

BROWN PAPER

How Southern California Public Radio Opened Their
Doors to Latinos and Became the Most Listened-to
Public Station in Los Angeles: A Case Study

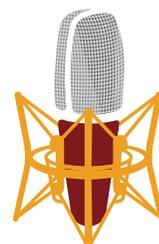
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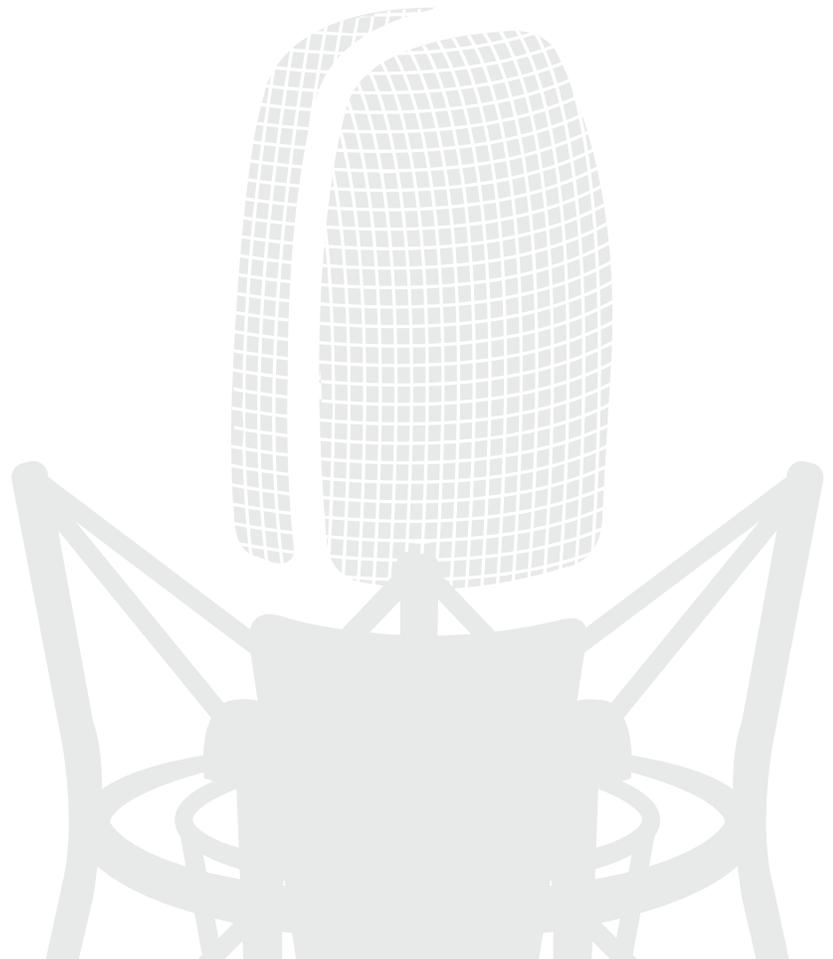
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LATINO
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INTRODUCTION

In October 2011, Southern California Public Radio (SCPR) officially launched, through KPCC, the One Nation Media Project, whose goal is to provide high-quality, multimedia, English-language news coverage to multi-ethnic communities in Southern California, particularly English-speaking Latinos in Los Angeles.

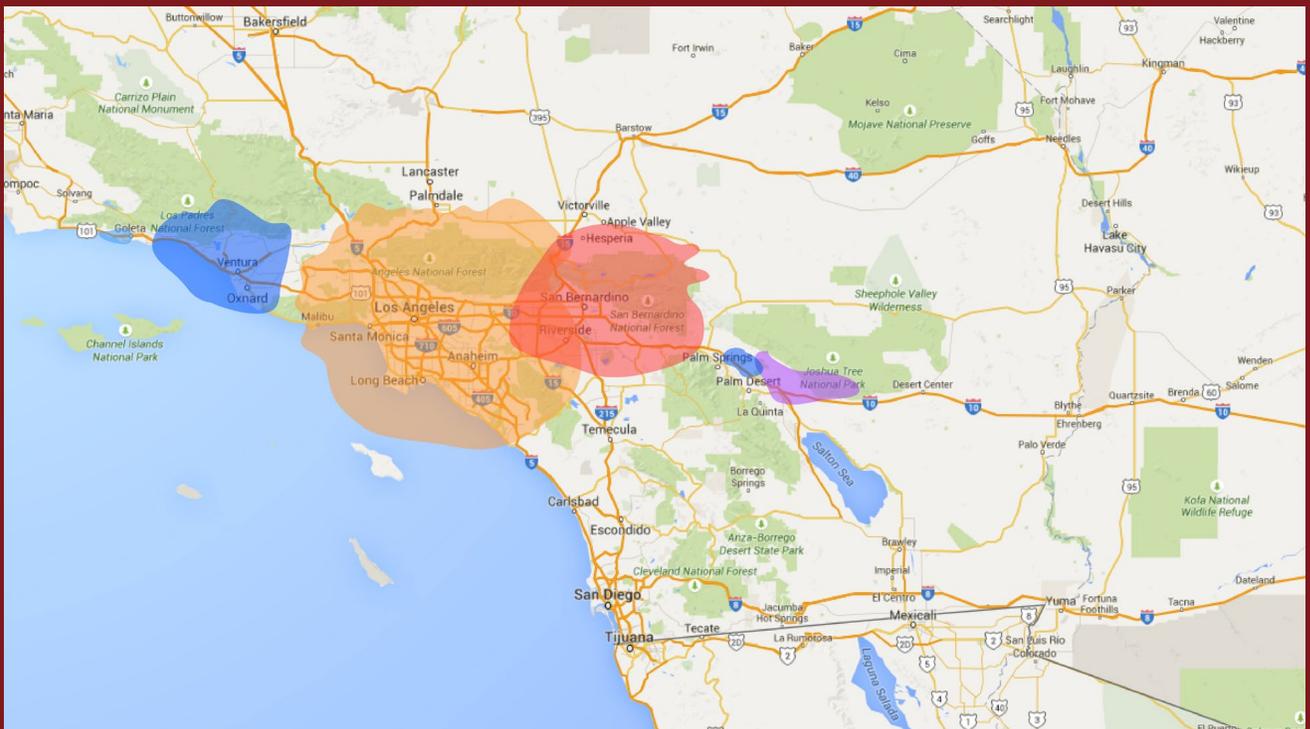
The “official” launch date corresponds to the beginning of a three-year \$6 million investment by the Corporation for Public Broadcasting (CPB), but the SCPR Board and management had begun planning and executing the station’s transformation several years earlier. Between 2009 and 2014, SCPR essentially doubled Latino listenership without losing its core Anglo listeners.

KPCC is licensed to Pasadena City College. As of January 2015, SCPR also operates three repeaters (KUOR, KVLA, and KJAI) and two translators. SCPR and KPCC are used interchangeably in this paper.

In 2014, CPB asked the Latino Public Radio Consortium (LPRC) to work with SCPR to document SCPR’s process.

The LPRC was formed in 2007, when a group of Latino leaders and their allies from public radio gathered to develop strategies to significantly increase Latino participation in all aspects of public broadcasting—as listeners, hosts, producers, reporters, staff, senior management and Board members—at the local and national levels. The meeting was convened by the National Federation of Community Broadcasters and underwritten by CPB. Emerging from this meeting was the Latino Public Radio Consortium, which quickly positioned itself as a leader advocating for Latinos working in or listening to public media.

LPRC has collaborated with SCPR to produce this case study in order to understand and document best practices and lessons learned. The intention is to present the essential elements of the process so that other public media organizations can follow SCPR’s path, making necessary adjustments for particular markets, operations, etc.



EXECUTIVE SUMMARY

According to Radio Online®, at the end of 2014, KPCC was the highest rated public radio station in Los Angeles, and third among all news and information stations behind two commercial AM stations. From Spring 2009 to Spring 2014, KPCC's total audience cume increased by 27% while the number of Latino listeners increased by 96%. Their morning show, *Take Two*, is the most listened to locally produced program

on the station and has substantial Latino listenership. In 2014, Latinos composed 13.9% of the AQH and 16.6% of the cume of *Take Two*.

Significantly, listener-sensitive revenue also increased by 63% during this period. Specifically, underwriting revenue increased by 48% and listener support increased by 76%.

	TOTAL PERSONS		LATINO PERSONS		COMPOSITION %	
	AQH	CUME	AQH	CUME	AQH	CUME
Spring 09	22,000	571,100	1300	73,100	5.9	12.8
Spring 14	20,600	726,300	3300	143,400	16.0	19.7

Data ©Nielsen Company

How did KPCC accomplish this? First, it's important to note that KPCC's efforts to diversify Latino listenership began before receiving CPB funding for the One Nation Media Project.

In 2000, KPCC was operated by Pasadena City College. The station was costing the college more money than they wanted to spend on it. So, Pasadena City College issued an RFP to manage the station and, in the end, selected a proposal from a newly formed group called SCPR. SCPR's founding members included Gordon Crawford, who had been in senior management of a global investment company, and Bill Kling, who at that time was the CEO of Minnesota Public Radio (which became American Public Media). Crawford said that Kling came to his office and talked to him about taking over KPCC to turn it into a major news and information station; Kling asked Crawford to come aboard and help build it. Crawford agreed.

Their mission was clear: that they wanted to serve the greater LA area—anyone in Southern California interested in news and information; and they wanted to reach well beyond the traditional public radio audience. They knew that if they did not open their doors to the Latino community of the greater Los Angeles area — a community that represents 49% of the population — they would not be successful.

In 2001, SCPR hired Bill Davis to manage the KPCC and execute SCPR's Board vision, along with Program Director Craig Curtis, both of whom had been working

at WUNC in Chapel Hill, North Carolina, to make the station more relevant and accessible to the large African American community in Chapel Hill. From the start of their tenure, Davis and Curtis employed many of the engagement and programming strategies that they used in North Carolina. However, they were able to make the most of the significant investments in building the newsroom and expanding their digital media presence through funding from the Corporation for Public Broadcasting.

The purpose of this case study is to present the essential elements that have been critical to the success of the One Nation Media Project and would likely be critical elements to replicate by any public media organization undertaking a similar project.

Essential Elements:

- Strategic Direction
- Community Engagement
- Relevant content/tone
- Culture Change

ESSENTIAL ELEMENT #1: UNITY OF VISION AND LEADERSHIP

① It's important to note that prior to KPCC's launch of the One Nation Media Project, no public radio station in the Los Angeles area was offering a news and information format. KCRW has a mixed format with many hours of NPR and locally produced news and information programming, but it is better known for its cutting edge music shows. Other public radio stations in the market included classical KUSC, jazz and blues KKJZ, and the eclectic Pacifica KPFF.

When Bill Davis was hired at KPCC (2001), the direction for the station had already been set by the Board, but the delivery system was not yet clear. SCPR's first attempt to provide a news and information station for a Latino audience was to take over the management of either KCSN (the Cal State Northridge station) or KKJZ (the jazz station in Long Beach). When those efforts failed, the SCPR Board turned its attention to turning KPCC into a full service multi-platform news and information service for all English speakers in the greater LA area.

② Radio Bilingüe is a Fresno based public radio network operating twelve full-power bilingual (Spanish-English) radio stations in California and the Southwest plus nationally syndicated Spanish language news and information programs. The 2006 research project was funded by CPB and later they competed for a second planning grant where they explored a collaboration. KPCC withdrew and the grant went to Radio Bilingüe to launch the LA Public Media Project. CPB withdrew its support from L.A. Public Media in 2011, after funding appropriations were cut.

Undoubtedly, KPCC started with an advantage over other public media stations — the opportunity to create a station almost from scratch.

Founding Board Members Crawford and Kling worked hard to put together a diverse Board with a commonly and passionately held dual mission—to build a major news and information resource for the greater LA area and to be a centering institution in the very diverse city of LA.① They brought on Board members who were important business and civic leaders and immediately established their legitimacy among the philanthropic, business, and community leaders of LA. They also spent time refining and building consensus for their evolving vision.

According to former Board member (and Chicano Studies professor) Fernando Guerra, they deliberately avoided a Board of Chicano Studies professors who would be expected to set the direction as “Go Latino.” And besides, what does “Going Latino” even mean?

Research

The Latino community in Los Angeles is not monolithic, and by itself and with others, KPCC invested heavily in research. In 2006, SCPR worked with Radio Bilingüe② to research the best way to reach Latino audiences in the greater Los Angeles area. They learned that the English language dominant Latino is the most frustrated media consumer in Los Angeles. Their frustration is two-fold: (1) they find that Spanish language media lacks useful news and information and (2) they feel ignored by English language media.

SCPR recognized that they should have a deep understanding of who to target and how to target them. Manuel Valencia, a former SCPR Board member and principal of an LA public relations and advertising firm, helped KPCC conduct additional research that would help set their course.

The research further highlighted significant differences in language preference, civic engagement, education level, income

level, and degree of assimilation among first, second, and third generation Latinos. Focus groups helped determine that late-second generation and early-third generation Latinos are most likely to prefer English language news and information services, rather than Spanish or bilingual programming.

KPCC also learned from focus groups and meetings with emerging civic leaders that this target group, ages 25-35, want more than just hearing Latino names on the air; they are more deeply interested in hearing a diversity of voices coming from people whose background gives a more textured rendition of the stories they're reporting on.

Valencia cited a common sentiment among Latino participants in the focus groups: “We don't listen to KPCC because we don't feel welcome. It's like a library surrounded by a brick wall.”

These findings echo the conclusions of the 2010 NPR Audience Opportunity Study, which reported that “Ethnic minority audiences want to be included, but they don't see ‘ethnic’ programming as a solution. They want an invitation to the party, not a different party. The obstacles to acceptance among ethnic minorities are similar to those of both younger listeners and ‘lookalike’ audiences: a desire for a lighter, more conversational tone, for more multiplatform access, and in particular for a greater integration of music into the programming.”

Leadership

The importance of a unified Board and senior management in KPCC's success cannot be overstated. It is the *sine qua non* of the entire process and project. Without it, opposition to the changes from the staff, the public, the donor base, and local media would have been easier to organize around and exploit.

Although SCPR's Board of Trustees has never had a Latino majority, it has always had a multi-racial multi-cultural Board. The Board considers it a top priority to find new Board members among people

ESSENTIAL ELEMENT #1: UNITY OF VISION AND LEADERSHIP

who operate at the intersection of multiple communities, so that the station is connected to multiple broad networks.

The Board's interest in creating a station that represents diverse communities is seen as a practical business decision. Board member Ana Valdez said, "It's not philanthropy we're doing. It's business. You must transform your organization so that it looks like the city that you're serving. It's not affirmative action. You need the people you're targeting to be involved in what you're putting out there. On the Board and staff level, you should look like the way your city is composed."

Founding Board member Gordon Crawford said, "Over the next ten years if you don't pay attention to the changing demographics of your market and to changes in technology, and you continue to be an FM radio station for old affluent white people, you are going to become irrelevant and go out of business."

Los Angeles is 49% Latino. 2/3 of Latinos are either English dominant or fully bilingual, and this percentage is expected to increase over time. Before 2009, Latinos never made up more than 10% of KPCC's audience. So the imperative to change was huge. The big question, however, was how should they change?

³ KCRW has maintained a level of Latino listening that is close to or surpasses that of KPCC. According to KCRW General Manager Jennifer Ferro, it is largely the music programming that draws Latino listeners. KCRW has targeted a younger demographic and Ferro said, "If you're in LA and you go younger, it's going to be Latino".

Board members who wanted to appeal to Latinos disagreed on which Latinos to target, and whether to broadcast in English or bilingually. Ana Valdez: "Officially, everyone wanted to target emerging communities, but when it came to getting out of our comfort zone, people resisted." This may have been the reason some members of the Board left. Still, she said, the Board never felt tied to the traditional public radio audience. They understood the necessity for change and wrote checks to commission Manuel Valencia's research, which in the end, convinced the Board to follow the English-language path.

KPCC's hiring of Bill Davis and Program Director Craig Curtis reflected the Board members' desire to build a team that could implement their vision. Bill and Craig were completely committed to the direction, and because of their experience at WUNC, had already formed ideas about paths of implementation. Craig said, "Not to pay attention to the Latino audience in Los Angeles is insane. From a pure business perspective, it's an easy sell."

With the Board and management in alignment, there was no second guessing or wondering if they'd made the right choices. Years later, when a firestorm erupted over the departure of popular program host Madeline Brand, the Board stood firm. They believed the research was solid and they believed that the only sound business decision was to open the doors to the English speaking Latino community.³ It was then up to Bill and his staff to execute the strategy. In 2011, KPCC went back to CPB with a new proposal, and this time it was funded. This is the One Nation project.

Key Takeaways

- SCPR's Board decisions were based on solid research and knowledge of the community of service and the target audience.
- SCPR's Board and Senior Management were aligned in their vision to develop a news and information service for English-language speaking Latinos
- SCPR's Board actively recruited members with diverse networks that they were willing to activate.

ESSENTIAL ELEMENT #2: COMMUNITY ENGAGEMENT

From the beginning KPCC understood that to serve this particular audience, it needed to know this audience. To that end, KPCC employed several tactics:

- Live Events & Partnerships
- Focus Groups and Meetings with Emerging Leaders
- Expanded use of the Public Insight Network (PIN)
- Expanded use of Social Media & Digital Distribution

Live Events and Partnerships

One of the first hires the station made upon receipt of the CPB grant was Edgar Aguirre, whose original title was Multi-Ethnic Outreach Director and is now the Managing Director, External Relations and Strategic Initiatives. (His original job description is attached as Appendix B. The change of title is a reflection of his new responsibilities). During the first four months that Edgar was on board, the station produced two live events at the Crawford Family Forum (an auditorium that is part of the station). From that time and for the next two years, KPCC produced over 30 live events, most held at the Crawford Family Forum, but several held outside the station in community-centered locations. **A full list of public events is attached as Appendix C.**

Edgar used his knowledge of and connections to LA's Latino community to develop topics and panelists. Early events included "All in La Familia: LA Latino Business in the 21st Century" and "Real and Virtual Worlds: A Forum on Today's Latino Americans." These events served multiple purposes. Latino business, civic, and community leaders formed the panels; KPCC Latino hosts, bloggers, and reporters moderated the fora, and Latinos from the surrounding communities were invited and encouraged to, and did, attend.

In addition to providing high-quality and authentic content, the events also provided SCPR opportunities to establish strategic relationships and build partnerships. These have resulted in new underwriters, new sources of information for programming, new Board members, and new major donors.

Edgar devoted much of his time to building significant connections among individuals and organizations in the Latino, Asian-American, and African-American communities in the greater LA area. Dozens and dozens of partnerships were negotiated with local foundations, businesses, alumni associations, legal centers, community organizations, and media organizations. These connections provide sponsors and panelists for live events, promotional media arrangements, underwriting opportunities, and content collaboration agreements.

Focus Groups and Meetings with Emerging Leaders

KPCC conducted numerous focus groups and meetings with civic leaders to determine which stories were not being told and which stories were being told "wrong" — that is, from a too-limited perspective or with incorrect information. This is basic community engagement work—asking the community you want to serve what issues and stories are important to them, what their aspirations are, and how they view the stories of the day. As part of its community engagement work, KPCC identified individuals who were later asked to serve on the Regional Advisory Council—the KPCC name for its Community Advisory Board.

Edgar Aguirre organized four Community Stakeholder Meetings in 2013 with the intention of assessing KPCC's progress with the One Nation Media Project, and in particular to check in with a diverse array of community leaders on the effect of the audience development efforts. Stakeholders were primarily emerging leaders (most of them were Generation X, with a few Millennials and Baby Boomers) representing the corporate, civic, and philanthropic sectors of Los Angeles. The majority of stakeholders were Latinos, with a sizable representation of Asian Americans, African Americans, and Caucasians.

ESSENTIAL ELEMENT #2: COMMUNITY ENGAGEMENT

The invited guests were asked to listen in advance to *Take Two* and other SCPR programming, test the mobile apps, and visit the websites and social media pages in preparation for the conversations. These were casual conversations where participants were able to share honest opinions with each other and with several SCPR staff members.

These conversations provided SCPR with useful feedback about their coverage of issues of interest to the participants and also helped solidify the relationships between the participants/community leaders and the station.

Expanded use of the Public Insight Network (PIN)

In 2003, American Public Media developed the Public Insight Network (“PIN”) to provide journalists with a collection of tools, many of them web-based, where participating stations solicit knowledge and direct experience from people in their communities. The basic goal is to do better journalism through increased public input. KPCC has actively used this tool and has recruited PIN members to expand their source pool; this work has been done by Ashley Alvarado, SCPR’s Public Engagement Editor.

Alvarado is focused on helping to reach and engage communities across Southern California in KPCC stories through the Public Insight Network as well as offline outreach. Since 2011, over 4500 new PIN members have been added to the KPCC network of sources. Many of the locations where KPCC has done outreach to expand their network have been in minority communities. And while not all PIN members from these communities have been used as sources, the effort to engage traditionally overlooked communities has been well received by community leaders.

Expanded Use of Social Media and Digital Distribution

Over the last few years, numerous research studies have reported on the high use of social media by Latinos in the US. For example, the 2012 Pew Research Center study indicated that 68% of Latino internet users say they use Facebook, Twitter, or other social networking sites, compared to 58% of all US internet users. English dominant and

bilingual Latinos are much more likely than Spanish dominant Latinos to use the internet and social media. Thus KPCC’s strategy for reaching its target audience had to include a strong social media and digital presence.

Facebook, Twitter, and Google+ are all constantly updated. Breaking news alerts are now posted on Twitter even before the information appears on the station’s website.

Social media stories are gathered together via Storify. Visual content is available on AudioVision, Pinterest, Flickr, and Tumblr. SCPR runs Vimeo and YouTube channels. The live events are streamed and then archived on Livestream. SCPR has a digital distribution arrangement with FlipBoard, an iOS and Android app that presents content in a magazine format, with news stories featured in the local section and highlighted prominently throughout the day.

During the period of the One Nation grant, KPCC also developed and launched an iPad app and updated their iPhone and Android apps.

Key Takeaways

- KPCC’s hiring of a Multi-Ethnic Outreach Director was a critical hire. The unique skillset Edgar possesses gives KPCC deep knowledge of the target communities and has been the catalyst for all community engagement.
- KPCC’s community engagement is much more than “outreach,” it’s a two-way street. KPCC actively seeks the counsel of the communities they are trying to represent and they listen to them on the issues.
- KPCC has been successful at identifying emerging leaders that can serve as ambassadors for KPCC, and they are proactive at seeking partnerships.

ESSENTIAL ELEMENT #3: CONTENT AND SOUND

From their time together in North Carolina, Bill Davis and Craig Curtis, have worked on developing a sound aesthetic that is different from the typical public radio station—more relaxed, less pedagogic. Craig said that they really pushed for a different sound, creating a sort of hybrid commercial-non-commercial sound with a brisk pace and show structure, a more highly produced sound (by public radio standards), making more conscious decisions about bumpers, themes and other music, and hiring some people with commercial radio backgrounds.

In addition to using livelier music for bumpers and liners, they started using humor in fundraising and promo spots. Another shift came when there was an increase in underwriters that were recognizably from the Latino community. This proved to be not only good for revenue, but also helped to establish a connection with Latino listeners. This is a mutually reinforcing strategy—Latino underwriters believe they will find potential customers among the listeners to KPCC, and Latino listeners know that KPCC solicits the support of Latino businesses.

Importantly, KPCC made its sound competitive with commercial AM news-talk radio. KPCC talk shows no longer air one-hour topics. Instead, KPCC airs four to six stories per hour. Stories are shorter and breezier. KPCC has kept the virtues of its storytelling, and offers the context and the level of detail that public radio listeners like and value. The difference is that their overall broadcast sounds less earnest, and has more personality. KPCC's intention has always been to maintain the core values of public radio and lay a patina of sound that would appeal to a larger audience.

This is probably why it made sense for KPCC to focus on expanding *The Madeline Brand Show*, which aired from 9 – 10 AM. *The Madeleine Brand Show*, hosted by its namesake, was a one-hour interview show that already departed from the traditional public radio sound. KPCC wanted to use One Nation grant funding to expand and diversify the show's staff and support the show's expansion from a one-hour show to a two-hour show. In addition to these changes, they felt it was important to add a co-host, someone that would help expand the appeal of the show.

It took KPCC almost an entire year to find the right person to co-host with Madeline Brand. They found the qualities they were looking for in A Martínez, a sports-talk radio guy, who Craig Curtis described as, "having a nice touch with people." Because of A Martínez' commercial radio background, Craig worked with him on his delivery—getting him to back away from the more hyperkinetic sound he was used to. Craig said he told him, "I don't want you to sound like Robert Siegel,

but you have to sound like you belong on the same station as Robert Siegel."

A month after KPCC launched the *Brand and Martínez Show*, Brand quit. Brand's replacement, Alex Cohen, was hired from inside KPCC and that has worked out well. The repercussions of Brand's departure will be discussed below in the section on **Changing the Culture**.

Following Brand's departure, much attention was focused on A Martínez. He was, however, just one of 11 new hires that included: multi-platform journalists, editors, and bloggers. KPCC actively hired reporters that were versatile. KPCC reporters not only appear on-air, they file individual stories or produce segments for programs. Reporters also post their stories on the website and are actively engaged in social media, using their own social media accounts to promote and distribute their stories. Just as importantly, KPCC actively recruited these hires from the communities they wanted to serve. In the Asian-American communities, KPCC sought out speakers of the various languages spoken in those communities. Bill Davis said, "What's happening in these communities is often played out in the native language, even though we're going for the English-dominant listener. So you need linguistic facility to really know what's going on in these communities."

By the end of March 2014, the demographic breakdown of the reporting corps and *Take Two* staff was:

- 5% Black
- 10% Asian-American
- 19% Multi-ethnic
- 33% White
- 33% Latino

Hiring one Latino co-host for one program was clearly not enough. Having a multi-platform reporting corps reflective of the target communities is a critical piece. The insight, experience, and perspective they bring to every news story is actually another form of community engagement—of learning what is important to the communities the station is serving.

Using the PIN was one good way of broadening out the "usual suspects," of getting people out of their ethnic expertise boxes, where people of color are called upon as experts only in relationship to their ethnicity or race and white men are often the general experts. The KPCC approach assumes that all stories can be told by all kinds of people.

ESSENTIAL ELEMENT #3: CONTENT AND SOUND

Staff is encouraged to suggest story ideas and their knowledge of issues is relied on to get in front of stories. Former Program Director Craig Curtis provided this example:

In late 2003 the United Food and Commercial Workers, with support from some smaller unions, struck the three major supermarket chains in the Los Angeles area—Von's, Albertson's and Ralph's. The strike was costly and impacted everyone, but an agreement was ratified in February 2004. KPCC covered this primarily as a labor story. Fast forward to 2011—the contract was now up for renewal and KPCC wanted to cover this as more than just a labor story. In the seven years, the market share of the three chains had plummeted. Where had the shoppers gone? The corner markets in the Chinese, Armenian, and Mexican communities had grown and expanded and were taking a huge amount of share. These were mostly nonunion shops. KPCC was able to give the staff time to look at the issue from the perspective of these local community groceries. So it became not just a labor story, but a culture story, a business story, and a story of the communities as well. Because the reporters went into the communities to cover these angles, they met a lot of new people, some of whom got involved in the CAB and as PIN members. Craig said, "And then you act like this is nothing special because it is daily life".

Covering stories that affect the entire city from the perspective of the neighborhoods is the new normal.

KPCC used some of their CPB One Nation grant funding to build out three vertical digital channels: Immigration and Emerging Communities, Crime and Public Safety, and Education. While these broad topics are potentially of interest to all Angelenos, KPCC's reporters were able to focus some of their stories on issues particularly relevant to emerging communities, and to produce stories that accurately capture the perspectives of all the diverse communities in Southern California.

The next real stage of audience growth would come from competing with the AM news/talk audience. But to do so, KPCC had to be willing to become a breaking news station, a role that most public radio stations have not taken on. KPCC was able to make this shift because most of its editors were from commercial radio news. However, this was seen as profound change in KPCC's culture, and was the driving reason several reporters quit.

Key Takeaways

- KPCC was willing to take a risk in sounding "different." They experimented with adopting best practices from commercial radio to the public radio sound, and most importantly, they hired people that knew how to implement the sound.
- KPCC invested in hiring talent that had both the linguistic and cultural ability to connect with the communities they report on. Staff is encouraged to report on stories they have personal insights on.
- KPCC hired talent that has the skillsets needed for a rapidly changing media landscape. They are multi-platform producers that are comfortable promoting their stories through social media.

ESSENTIAL ELEMENT #4: CHANGING THE CULTURE

Contemporary organizations and businesses understand that an important way to reach a diverse “customer” base is to have a diverse staff that is in tune with the needs, aspirations, habits, and predilections of the “customers.” What is more difficult to understand is that even when a more diverse staff is hired, the dominant culture inside the organization must also change. This is a challenge for organizations whose internal culture reflects the dominant culture of the outside world, in this case, a white male culture. The challenge begins with the ability to recognize and acknowledge that there is such a culture and that one is a part of it. It is not unlike being a fish in the water and being unconscious that one is in water because it is the natural state. Organizational culture is expressed in how people greet each other, how meetings are conducted, which communication styles get results and which don’t, which frames of reference are assumed to be “common” and whether they are common to all, whether or not there is space for “differentness,” whether staff from the dominant culture are willing to live with a certain amount of discomfort, etc. The internal culture of the organization is a significant determinant in whether employees who are not part of the dominant culture will stay and will do their best work.

Bill Davis said that changing the internal culture of SCPR was much more difficult than changing the audience and that it has been the most profound organizational culture change in his career. “Our record, while improving, has been mixed. We had an established group of people doing really good work who were comfortable in the environment—mostly white, mostly monolingual, not digitally native. We brought in younger people, digitally native, polyglot. We should have done more work on boarding the new hires and working with the established staff who were worried that they were going to be replaced by the new hires. There was lots of uncertainty, doubt and concern. The conversations across paradigm shifts are incomplete....But what I’m most satisfied by is that we have moved in a significant way towards being a more inclusive, self-aware and self-critical culture than we were five years ago.”

For the new hires, SCPR focused on people who are comfortable with differences and realize that differences within an organization make it stronger. For people already on staff who were not

comfortable with differences, the station conducted numerous training and team building exercises in an attempt to help these folks grow in their capacity.

Some people quit. Some were let go. Bill’s determination and leadership were unyielding in this regard. He was unwilling to keep staff that was antagonistic to the changes.

The ultimate test of how to handle public and internal pushback came after A Martínez was hired to co-host the program following *Morning Edition*. What had been the one hour *Madeline Brand Show*, was about to become the two hour *Brand & Martínez Show*.

A Martínez was hired after a search that lasted almost a year, much longer than originally anticipated. He sounded good with Madeline, sounded good on his own, and already had an established brand in Los Angeles. He was tested in focus groups and the response from across the board was very high. The show, however, lasted less than a month. In an interview with the LA Times, Madeline Brand said she had been fully committed to making *Brand & Martínez* work. But in the end she chose to leave, stating that: “it’s all about chemistry.”

Madeline did not respond to this author’s request for an interview. When Madeline announced that she was leaving the program and the station, the reaction from the local press and from many listeners was immediate and scathing. The station was accused of pandering to a Latino audience by adding a co-host with a Latino surname and no hard news experience. There was an assumption that the program was going to go “full brown”—and that listeners would be inundated with Latino news.

For A Martínez, not only was there great deal of skepticism from the press, but also from his colleagues. “Intellectually,” he said, “I didn’t meet the requirement to be on public radio.” He went to Cal State Northridge instead of the more prestigious University of California schools. He does not have a master’s degree in journalism. He felt that people

ESSENTIAL ELEMENT #4: CHANGING THE CULTURE

④ Originally SCPR planned to focus their marketing and promotion efforts around A Martínez' new role at the station and the rebranding of Brand & Martínez. They had planned to do their first big push six months after the launch of the new program. The story line was supposed to be that this is the natural evolution of public media, that public media needs to do a better job serving people of color, and the SCPR is a leader in that effort. Instead, the story became Madeline's departure. Bill said they did not manage that crisis very well. On the other hand, Craig Curtis says that the controversy may have encouraged more sampling of the station and the program, especially by Latinos.

In any event, one year after *Take Two* went on the air, SCPR did a big media buy using the tag "We Speak Angeleno".

Social media was another significant source of marketing for the station as a whole and for individual programs and public events. Digital banner ads, with audio recorded by Alex Cohen and A Martínez promoting *Take Two*, ran on highly targeted platforms on Pandora Internet radio.

on staff ostracized him and refused to engage with him. "It took at least a year before I felt like I wasn't in a foreign country."

The decision to stay the course with A Martínez was made possible because the station had done so much research and had such good connections with the community. Focus groups had been conducted with Latinos, Anglos, and mixed groups. Many of the Anglos were quick to acknowledge the ways that Los Angeles is changing and said they trusted SCPR to "tell us how it's changing." Latino intellectuals said they knew why A Martínez was hired, and they supported that decision. He "represents the aspirational Latino, our larger community, more than we do. We get it." And they added, importantly, "Don't forget about us. Don't marginalize us."

Bill Davis has said that the best decision he made was not to vacillate when Madeline left. In fact, he went on the air to announce that KPCC was giving the new program two years, so everyone might as well get used to it. Davis acknowledges, however, that his biggest mistake was not having realized that Madeline wasn't committed to the co-hosting proposition, and that KPCC should have found another role for her at the station.

In the end, the team of A Martínez and his new co-host, Alex Cohen, and the development of their program called *Take Two*, succeeded. It is the most listened to locally produced program on the station and has the highest number of Latino listeners of the locally produced programs. ④

In 2014, Latinos composed 13.9% of the AQH and 16.6% of the cume of *Take Two*.

Key Takeaways:

- KPCC understood that change management doesn't happen overnight. Management was clear about their vision, and even as some resisted, they made sure that the "new" people got the support they needed to succeed.
- KPCC invested in numerous training and team building exercises in an attempt to help staff grow in their capacity.
- KPCC recognized that in order to change the culture of public radio listening, they needed to change their internal culture.

RESULTS

KPCC Broadcast Audience: Greater Los Angeles

KPCC's total audience increased by 27% since 2009. The number of Latino listeners increased by 96%. There has been no loss of Anglo listeners.

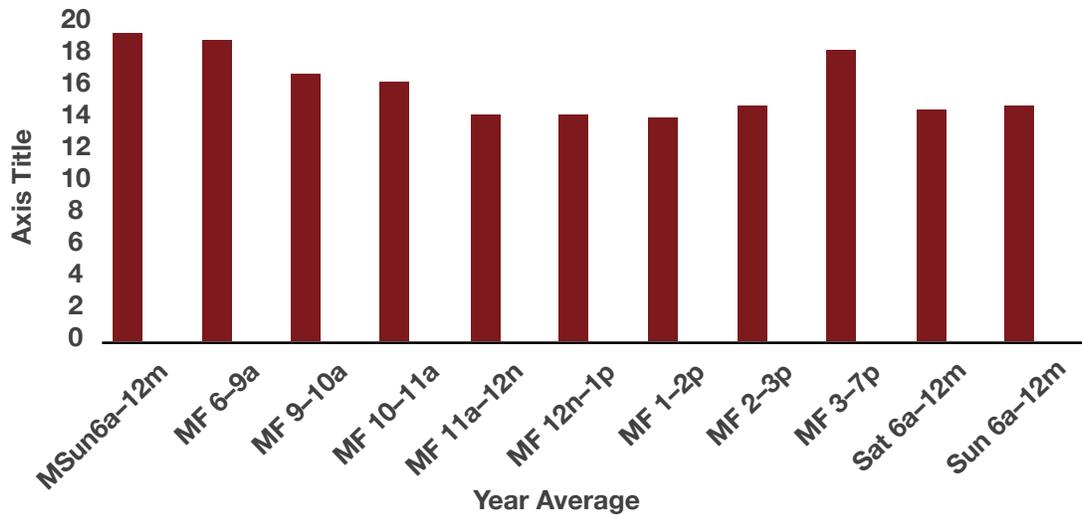
	TOTAL PERSONS		LATINO PERSONS		COMPOSITION %	
	AQH	CUME	AQH	CUME	AQH	CUME
Spring 09	22,000	571,100	1300	73,100	5.9	12.8
Fall 09	22,800	617,000	2800	79,000	12.3	12.8
Spring 10	24,200	618,400	5700	119,800	23.6	19.4
Fall 10	20,600	557,800	4100	106,100	19.9	19
Spring 11	17,700	547,300	2300	92,500	13	16.9
Fall 11	23,200	633,500	1600	90,800	6.9	14.3
Spring 12	21,300	680,200	1700	111,500	7.9	16.4
Fall 12	20,200	713,300	3700	126,100	18.3	17.7
Spring 13	21,100	728,700	3700	144,300	17.5	19.8
Fall 13	22,200	720,700	3600	155,300	16.2	21.5
Spring 14	20,600	726,300	3300	143,400	16.0	19.7

Data ©Nielsen Company

KPCC Broadcast Audience: Latino Listening

In 2014, Latinos averaged 16.6% of the cume audience for *Take Two*, and the program with the highest percentage of Latino listeners was *Morning Edition*. *All Things Considered* also had a higher percentage of Latino listeners than *Take Two*.

2014 KPCC P6+ Latino Cume Composition



Morning Edition.....6-9 AM
Take Two.....9-11 AM
All Things Considered4-6:30 PM

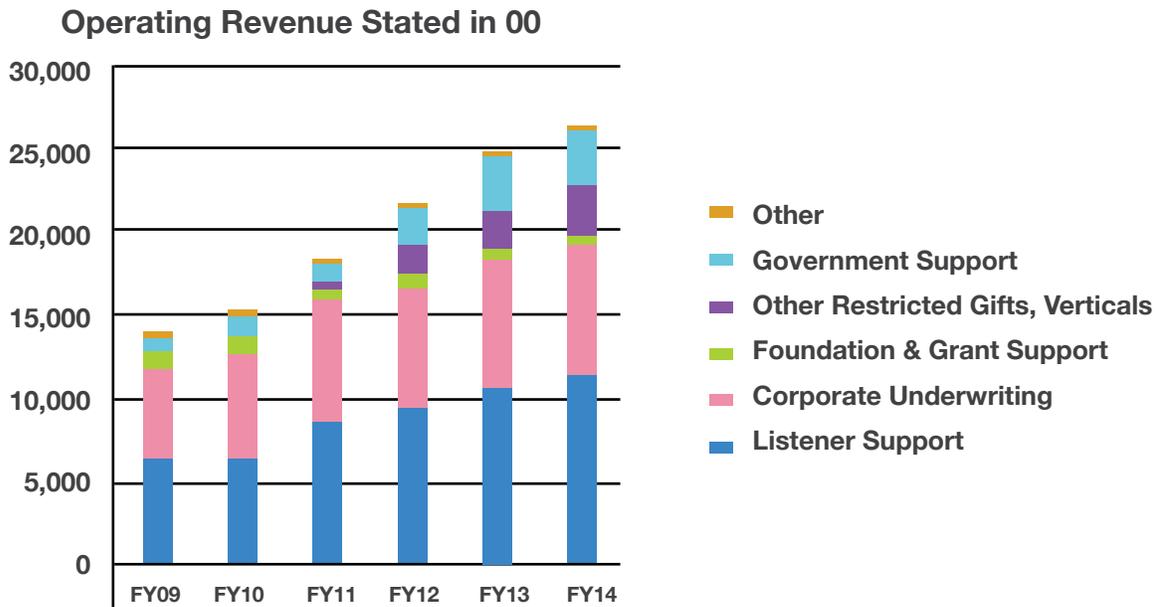
	AQH	Cume
All Week	14.5	19.0
<i>Morning Edition</i>	19.3	18.5
<i>Take Two</i>	13.9	16.8
<i>All Things Considered</i>	16.8	17.9

Data courtesy of KPCC

RESULTS

KPCC Revenue

Most revenue streams have grown consistently between 2009 and the end of 2014. Significantly, listener support has increased by 76%; underwriting revenue increased by 48%.



Data courtesy of KPCC

CONCLUSIONS

Edgar Aguirre said that one of the most challenging aspects of the One Nation project was the need to do seven or eight different things at the same time, while coming up against the resistance to change from some staff and listeners. And yet it seems that only by doing everything at once can a project like this succeed. Obviously, solid research in advance is critical, as is having a committed Board and station leadership. But once those items are in place, everything has to happen simultaneously. The community engagement, staffing, content, sound, and internal station culture feed each other. Deciding to change the station culture at a later date, for example, would surely result in a loss of staff which would impact the quality and sound, etc.

It is true that SCPR had some advantages that other public media outlets do not: a Board and senior management that did not need to be convinced to undertake this work, access to some of the assets of American Public Media, and a significant financial commitment from CPB.

No question that the board must be fully on board and that will undoubtedly be the first challenge for some stations. That's why Ana Valdez stressed the importance of making the case with data. Somebody has to see the wisdom of opening up the doors and

must be willing to do the work to convince others. Long before there was money from CPB, individual SCPR Board members reached deep into their own pockets to fund research and engagement activities. Reluctant and/or fearful Board members may love the vision but may be unwilling to take significant risks without seeing other Board members take personal risks to provide the convincing arguments.

Bill Davis and Craig Curtis' experiences at WUNC were helpful but were not essential to the mission or the execution. It is unlikely that Bill would have been hired if he had not shared the Board's vision, and that, rather than previous experience on this path, is the essential element for other public media entities.

Board members and local foundations can provide at least some of the resources that APM provided.

As to the CPB grants, Bill Davis said that SCPR was going forward with or without CPB funds. The station might have grown a little more slowly and the process might have taken a little longer, but the imperative was clear and the will was there.

APPENDIX A

TIMELINE OF KEY EVENTS

Timeline of Key Events

1999	Southern California Public Radio incorporated as a 501(c) (3)
2000	Minnesota Public Radio takes over management of KPCC
2001	Bill Davis hired to manage KPCC
2003	Gordon Crawford chairs his first Board meeting of SCPR
2003	Manuel Valencia does presentation for KPCC Board on opportunity for reaching English-language dominant Latinos
2003-04	KPCC audience surpasses KCRW
2005	KPCC proposes managing KKJZ. That failure led to decision to pursue strategy of focusing on serving English-dominant Latinos
2010	Ana Valdez joins Board
2010	KPCC moves into new facility
2011	CPB awards grant to KPCC for One Nation Media project
2011	Edgar Aguirre hired (Managing Director, External Relations and Strategic Initiatives originally Outreach Director)
July 2012	A Martínez hired as co-host of <i>Brand & Martinez</i>
August 2012	Madeline Brand resigns as co-host and leaves KPCC
2013	Community stakeholder meetings held

APPENDIX B

JOB DESCRIPTION: MULTI-ETHNIC OUTREACH DIRECTOR

In support of SCPR's mission to strengthen the civic and cultural bonds that unite Southern California's diverse communities, this position will create, implement, lead and manage all SCPR multi-ethnic outreach activities and programs. The Director's primary responsibility will ensure the continued expansion of SCPR's multi-platform public service programming and content to better serve Southern California's diverse communities. The Director will create, implement, manage, and support outreach projects aimed at connecting SCPR with the culturally and ethnically diverse populations in the region. These outreach activities will require support and resources from—and collaboration and collegial relationships with—other SCPR departments.

Position Responsibility:

- Support the mission of SCPR and continue to improve its success in expanding multi-ethnic and diverse audiences
- Develop and implement organization-wide outreach goals, strategies and initiatives for building multi-ethnic community engagement
- Refine and implement SCPR's communications, marketing and research strategy to connect SCPR with those communities we want to serve
- Provide project management support on related grants and other multi-ethnic organizational activities
- Support corporate activities as they relate to strategic partnerships with media companies,

non-profit organizations, professional groups, citizen groups, businesses, educational institutions, bloggers, social media groups and others

- Inform and educate multi-ethnic and diverse communities about SCPR
- Inform and educate SCPR about diverse communities
- Support SCPR's internal "inclusion" activities.
- Work collaboratively with other partners and departments to bring authenticity and relevance to our growing audience
- Responsible for creating a series of meetings and events that will engage our diverse communities and their leaders
- Coordinate with SCPR's Live Events platform to produce a series of town halls, panel discussion and/or debates with diverse community partners and stakeholders
- Coordinate with SCPR's Public Insight Network to expand our network into the various untapped diverse communities within Southern California
- Working with SCPR's Content team suggest/ explore potential stories that are important to the diverse communities in Southern California
- Work with producers, editors and reporters to cultivate new multi-ethnic and diverse sources; introduce SCPR personnel to new diverse communities

JOB DESCRIPTION: MULTI-ETHNIC OUTREACH DIRECTOR

- Actively participate in developing news media partnerships
- Collaborate with SCPR's Development team on relevant funding activities
- Coordinate with the Program Director to ensure inclusive stationality
- Other duties as assigned.

Required Education and Experience:

- Bachelor's degree in Marketing, Communication or related field
- Experience creating partnerships with multi-ethnic organizations
- Experience bringing projects from concept to completion
- Experience in marketing to and reaching out to the desirable demographic

Required Skills, Knowledge and Abilities:

- Knowledge of the multi-ethnic media and local media industry
- Strong communication skills and a passion for building relationships via networking both in-person and through social media
- A self-starter with ability to work efficiently with limited direct supervision.
- Strong interest in SCPR's mission to reach new audiences
- Ability to work in a fast paced environment and changing deadlines
- Demonstrated research skills in a professional capacity
- Ability to see opportunities for tapping audience expertise and new resources
- Ability to use non-traditional approaches including PIN and other audience engagement tools/ methods
- Well-established contacts within the community
- Commitment to public service journalism
- Be a community leader with ability to pull together

diverse and successful community coalitions around issues of community importance

- Bi-lingual
- Able to rely on experience and judgment to plan and accomplish goals;
- Skill set and interest that thrives on seeking and maintaining excellent relationships with the public;
- Ability and interest in public speaking and in representing the organization at public events;
- Mission focused and understands how a mission drives an organization and its employees;
- Ability to contribute to strategic direction, actively participate in strategic discussions, and represent the organization;
- Ability to work collaboratively with a wide-variety of internal clients and staff;
- High degree of initiative and attention to detail;
- Demonstrated high degree of professional initiative and accountability;
- Ability and initiative to bring new ideas to the table;
- Ability to consistently deliver results.
- Strong interest in current events.

Preferred Skills and Experience:

- Experience in public radio
- Journalism experience

SCPR PUBLIC FORA AND EVENTS

2012

- All in La Familia: LA Latino Business in the 21st Century
- Real and Virtual Worlds: A Forum on Today's Latino Americans
- Are You a 1.5? A Conversation about the American Immigrant Experience
- Views on '92: What's the Legacy of L.A.'s 1992 Riots?
- Climate Change and Communities of Color
- In Mixed Company: Love in L.A., The World's Most Diverse City
- Talking Trash: Does it matter where our garbage goes? (Part 1)
- Talking Trash: Does it matter where our garbage goes? (Part 2)
- Between the Beats – Chicano Batman
- Muslim American Identities
- 2012 Election on the Line: The Latino Voter – Assumption vs. Reality

2013

- Becoming American: On Paper, in Person, in Life
- 'A Different Tree': The Single Parent Family on Screen and in Real Life
- What Does It Take to Become a Family? A conversation about the realities of adopting
- Home Front Challenge: How can California better support returning veterans, active military and their families?
- Supreme Court Justice Sonia Sotomayor in Conversation with Patt Morrison
- Changing Neighborhoods: Tradition, Transition, and Gentrification in L.A.
- The Next Mission: Veterans Go to College in Southern California
- Asians, Latinos, and SoCal's Political Future: What's the Outlook for L.A. and Beyond?
- The Vote on Syria
- The Graduates/Los Graduados (Part 1) – School or Street?
- The Graduates/Los Graduados (Part 2) – Drop Out Parents?
- Mayor Eric Garcetti: Los Angeles Moves Forward

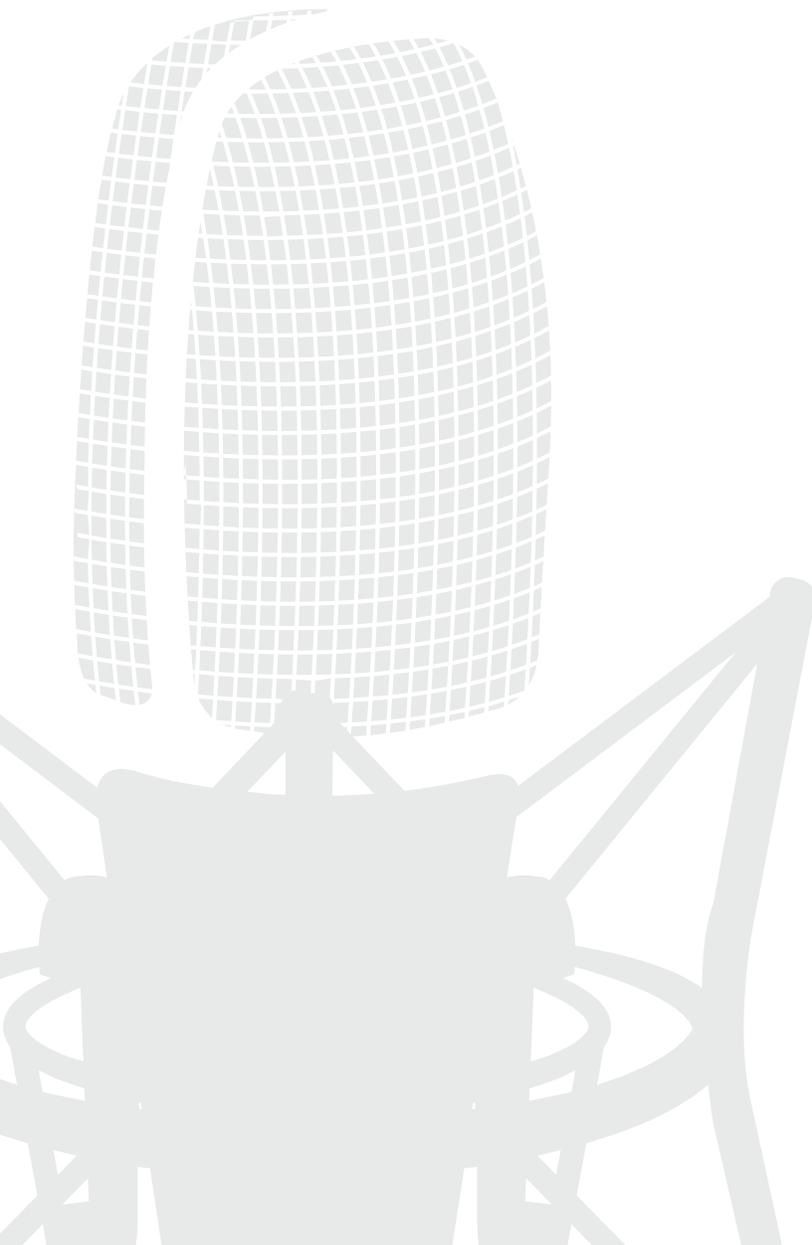
2014

- Unhinging the Closet Doors: If America has come so far, why is coming out still so hard?
- The Changs Next Door to the Diazes: What's the link between identity and place?
- Is there bias against Asian-Americans in university admissions?
- The Triple Package: Amy Chua's provocative formula for group success
- When Hollywood advocates, should people listen?
- KPCC presents a World Cup 2014 warm-up: USA vs Mexico
- How Do Spaces Become Places? Making LA's Creative Community Thrive
- #Multicultivate: Can Diversity Really Be Taught?
- Difficult Conversations: Talking about the end of life

APPENDIX D

INTERVIEWS CONDUCTED

Edgar Aguirre, Managing Director, External Relations and Strategic Initiatives
Joaquin Beltran, Regional Advisory Council member
Gordon Crawford, founding and current member Board of Trustees
Craig Curtis, former Program Director
Bill Davis, President and CEO
Rudy Espinoza, listener, focus group participant
Jennifer Ferro, General Manager, KCRW
Robert Garcia, Project Manager
Fernando Guerra, member Board of Trustees
Vidal Guzman, Senior Manager at PRI
Maxie C. Jackson III, Manager WCPN
A Martínez, co-host of *Take Two*
Manuel Valencia, former member Board of Trustees
Ana Valdez, member Board of Trustees
Jo Anne Wallace, Vice President and General Manager, KQED-FM



APPENDIX E

INITIAL REACTIONS TO THE CASE STUDY

LPRC Board members, Silvia Rivera and Dr. Federico Subervi, presented initial findings on this case study at the 2015 Hispanic/Latino Media & Marketing Conference celebrated at Florida State University in Tallahassee, Florida. As chair of the LPRC Policy & Academic Partnerships Committee, Subervi followed up with attendees so that their feedback could be incorporated into the study. These are their comments:

The research conducted by SCPR in programming development and finding avenues of participation for young audiences, signals a path to follow in radio and public radio. Betting on talented people, emblematic presenters, the values that unite, professionalism, and good storytelling is the way for Latino radio and for the kind of radio that society needs.

Maria del Pilar Martinez-Costa, PhD
Professor and Director of the Department of Journalistic Projects
School of Communication
University of Navarra, Spain

Being from Southern California, it was helpful to hear about the KPCC study. Bringing a prominent Latino to the morning show did make a difference in regards to diversity and outreach to the Latino community. I know that this change wasn't easy and that a small portion of the audience pushed back when the change initially happened. Nevertheless, the KPCC managers moved forward. Now Latinos feel more connected to KPCC.

Inez Gonzalez
Director of the Latino Communications Initiative
California State University, Fullerton

I was impressed by Southern California Public Radio's emphasis on research and how they guided their decision making process on the insights obtained by a well-guided methodology. They should be the model for other efforts in markets with a strong Hispanic presence, such as Miami, Houston, San Antonio, and Chicago, and that urgently need public radio in their language and culture.

Alejandro Alvarado, Ph.D.
Alvarado Communications, Inc.

APPENDIX F

ABOUT AUTHOR AND EDITOR

Researcher and Author

Ginny Z Berson is a consultant working on issues of diversity, inclusion and social justice. She was a founding Board member of the Latino Public Radio Consortium. She spent over 30 years in the world of public radio, as a Program Director and Director of Women's Programming at KPFA, Senior Producer of Live National Programming for Pacifica, and from 1999-2013 as Vice President and Director of Federation Services for the National Federation of Community Broadcasters. She is currently leading the outreach effort at World Trust: Social Impact through Film and Dialogue.

Editor

Silvia Rivera is the Latino Public Radio Consortium's Vice-Chair & Founding Member, as well as Managing Director of Vócalo, a next generation public media service that targets younger, culturally diverse audiences with an urban alternative format in Chicago. Silvia's career trajectory was launched by a youth-media training program, called Radio Arte, an initiative that trained hundreds of young adults to create content for community impact. Silvia has since emerged to become a leading voice on issues of leadership and diversity in public media. Silvia has a B.A in Media Management from Columbia College Chicago.



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