

## Local Service Initiatives

**Name of Initiative:** Many Faces, Many Voices

**Station:** KVIE Public Television

**Contact Person:** David H. Hosley, General Manager

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**Briefly describe the initiative and be as specific as you can be about the products or services that the initiative includes.**

Many Faces, Many Voices is a diversity initiative designed to increase KVIE's service to diverse communities in our broadcast region and build relationships with other organizations that serve them. We define diversity broadly, including ethnicity, gender, sexual orientation and people with disabilities. The primary focus is on programming, production and outreach. Staff diversity is also affected. KVIE has increased the numbers of programs by, for and about the experiences of diverse people in this region, including many station productions. Outreach associated with these programs has also increased because of the focus.

As a resource, KVIE has been able to increase its profile in diverse communities, attract more members who are diverse, and receive funding from national, state and local sources for initiatives connected to Many Faces, Many Voices.

These are the primary elements of the initiative:

**Programming**—KVIE's VP Content Jan Tilmon identifies quality programs that will aid our audience goals and also reflect the experiences of our ethnic communities. She does this throughout the year, and also puts a concentration of programs in ethnic heritage months in February, May, and September-October. She tracks program offers and consults with staff within the station who have expertise, as well as two community advisory boards. Each program that fits the initiative is identified as such with an initiative logo in our program guide.

**Production**—KVIE uses a pipeline vetting process. Our criteria for selecting productions include meeting our mission of celebrating diversity. There are champions of Many Faces, Many Voices among the staff who make decisions about what projects go forward. It helps that Many Faces, Many Voices productions have done well in the past and contribute to the station's financial success. Productions with an ethnic focus are regularly included in KVIE pledge drives and thus increase the diversity of station membership. These projects also give our underwriting staff and foundation specialists product that appeals to certain corporations and foundations, as well as some major donors.

**Outreach**--The initiative involves a great portion of our outreach efforts, and almost all of our adult outreach. More than half of the infants and toddlers as well as students in grade schools in our region are of color. So our literacy and math-readiness efforts clearly target diverse children and their families. The majority of our previews of upcoming productions for adult viewers involve programs under the umbrella of Many Faces, Many Voices. We have a major focus on Asian Americans in May, including a large community event that honors volunteers in that community, and will be doing a similar effort in the fall to complement the increased programming coming from Latinos for Public Broadcasting and the new Viva service from WNET. Almost every one of our KVIE productions for this initiative has a public preview, often in partnership with a CBO, and a study guide for K-12 teachers. We also promote these programs to appropriate ethnic media and in e-letters to KVIE members as well as our own program guide, which has a symbol next to programs that are under the Many Faces, Many Voices umbrella.

**Staffing and Boards**—KVIE has a value that we will exceed the diversity of our county of license's work force. As our region has become more diverse, we have kept ahead of the county work force diversity. The initiative has been a factor in recruiting board members and staff. KVIE's managers also seek to serve on boards of ethnic nonprofits, which has in turn provided ideas for programs, new funding opportunities, and increased morale for staff.

**How does this initiative fit into your “portfolio” of other Local Service Initiatives?  
Is it one of many initiatives and projects, or does it take the bulk of your “Local” resources?**

Many Faces, Many Voices is one of several key local service initiatives. It complements our increased investment in educational outreach and our desire to increase KVIE productions. It is an important part of one of the three strands of KVIE’s strategic plan—Be Very Local. The initiative pays for itself, as all of the activities are funded.

**What station assets, competencies and/or relationships does the initiative build upon?**

This initiative is the result of values and production experience brought to KVIE by general manager David Hosley, along with the inauguration of a national public TV diversity initiative, and a staff and KVIE boards that supported allocation of focus and resources to make it a way of life for the station. The synergy that formed over time positively enforced the efforts in programming, production and outreach and those who had reservations about the focus saw the direct benefits to the station and the public. Like any initiative, it succeeds because enough people think it is important to devote the time and energy to make it happen. You have to have the skills to understand the audience you want to serve, to know how to embrace different diverse communities, and you need individuals, business leaders, foundations and others who make a priority of supporting diversity efforts.

**How would you describe the community benefit of this work? What needs are being addressed?**

The Sacramento region’s leadership has an unusually high desire to work collectively. We don’t have the space here to explain why this is, but it has historical roots based on many of today’s leaders having gone to school together and most recently a broad-based planning effort called the Blueprint which has involved 5,000 people collectively planning for how we intend to live 25 years from now.

KVIE, through Many Faces, Many Voices, is reflecting our region back to itself in all of its diversity. In addition to programs that reflect the experiences of diverse people, KVIE has made 20 programs about the future of the Central Valley which have also been broadcast on KIXE to the north of us and KVPT to the south. Our station is recognized both formally, with a number of awards, and informally, as an electronic “town hall” for our region.

When we know the story of the people who live in our region, we can appreciate better how common our needs and aspirations are, and when the region works together we can be more successful economical and socially.

When Time magazine named the Sacramento region as the most integrated in the country several years ago, the was another piece of evidence of the benefit of being inclusive of all of the people who live here.

When KVIE identifies programs, and augments them with ones that we make ourselves that speak to communities of color, we are recognizing their value. We are providing information to members of that group, but more importantly helping to educate the public about experiences of people who are not like them. We raise the profile of ethnic groups who have smaller populations in the region than other groups. We aid teachers and community-based organizations who are trying to educate young people and old about the history and issues of immigrants. Our programs in this initiative are documenting history for future generations, too, and for academics who want to study these communities.

**Who is the “customer?”**

We start with an anticipated audience of the general public. Our efforts on the air are aimed at our core audience and those who may rarely watch KVIE that will tune in for a particular program. We expand on that audience to include students who will see the program in an environment supervised by an adult—in school or in a community based organization like a Boys and Girls Club, church group or ethnic organization. Outreach is made to communities of color through previews of programs, or discussion groups during or after broadcast. We further send our productions to elected officials, county education tech education centers and county libraries.

**How do you know or measure if the customer's needs are being met?**

While we do evaluate some of our outreach events, our measure is most often how many people watched a program. If our production is distributed nationally, and many of them are, we measure use on other stations. We also track pledges made when we pledge our Many Faces, Many Voices programs, which we do in almost every pledge drive. We note donations made because of activities of the initiative. We track feedback from viewers to our customer service department, either on line or on the phone. More qualitatively, KVIE is praised in print and publicly recognized regularly for this commitment. KVIE semi-annually measures the diversity of its staff and annually polls staff on their sense that KVIE is a good place for women and people of color to work.

**Who benefits from the initiative?**

When KVIE is honored for our commitment to diversity, I often say that everything KVIE has put into Many Faces, Many Voices has been returned many times to KVIE. While it is clear that we have a better place to live because of these efforts, KVIE has more viewers, more members, more staff and board diversity, more major gifts and has created content that has a much longer shelf life than our average production. We have robust relationships with ethnic leaders and organizations. We are known for our ethnic history programs within California Public Television and nationally as well. While community benefit is less quantifiable, KVIE's benefit is evident and multifaceted.

**How do you measure the benefits?**

See other measurement section.

**Describe the financial model for the initiative, being as specific as possible. How much does it cost? What are the sources and amount of revenue? How does it fit into your station's overall economic model?**

Some aspects of the initiative are within the normal work of the station staff, such as putting out a program guide, doing Ready To Learn training, attending community events, and paying PBS for the NPS.

We seek to have every element of the initiative funded. I would estimate that more than a quarter million dollars a year comes in to KVIE because of projects directly related to this initiative and an equal amount of money comes through membership because people have joined to support KVIE's efforts. That represents an annual lift of about 3%.

For KVIE productions, we look for corporate or foundation underwriting first, augment that with major donations, and then often conduct a targeted direct mail campaign for contributions under \$1,000. Many of the productions created for this initiative are also pledged, further increasing their value to the station. We use lists of people who have pledged to programs about a specific ethnic group as the basis for the direct mail campaign the next time. For instance, we're starting to raise money for a program about our region during the civil rights era. I will use lists of people who have pledged for our African Americans in California Heartland program, which covered a period from the Gold Rush to the 1950's, as the basis for a direct mail campaign to augment money raised from a foundation, a local business, and some of our major donors. We'll raise about 10k from the direct mail campaign, or between 10 and 20% of the overall funding.

Next fiscal year I expect KVIE to make three or four ethnic focused programs and raise more than \$200,000 to do that.

We cover all of our costs for outreach at KVIE from federal, state and local sources. When we added training sessions in Spanish, we sought grants from local foundations and businesses to do so, and also received some state money through KCET's regranting. Now we're adding training in Hmong, and seeking funding from a county agency that regrants state money and will go to local foundations, too. I expect KVIE will raise \$25,000 or more for outreach related to ethnic communities next fiscal year.

Some of our ethnic productions are distributed after broadcast. For instance, the Center for Asian American media distributes a half dozen of KVIE's documentaries and we make several thousand a year from those sales. We sell them online as well.

**Could other stations use this idea or model? Would it work for any size station or licensee type?**

Yes.

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