanie Thomas, George Wintersun

PROGRAMMER REPS: President Charley Custer, Treasurer Michael
McKaskle

BOARD-APPOINTED REPS: Kat Hart, Vice President Kim Nelson

GUESTS: Jama Chaplin, Lisa Luv, Barbara Brenner, Kelley Lincoln,
Interim Administrator Marcy "Chanin" Stein

III. Approval of minutes of June 16, 2026 Kim moved to approve, Kat
second, all in favor.

IV. Approval of Agenda

Stephanie moved to approve, as amended

V. Open Time

Jama Chaplin talked about the FCC's new rules for cybersecurity for all
broadcasters, and expressed how glad she was that Simon and George
attended the recent Radio for People meeting, where a lot of helpful info was
shared.

Lisa Luv said that she was glad to be on the Policy Committee, and that the
group had a very productive meeting.

VI. Consent Calendar

The board re-affirms final approval of this policy:

Policy 5.5.4, Separation Checks: An employee's final timesheet shall
include an itemized breakdown of all funds to be paid out. Final Timesheets
must be approved by the Station Manager. Final paychecks will only be
Direct Deposit with email permission from the employee. Charley moved to
approve, Kim second, all in favor.

VII. Management Report - Do Board members have questions or
comments? Charley offered praise to Chanin for her continued efforts.

VIII. Finance Committee Report - See report in board packet.

Review and approve Financial Statement (Statement of activity and statement of position)

IX. Old Business

Approved ROTR coffee booth budget of \$4600. Michael moved to approve, Kim second, all in favor.

Approve Policy Committee recommendations to clarify February and March policy changes. Michael moved to table until August.

KMUD 40th Birthday Party and Block Party Committee, in need of a chair. Michael moved to table until November, Elise second, all in favor.

Remove Silvia Niggli, Kara L. Randolph, Chestine L. Anderson, and Sarah E. Starck as signers at Coast Central Credit Union. Replace them with Charley Custer (President), Kim Nelson (Vice President) and Michael McKaskle (Treasurer) as new signers for Coast Central Credit Union. Stephanie moved and Michael seconded, all in favor.

X. New Business

Approved Proposed Organizational Structure from Finance Committee (see Appendix 1) Elise makes motion to approve, Kim second, all in favor.

Approved job description for management duties (see Appendix 2) Charley moved to approve, Michael second, all in favor.

Approved Mid-year budget review. Charley moved to approve the Finance Committee's recommended revisions to the budget, as they appear in the Budget-to-Actual, George second all in favor.

Barbara reports we did not receive the Berg grant but we did receive an additional \$500 from Humboldt Area Foundation for the roof.

Approved extending Chanin's contract two more months

Whistleblower policy to be developed

New coordinator for Community Advisory Board tabled

Stephanie appointed chair for Policy Committee. Charley moved to approve, Michael second, all in favor.

Future agenda item: Appoint Michael Membership Drive Coordinating Committee chair

XI. Committee and Other Reports

- A. Programmer Representatives =McKaskle, Custer
- B. Member Representatives – WinterSun, Sauer, Thomas
- C. Community Advisory Board (CAB) –
- D. Correspondence Secretary – Thomas.

Stephanie agreed to draft an appreciation/ Thankyou letter with the help of Charley and Barbara.

- F. Membership Drive Coordinating Committee – Chanin.

Today was a good start the Fire Safe Fundrive. ROTR budget approved.

- G. Policy – Chaplin, Lisa Luv, Thomas and Sauer. Stephanie appointed new Chair. See Policy report in package.

- #### H. Mediation – Custer.

Still in communication with John Ford, Chanin is planning on speaking with staff about the John Ford workshop, and reminding all that the committee's Listening function is there to 'witness and observe.'

- ## I. Building and Grounds – Nelson, Hart.

Kim and Kat along with volunteers Jack Flaws, Omar Fletes and Jason, and a few staff members made great stride with cleaning up the grounds and making it more Fire safe, volunteers Coleman and Susan loaded up the truck and covered the \$110 fee, and Omar took another load.

- ## J. Hiring Committee report – WinterSun, Shira Brown

- K. Programmer election coordinator report – Custer, Mckaskle.**

Michael said he would announce the nomination period again on the listserv.

XII. Meeting Schedule

All meetings take place online unless otherwise stated. Meeting dates may change. Those interested in attending one should first check with the office to ensure that no changes have been made to this schedule, and obtain meeting links and/or locations. Chairpeople are named in parentheses.

Board of Directors 3rd Tues., 5:30 pm (Custer) – Aug. 18

Development	4th Thurs. 4:00 pm (WinterSun) – July 23
Policy	Wednesday, 5:30 pm – August 5
Executive	1st Monday, 12:00 p.m. (Custer) – August 3
Finance	1st Tues., 3:00 p.m. (McKaskle) – August 4
Major Donor Action Team	2nd Tues., 1 pm (Brenner) – August 11
CAB	Quarterly, at station and virtual

XVIII. Closed session – personnel

XIX. Adjourn

Meeting adjourned at 8:40 pm

Appendix 1

Finance Committee Recommendations, July 11, 2026 (an excerpt):

The Finance Committee has reviewed the RCR budget at mid-year 2026 and recommends the following organizational structure which is expected to result in some salary savings. This structure aims to balance staff, management and volunteer workload without hiring additional staff. Contract services will be needed as noted below.

It is better to leave some hours vacant now to avoid a need to cut hours or face layoffs in the future. Grant requests are better supported, if RCR is reducing expenses in addition to seeking funding. The news assistant position needs to be filled. Otherwise, we suggest staffing as lean as possible until the finances stabilize.

Staff needs for assistance with office coordination have been considered. Many of these duties can be filled by the station manager, interns, volunteers or board members. Staff may still need to pitch in to help with office coordination, but time available to focus on their primary job duties will be increased.

The Finance Committee also recommends the Station Manager job description below, and would welcome discussion from the Hiring Committee or from Board members.

Proposed Organizational Structure

Station Manager – Responsible for station administration and personnel management with contracted professional services for bookkeeping, accounting and human resources support.

Staff – Provide technical and professional expertise. Utilize volunteers and interns for office duties to allow staff to focus on revenue generation, programming and engineering.

Interns – Retain one intern capable of handling traffic and some administrative support. Approach Step Up about providing at least one more intern able to take on a significant work assignment perhaps pertaining to keeping the website updated.

Volunteers – Seek a volunteer to coordinate volunteers. Strive to have most events coordinated and staffed by volunteers. Volunteers participating on Board Committees provide support to the Board, management and staff. Board – Assumes responsibility for financial management without a business manager on staff. The Finance Committee will support the Board as noted below. The Treasurer manages banking transactions and investments.

Finance Committee – Coordinates the work of financial contractors. Monitors budget to actual and accounting reports, reports financial position to the Board, assists with budget preparation, coordinates the Grant Team, tracks insurance, coordinates major donor giving and audits, and assists with strategic planning.

Contract Services – Bookkeeping, accounting, and tax preparation will be provided by contractors. The Finance Committee recommends updating existing contracts with Booksy and Melanie Newman & Associates to fill these needs on a trial basis. Public Media Company's Virtual Accounting Services also remain an option. Simon Frech and Garth Epling provide contract technical services. Other contractors may be utilized as needed and within the approved budget.

Human resources expertise and services may be provided by external resources such as the Non-profit Insurance Alliance or contractors as needed.

Redwood Community Radio

Station Manager Job Description and Organization Structure

Finance Committee Proposal

July 11, 2026

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Appendix 2

Draft – July 2026

KMUD Station Manager Job Description – revised by Finance Committee July 2026. Revisions are based on the Station Manager Job Description approved by the BOD 7/16/24, which is at the bottom of this document. A ‘tracked changes’ version of those revisions is available upon request. Other relevant documents are included below.

BASIC FUNCTION

The Station Manager is responsible for overseeing and managing all aspects of operations. They are expected to work in collaboration and cooperation with the staff, independent contractors, Board of Directors, Board Committee volunteers, and membership.

SUPERVISED BY AND REPORTS TO – Redwood Community Radio Board of Directors

SUPERVISES – All paid staff.

POSITION DETAILS

- Full-time, 24-32 hours per week position
- Pay range: \$28-\$32 per hour, commensurate with experience

CORE RESPONSIBILITIES

- Work collaboratively with the Board and serve as a member of the Finance Committee to monitor financial health of the organization. Approve expenditures according to budget, and serve as one of RCR's check signers.
- Provide leadership and support to staff and volunteers.
- Create, modify or eliminate positions and job descriptions within the expenditure limits established by the Board-approved budget. Implement hiring, firing, training, and evaluation of paid staff.
- Contract for services as authorized by the approved budget and applicable policies. Monitor contract compliance.
- Emphasize teamwork and consensus building in decision-making and all aspects of staff coordination.
- Make and implement decisions regarding the operation of the station, including personnel, contracts, legal requirements, maintenance, and RCR policies.
- Coordinate Human Resource Management compliance with support from state agencies, non-profits and/or HR professional contractors.
- Monitor compliance with FCC requirements and with local, state, and federal laws and regulations, including safety, environmental, and labor laws.
- Participate as an active advisor of the Board of Directors and its Executive Committee. Submit written reports and recommendations to the Board for the monthly board meetings.
- Participate in other committees as needed, including Development, Membership Drive, Policy, and the Program Selection and Review Council.
- Hold regular meetings with staff and contractors, plan board/staff meetings twice annually or more as needed, participate in board training, board retreats, and strategic planning.
- Help facilitate empathetic conflict resolution where appropriate per RCR policies.
- Promote and celebrate diversity and inclusion within the radio station, on the airwaves, and in all community interactions.

- Follow Redwood Community Radio Policy, By Laws, and the Accounting Manual.

OPERATIONS

- Oversee and supervise staff with responsibilities for the station's daily operations, including news, programming, membership, underwriting, and technical direction of the station. Coordinate with staff to create and maintain efficient broadcast and production systems.
- Approve staff leave dates and overtime. Review and approve staff timesheets.
- Develop and implement policies and procedures to improve station operations. Create, review, adjust, maintain, train and oversee all operational and related SOPs.
- Oversee the required filing of regulatory reporting to the Public File & the website.
- Oversee the maintenance of buildings, equipment, and grounds.
- Represent the station to other agencies and organizations and seek opportunities for collaboration and/or utilization of shared resources.

FUNDRAISING / DEVELOPMENT

- Responsible for outreach and promotion of KMUD, its programs, and events, including public speaking, press releases, and advertising in all appropriate media, publications, social media, and the website. Enhance community engagement.
- Oversee membership drives in coordination with the Membership Drive committee and Membership Coordinator staff person.
- Oversee events, promotional activities, and the purchasing of KMUD merchandise.
- Support fulfillment of restricted funds and grant expenditure allocations and reporting.
- Participate in fundraising campaigns and activities as needed.

QUALIFICATIONS

Required

- Management experience
- Strong leadership, organizational, and communication skills

- Ability to mediate conflicts and foster a collaborative working environment
- Experience in fundraising, event planning, and community engagement
- Ability to understand and manage a budget (spending within budget)
- Familiarity with Google Workspace and office equipment
- Strong written and interpersonal communication skills
- Familiarity with nonprofit organizations and their unique operational needs
- Ability to work with a diverse group
- Commitment to community

Preferred

- Experience in managing broadcast radio station operations and personnel
- Knowledge of FCC regulations and other compliance requirements
- Degree in mass communications or related field
- Experience working with a board of directors
- Experience as a board member
- Familiarity with social media

Background Information for Reference

Office Responsibilities Identified by Staff, 6/26

(notes in parentheses indicate who will attend to these duties)

Support nonprofit administrative functions, including FCC compliance coordination, (Stn Mgr) insurance tracking (FinCom), record organization (everyone) and related operational follow-up.

Order and maintain supplies and help keep office systems stocked and functional. (staff and/or intern)

Manage and coordinate interns, cleaning schedules and pest control services (Stn Mgr for building maintenance) as needed.

Provide day to day support to office, production and news staff (Stn Manager).

Assist with grant related administrative work, document preparation and deadline tracking (Grant Team and bookkeeper, with some help from SM)

Help organize permits, logistics, and other duties related to station events and community activities. (Lead event organizers and volunteers)

Coordinate trash day and other recurring facility related tasks. (Station Manager)

Support volunteer coordination, communications and scheduling (Volunteer serving as volunteer coordinator, Stn Mgr or delegated)

Handle routine errands such as trips to the bank and post office. (Station Manager, Treasurer or staff as needed)

Attend Board meetings, take notes as assigned and follow-up on action items. (Board provides minutes; SM can take notes on assignments to staff and volunteers)

KMUD Financial Manager Job Description

approved by the BOD 7/16/24 and abolished in 2026

Included here for reference

BASIC FUNCTION:

The Financial Manager directly oversees the Financial functions and Human Resource management for the organization. They are expected to work in collaboration and cooperation with the Station Manager, staff, independent contractors, the Board of Directors, volunteers, and membership.

SUPERVISED BY AND REPORTS TO: Redwood Community Radio Board of Directors

SUPERVISES: The contract bookkeeper & **With the Station Manager,** Fundraising Staff

POSITION DETAILS:

- Part-time: 8-12 hours per week position
- Pay range: \$30-\$40 per hour, commensurate with experience

RESPONSIBILITIES INCLUDE:

Management

- Work collaboratively with the Station Manager to ensure the financial health of the organization.
- Provide leadership and support to staff and volunteers.
- Emphasize teamwork and consensus building in decision-making and all aspects of staff coordination.
- Make and implement decisions regarding the financial operation of the station, including personnel, contracts, legal requirements, compliance, and RCR policies.
- Ensure compliance with FCC and CPB requirements and with local, state, and federal laws and regulations, including safety, environmental, and labor laws.
- Implement hiring, firing, training, and evaluation of paid staff. Create, modify, or eliminate positions, job descriptions, or contracts within the expenditure limits established by the Board for total staff costs and total contractor costs.
- Participate as an active advisor of the Board of Directors and its Executive Committee. Submit written reports and recommendations to the Board at the monthly board meetings.
- Participate in other committees as needed, including Finance, Development, Membership Drive, Policy, and other ad hoc committees as needed.
- Hold regular meetings with staff and contractors, and participate in board/staff meetings, board trainings, and board retreats, including strategic planning.
- Help facilitate the empathetic conflict resolution where appropriate per RCR policies.
- Have the ability to interface and cope with complex confrontational situations in a calm and professional manner.
- Perform other duties as assigned by the Board of Directors.
- Promote diversity and inclusion within the radio station and in all community interactions.
- Support implementation of programs and initiatives that celebrate and support the diverse backgrounds and cultures within the community.
- Follow Redwood Community Radio Policy, By Laws, and the Accounting Manual

Core Responsibilities:

Financial Management

- Build awareness of basic accounting and recordkeeping principles among relevant staff, committees, and board members, along with implementation of said principles, including but not limited to GAAP Accrual accounting, Internal Controls, and Risk Management.
- Oversee the financial functions of the station, including membership, development, bookkeeping, underwriting, budgeting, purchasing, and sales.
- Oversee, recommend, implement, and train staff regarding all aspects of the Accounting Manual, and oversee its annual review. Create, review, adjust, maintain, train and oversee all financial and related SOPs.
- Work directly with the Station Manager, Staff, Audit, Finance, and Development Committees, as well as, with the Board of Directors and other committees as needed, to develop and maintain fundraising efforts and financial compliance throughout all aspects of the organization.
- Oversee the search for and securing of grants in collaboration with the Grant Team.
- Prepare and maintain a Staff Annual Budget and draft the overall Annual Budget with support and consultation with the Station Manager and the News Director for approval by the Board.
- With support of the Station Manager, Staff, Development and Finance Committees, create the Annual Fundraising Strategic Plan in alignment with the budget early in each year.
- Prepare timely and accurate financial reports required by the Board of Directors, local, state, and federal agencies, and by lending and grant-making institutions. Provide a monthly narrative report analyzing the financial situation for the Board.
- Oversee the public posting of designated financial reports one week before the monthly Board meeting and upon request.
- Maintain oversight of all financial aspects of the station including but not limited to Accounts Receivable, Accounts Payable, NFFS tracking, Paid Time Off, classification of income and expenses, cash flow tracking, restricted grant funds and their release from restriction, authorization of payments, reimbursements, and all financial transactions.
- Track all grants, restricted and other, support preparation of reports to funding sources as required by the individual grant terms.
- Oversee the creation and maintenance of clear MOUs for events, trades, and other financial related obligations and agreements.
- Maintain the Chart of Accounts, Payroll backend mapping, annual reset of paid sick leave and vacation accrual & setup upon hire, grant tracking, and other oversight of Quickbooks software.

- Maintain digital files of all payroll tax liability payments and quarterly filings, as well as other regulatory financial filings to maintain compliance among all applicable agencies.
- Perform a monthly review of bank, credit card, event and database reconciliations.
- Ensures all paperwork follows the requirements for documentation and retention, including In-kind and Trade paperwork.
- Perform Year-End close of the books.
- Recommend auditor candidates to the Board; work with the Board on the auditor's contract.
- Facilitate the completion of the annual audit required by CPB in a timely manner.
- Oversee achievement of Auditor's Recommendations.
- Prepare the annual AFR in a timely manner.
- Ensure timely completion of the required financial filings for all State & Federal reporting

Human Resource Management

- Oversee all aspects of Human Resource practices and processes.
- Develop HR policies and oversee implementation.
- Support the recruiting, hiring, and onboarding of staff.
- Manage employee relations and performance with the Station Manager.
- Ensure compliance with state and federal labor laws, as well as, EEO, FCC, & CPB regulations
- Oversee benefits and compensation.
- Foster a positive work environment.
- Align HR strategies with the organization's mission and goals.

QUALIFICATIONS:

Required:

- Management experience
- Minimum 2 years HR experience
- Degree in business or related field
- Understanding of GAAP accrual accounting
- Ability to understand and manage a budget (spending within budget)
- Familiarity with non-profit accounting principles
- Strong skills in fundraising and financial management
- Experience working with a board of directors

- Strong written and interpersonal communication skills
- Ability to work with a diverse group
- Commitment to community

Preferred:

- Three years of non profit accounting experience
- Working knowledge of CPB regulations
- Familiarity with financial databases and office software
- Experience as a board member
- Familiarity with fundraising, marketing, & social media