

Place and Privilege



High Touch Community Engagement,
High Impact Content and Programming

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Executive Summary

At a time when public trust in media is at an all-time low, journalism organizations across the US are struggling to find new ways to engage with audiences and to demonstrate the value of nonpartisan, high quality, deeply reported news. And, as more media companies experiment with community engagement, they are struggling to understand the value - or impact - of this work. In this field, Capital Public Radio, a public radio station in Sacramento, California, stands out as a public media organization with a deep commitment to its community and to creatively exploring ways to engage with nontraditional public media audiences in order to create deep community networks that can address challenges facing the region.

Capital Public Radio has spent the past two years experimenting with and refining an innovative model for community engagement, and there is significant evidence that the station's community engagement work is having real impact. Led by senior engagement strategist Jesika Maria Ross, in collaboration with former senior producer of *The View From Here*, Catherine Stifter, and with support from chief content officer, Joe Barr, CapRadio has developed models for engaging with diverse sectors of the Sacramento community to inform reporting, bringing together community members to build relationships with the station and with each other, and increased audience's knowledge about complex local issues.

In 2017, CapRadio implemented its latest community engagement documentary project, *Place and Privilege*. Consisting of deep community engagement to inform reporting, an hour long radio documentary for *The View From Here*, CapRadio's first ever podcast series, and two types of in-person community events, the initiative elevated issues of housing affordability and homelessness in the Sacramento region, included diverse community perspectives on the issue, built deep relationships with new sectors of the community, and increased knowledge, empathy, and intent to take action among audiences and event participants alike.

CapRadio's investment in community engagement through Place and Privilege has resulted in the following:

- **Audience growth:** The content reached large audiences, especially through the podcasts, thanks to a new marketing strategy and an active advisory group that pushed the content out to their networks. CapRadio extended its network through in-person community events co-hosted with partners.
- **Learning:** Audiences said they learned new information about the root causes of housing inequality, segregation, and homelessness, especially as a result of listening to CapRadio content.
- **Reputation:** The project has won state as well as international engagement awards, including one from the Agora Journalism Center at the University of Oregon.
- **Real-world impact:** CapRadio audiences, members, and event participants said they intend to take action to get involved in addressing challenges associated with housing in the region, as well as getting more deeply involved with CapRadio. Place and Privilege has also been referenced by publicly elected officials and used by advocacy groups and government agencies in their own work.
- **Trust:** The vast majority of in-person community engagement event said they were likely to connect with Capital Public Radio in a variety of ways, indicating an increased sense of connection to and trust in the organization.

In a series of Story Circle community events, CapRadio met community members where they were – in low income housing complexes, neighborhood schools, and community centers – and listened to their stories. These community members, most of whom said they had no previous relationship with CapRadio, said they were grateful to have shared their stories and had a newfound appreciation for the CapRadio's role in elevating their perspectives to inform larger public conversations about these issues. CapRadio members who participated in Story Circles and in PostCasts said they met fellow community members they would not normally have the opportunity to meet and heard new perspectives. As a result of their experience, participants overwhelmingly said they have more empathy for others and that they intend to take action, both in relation to CapRadio and to the issues.

The success of Place and Privilege, as well as that of previous CapRadio engagement initiatives, suggests that CapRadio should continue to invest in community engagement.

Key learnings from Place and Privilege include:

- Content is best for increasing knowledge, engagement for relationship building, empathy, and emotional response.
- Advisory group brings invaluable perspectives, networks, and expertise, but bigger isn't necessarily better.
- Reporters benefited tremendously from early engagement, and they would have liked more time to dedicate to the project.
- Curated in-person events create strong bonds among CapRadio, partners, and participants and are successful methods for generating impact among participants; but, they require significant staff time and energy and CapRadio resources to do well, and they touch a relatively small number of people.
- Podcasts: Podcasts are a way to make use of content and expertise generated over the course of a reporting project (rather than leave it on the cutting room floor), they reach significant audiences, and they're proving to be useful to partners and advisors. But they require resources to make.
- Marketing and community engagement working closely together increases the reach of CapRadio content, and even more can be done going forward.

Given the success of this and previous community engagement initiatives, CapRadio should incorporate community engagement into its core reporting, rather than using it as a strategy only for *TVFH* programs. Recommendations for integrating community engagement across the station include:

1. Aggressively develop underwriting/sponsorship and fundraising strategies to support community engagement, particularly bringing on additional staff;
2. Develop internal systems to incorporate community engagement into editorial decision-making and processes;
3. Develop key action items to share with audiences through broadcast, digital, and in-person engagement initiatives to help facilitate their taking action;

4. Continue to develop issue/topic specific event guides for partner-produced events and consider providing training so partners can replicate the events to reach more people; and
5. Develop and prioritize standard community engagement practices such that CapRadio can select from a “menu” of types of pre-reporting engagement, community events, and content, rather than develop custom initiatives for each project.

Given CapRadio’s proven success in conducting robust community engagement with measurable impact and the current philanthropic funding landscape for local news and community engagement, the station is well positioned to expand and institutionalize this work.

The purpose of this report is to help document and refine *TVFH’s* community engagement model, inform emerging engagement practices in CapRadio’s newsroom, and further make the case for how public radio is having an impact in the communities they serve.

By taking on this level of community engagement and assessment, CapRadio is serving as pioneer on the national stage. In the next phase of this report, ross and consultants will work to leverage the details of this report into a series of field-facing articles and presentations, as well as conversations with funders who are deeply concerned about journalism reinvention and civic engagement.

Introduction and Background

I.



Over the past two years, Capital Public Radio has developed innovative community engagement strategies in order to accomplish the following:

1. **Content** that more accurately represents the diverse voices and experiences of the Sacramento region.
2. **Build trust-based relationships** among Sacramento residents and CapRadio.
3. **Strengthen community networks**, including CapRadio's position in these networks.
4. **Position CapRadio's newsroom as an innovator and leader** in the national conversation about ways to improve public radio and journalism.

CapRadio's community engagement initiatives have centered around production of an hour-long radio documentary for *The View From Here (TVFH)*. Each initiative then has a unique combination of in-person community events, deeply reported stories, and community-produced content.

Place and Privilege was a 16-month initiative designed to generate community conversations about the housing affordability crisis in Sacramento, create content that would inject new information and diverse community perspectives into these conversations, and spark meaningful, real world change. In addition to live-events, deeply reported stories, and TVFH radio documentary, Place and Privilege was the first CapRadio project that resulted in a podcast series. Built into the community engagement was a process of evaluation for periodic reflection and learnings.

The Place and Privilege initiative brought together individuals and organizations working on issues of homelessness and affordable housing throughout Sacramento County to serve as an advisory group. This group helped inform reporting, promote the project, develop community engagement events, and bring diverse segments of the Sacramento community together to participate.

The goals of the Place and Privilege initiative included:

- **Conduct community engagement to inform reporting,** Conduct community engagement to inform reporting, especially early on.
- **Shift perceptions** of CapRadio among project partners and advisors, new and/or nontraditional public radio audiences, and CapRadio’s core audience.
- **Strengthen relationships** among CapRadio and project partners and advisors.
- **Increase awareness, empathy, and involvement** on the topic among project partners and advisors, event participants, and CapRadio’s audience.
- **Further refine CapRadio’s community engagement model.**

CapRadio senior community engagement strategist, Jesika Maria Ross, used the following seven principles to guide the Place and Privilege initiative:

1. **Relationship Building:** Weave community engagement into all phases of the project, from planning to reporting to circulation to evaluation.
2. **Inclusion:** Ensure that processes and products involve, reflect and represent the diverse perspectives of the community as a whole; especially attend to those who are most affected by the issue and those whose voices are often left out.
3. **Co-Creation:** Support the people we work with to be co-creators and active participants in our storytelling; share our power – our skills, our tools and our access.
4. **Reciprocity:** Enable each person involved in our work to learn, understand, and act in a way that is relevant and meaningful to them.
5. **Empathy Building:** Facilitate productive movement between “heart space” – the emotional experience that stories evokes – and the “headspace” of social issues or civic concerns.
6. **Communal Meaning Making:** Create processes and content that reflect collective meaning-making that transcends individual perspective; enable audiences and participants to reconsider their own views and hear different experiences.
7. **Stickiness:** Craft an overall strategy that addresses civic change through continued engagement on the issue; empower individuals, groups and communities to carry on with their work- with new allies, new skills and tools, and renewed support.

This report documents the Place and Privilege initiative, summarizes its impact, and provides learnings, insights, and recommendations for future community engagement work. The purpose of this report is to help refine Capital Public Radio’s community engagement model as well as inform new engagement practices related to content production.

Place and Privilege

II.



In 2016, Capital Public Radio identified homelessness and the lack of affordable housing in Sacramento as a multifaceted issue of deep importance to the community. Station leadership saw an opportunity for CapRadio to provide high-quality information about the causes, structures, and solutions relevant to this topic, as well as to create fora for community conversations. *TVFH* senior producer Catherine Stifter, chief content officer Joe Barr, and senior community engagement strategist jesikah maria ross all felt strongly that housing was a key issue.

Approach: Community Engaged Journalism

As intended through Place and Privilege, content was created with community engagement at the beginning, including diverse perspectives from residents of different ethnicities, ages, and socioeconomic groups.. To kick off reporting, ross and an intern conducted research about housing and homelessness to find key reports, data, and information (organized in a database) to share with reporters. Prior to reporting, ross organized a day-long “field-trip” to bring reporters to an affordable housing development and listen to a series of talks from low income residents, advocates and experts working in this area. The goal of this outing was to introduce reporters to diverse community perspectives on the issues and to generate personal relationships among the reporters and potential sources for reporting. Ross then organized a convening at CapRadio that brought 50 diverse stakeholders together with the reporting team to explore housing affordability issues, barriers and solutions.

Reporters said that the day-long event and convening were time well spent, that they made different and deeper connections than they would in the normal course of reporting, and that this process unquestionably influenced the direction they took reporting. They report being exposed to new perspectives and story ideas through these events. They also said they met community members who ultimately served as sources for their reporting and subjects for the radio documentary and podcasts.

Project partners confirmed that their perspectives were included in Place and Privilege content:

“We had ample opportunity to shape how the project turned out. A lot of the framing that we've been trying to get into the media, we had a chance to explain ourselves, why we talk

about certain things in certain ways, and I think that made a huge difference in our comfort with the final product.”

“I loved the podcast series, all the little deep dives through the podcasts in the release of the documentary. The reporters were spot on with the way they approached their podcasts and the series itself.”

Content

Place and Privilege content included:

Broadcast

- *The View From Here: Place and Privilege* hour-long radio documentary (broadcast)
- *Insight with Beth Ruyak* interviews (broadcast)

Digital/social

- Three interactive web stories with photos, data visualizations and links to resources
- Ten-part podcast series (digital)
- All content was aggregated and shared on [The View From Here's](#) page on CapRadio's website. Images and stories of community members (digital & social).
- “Learn More” resources and downloadable PostCast Conversation Guide

In-person

- Poster exhibit of images and stories of community members (physical installation, traveling exhibit)

Promotion and Reach

In order to ensure that Place and Privilege content reach the widest possible audience, CapRadio hired a marketing consultant, Belén Torres-Gil, to provide additional capacity. Torres-Gil worked with CapRadio staff to develop a distribution and promotion strategy. She promoted the content through social media outlets, podcast interstitial, and newsletters.

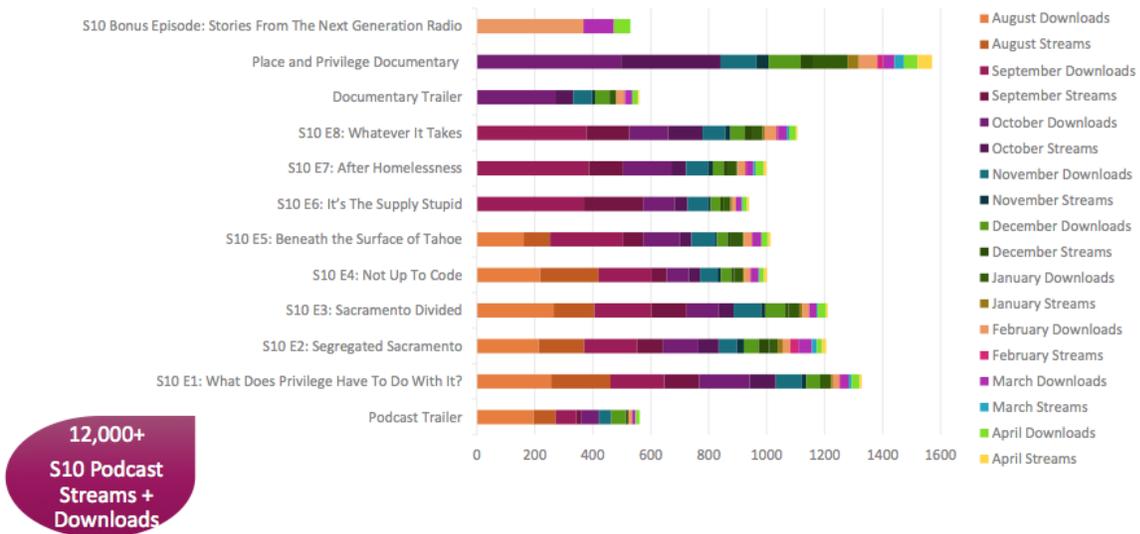
Content was distributed through:

- Broadcast/on-air
- Facebook
- Twitter
- Instagram
- Podcast (digital, available on CapRadio.com and through national podcast platforms such iTunes and Stitcher)
- CapRadio.com
- Newsletters

The View From Here: Place and Privilege hour-long documentary and podcast series and *Insight with Beth Ruyak* had impressive reach. From the digital analytics available, we can infer that the audiences have an increased awareness about the issues presented.



P&P Streams + Downloads by Episode



Streams & Downloads by Episode (raw numbers)

	August Downloads	August Streams	September Downloads	September Streams	October Downloads	October Streams	November Downloads	November Streams	December Downloads	December Streams	January Downloads	January Streams	February Downloads	February Streams	March Downloads	March Streams	April Downloads	April Streams	Total
Podcast Trailer	196	76	71	16	58	4	42	1	48	2	9		12	1	11	1	14		562
S10 E1: What Does Privilege Have To Do With It?	256	205	186	121	173	90	90	15	48	5	32	7	22	5	28	10	27	8	1328
S10 E2: Segregated Sacramento	214	156	183	90	121	71	62	24	51	36	30	17	27	28	46	17	18	14	1205
S10 E3: Sacramento Divided	265	140	197	122	111	51	95	15	68	11	38	10	23	2	24	4	29	5	1210
S10 E4: Not Up To Code	218	202	184	51	76	39	62	11	35	10	29	5	20	5	25	2	16	11	1001
S10 E5: Beneath the Surface of Tahoe	162	90	253	69	127	39	83	6	36	11	42	4	27	3	30	1	21	9	1013
S10 E6: It's The Supply Stupid			368	206	109	44	71	9	33	10	25	5	14		19	4	15	7	939
S10 E7: After Homelessness			387	118	166	51	76	16	37	12	34	4	25	4	24	8	26	11	999
S10 E8: Whatever It Takes			380	146	133	119	80	17	48	29	34	7	40	6	30	8	24	5	1106
Documentary Trailer					274	59	64	10	50	3	20	3	25	4	24	1	20	4	561
Place and Privilege Documentary					498	343	124	42	110	41	121	38	65	20	39	33	47	49	1570
S10 Bonus Episode: Stories From The Next Generation Radio													368		105		57		530
Total	1311	869	2209	939	1846	910	849	166	564	170	414	100	668	78	405	89	314	123	12024

Web Traffic, May 1 2017 – April 30, 2018, YOY

TVFH Content Drilldown

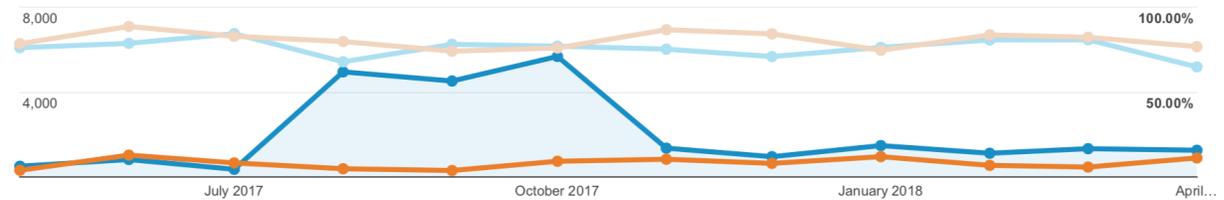
ALL » PAGE PATH LEVEL 1: www.capradio.org/ » PAGE PATH LEVEL 2: </news/> » PAGE PATH LEVEL 3: </the-view-from-here/>

May 1, 2017 - Apr 30, 2018
Compare to: May 1, 2016 - Apr 30, 2017



Explorer

May 1, 2017 - Apr 30, 2018: ● Pageviews ● Bounce Rate
May 1, 2016 - Apr 30, 2017: ● Pageviews ● Bounce Rate



Community Engagement

Advisory group

CapRadio community engagement advisory groups are integral to *The View From Here* projects: they provide diverse perspectives and expertise, give feedback on work-in-progress audio products, help identify and reach out to sources, promote content to key target audiences and widely through their networks, and collaboratively design community engagement activities. For Place and Privilege, jesikah maria ross identified and recruited six key organizational partners to work deeply with CapRadio on the initiative. With the help of these partners, ross invited approximately thirty others to act as project advisors. She aimed to create an advisory group of individuals representing a wide range of views with deep connections throughout different networks in the Sacramento community.

While ross puts together community advisory groups for each CapRadio community engagement effort, this group was significantly larger than those that came before it. In part, this is a reflection of the diversity of perspectives and organizations working on issues of housing and homelessness in Sacramento County. All members of the advisory group committed to providing their expertise and perspective throughout the project. While not required, most also chose to participate in the monthly advisory group meetings. All advisors committed to sharing Place and Privilege information and content with their networks. Ross said that, at times, it was challenging to manage such a larger group with differing levels of commitment. Ultimately, though, it was valuable to have such a range of perspectives and experience represented, and all but two advisors participated in the project in some form.

The advisory group consisted of organizational partners and project advisors. *Organizational partners* reflected groups working regionally and statewide on housing issues, including city planning, public health, housing policy, civic art, and residential development. *Project advisors* reflected perspectives related to low income housing, business associations, economic development, land use, community health, residential segregation, tenants' rights, disabled residents, homelessness, healthcare, seniors, youth, gentrification, development and redevelopment. The advisors focused on economic development, redevelopment, black lives, tenant organizing and business, however, did not participate actively throughout the project, citing their lack of time over lack of interest. Some voices invited to participate never responded, such as the building industry. See Appendix A for a list of project partners and advisors.

In addition to providing resources, information, and perspective to the Place and Privilege reporters throughout the project, the advisory group worked together with ross to develop the community engagement and promotion strategy to reach their core constituents. Ultimately, the group envisioned two types of events:

1. **Story Circles:** Intimate gatherings where community members with diverse life experiences and backgrounds come together with CapRadio audiences to share personal stories and struggles with homelessness, access to affordable housing, and what it means to have a home.
2. **PostCasts:** Medium size gatherings with audio at their core, PostCasts are organized around podcast clips and have a specific theme, such as residential segregation or homelessness. Like the story circles, they are curated to involve both CapRadio listeners and community members more impacted by the issues.

Events

Place and Privilege had eight events organized directly by CapRadio: six Story Circles and two PostCasts. Story Circles focused on the role of housing and home in people's lives, while the PostCasts were issue specific with clips curated from podcast episodes, with one focusing on residential segregation and one on homelessness. There were an additional two PostCasts organized in collaboration with community groups (at the request of these groups). A total of 170 community members participated in these ten community engagement events.

Story Circles

In line CapRadio's Community Engagement model and the Place and Privilege goals and guiding principles, Story Circle events are designed to:

- Increase public awareness, empathy, and involvement on the topic of housing affordability;
- Shift perceptions of and connection to CapRadio and/or public radio;
- Strengthen community relationships; and
- Reach and engage people where they are at by going to different areas of the community CapRadio serves.

CapRadio hosted six Story Circle events with a total of 67 participants. Story Circles were co-hosted with community partners and took place in their buildings. The events were designed to bring together CapRadio audiences with individuals directly affected by the housing affordability crisis, with everyone sharing stories from their own experience about what having a home means in their lives. During the event, each person shared a personal story. The group then explored what they heard. By the end, participants saw both the common experiences they share, as well as the differences in their stories.

Story Circles

Date	Partner/Location	About	Community Participants
8/17/17	Loaves and Fishes and Women's Empowerment (Women's Empowerment Building, The River District)	Serving homeless and formerly homeless women through job training, counseling, and social services.	11
8/24/17	Mercy Housing California (7th & H Street Mercy Housing Community, Downtown)	Serving low-income and formerly homeless residents through workforce housing and permanent supportive housing	11
8/31/17	Brickhouse Art Gallery (Brickhouse Art Gallery, Oak Park)	Serving artists, particularly of color, and neighborhood residents on the front line of gentrification through art and dialogue events.	13
9/7/17	Mutual Housing California (Victory Townhomes Community, North Sac)	Serving low-income and formerly homeless residents through low cost housing and related support services.	12
9/14/17	Mercy Housing California (Leataata Floyd Elementary School, Upper-Land Park)	Serving youth and families through low cost public housing and related support services.	11
9/20/17	Mack Road Partnership (Mack Road Valley Hi Community Center, South Sac)	Serving youth, families, and adults of the Public Business Improvement District through job training, social services, and community events.	9

The Story Circle participant invitation lists were curated by CapRadio and partners. The groups were kept small to promote intimacy and honest storytelling. CapRadio provided food and childcare, while partners coordinated room setup. Several partners matched CapRadio's food budget to provide a robust meal for participants. Members of the CapRadio team greeted participants at the door and welcome them to the event. The rooms were set up in a circle, with flowers and candles at the center, to promote interpersonal engagement and convey a beautiful and inviting atmosphere.



Story Circle held at Leataata Floyd Elementary, serving the Maria Vista Public Housing community. Vanessa Nelson / Capital Public Radio

Story Circle events began with a meal, mingling, and the opportunity to participate in CapRadio's storybooth: a mobile portrait studio where guests had a professional photo taken and wrote down their views and experiences regarding housing and home. Ross and community engagement interns collected the images and photos, sent participants a complimentary copy of their portrait, and posted images with text to the [Community Voice](#) section of the Place and Privilege website as well as *The View From Here* [Instagram Feed](#) and [Facebook](#) sites. Ross also curated a collection of portraits and stories to be printed as posters and displayed during the PostCast events and a Second Saturday Art Reception held at the station. The posters are now being displayed by partner organizations as a traveling art installation.

During the Story Circles, each participant was asked to respond to one of three prompts and share their experience and perspective on housing in Sacramento. The individual stories, taken together, built a rich and complex story of the multifaceted housing crisis. At the close of the event, participants were asked to provide a reflection, which was recorded, and to complete a brief, anonymous survey.

Story Circles were inclusive community engagement events with participants from across the Sacramento community, many of whom do not typically look to CapRadio for news and information. And demographically, Story Circles attendees were more diverse than CapRadio's broadcast and digital audiences. Nearly half self-identified as African American (45.5%) and were under the age of 45 (48.6%).



Susan Lovenburg listens to Wanda Lewis describe living on the street during a Place and Privilege Story Circle. Vanessa Nelson / Capital Public Radio

While the Story Circle group sizes were small, the powerful experiences and emotions evoked through these events suggest that an engaged approach to storytelling has the potential to move beyond simply informing audiences to generating empathy and local solutions.

Story Circle Main Themes

While each Story Circles was driven by the unique stories of community members, common themes emerged across the events.

Commonality. Community members - whether dealing with homelessness, difficulty finding affordable housing, or concerned generally with the crisis in the region - expressed surprise at how similar their experiences really were. Participants value the sense of security and belonging associated with having a home. Community members expressed a desire for more opportunities to have conversations across perceived divides in order to deepen this sense of commonality and shared humanity.

Society's treatment of people dealing with homelessness. Participants attributed society's poor treatment of people dealing with homelessness, to a lack of education, institutionalized racism, and a lack of contact and connection across socioeconomic lines. Community members said that society blames the individual, rather than looking at systemic factors contributing to homelessness and poverty.

Hope and determination. Participants said that the shared sense of belonging to a greater community and the empathy and interest they saw in their neighbors during the Story Circles gave them hope that, together, they can tackle the challenges associated with the housing affordability crisis in Sacramento. Community members had stories about overcoming challenges with the support of family and community, highlighting the importance of these networks.

Home vs. Housing. Community members posited that there is a difference between having a home and having housing or shelter. They explored alternatives to single-family home ownership and talked about some of the benefits and challenges associated with these alternatives.

Need for more and better information and education about financial management, the housing industry and alternatives to home ownership, and solutions to the affordable housing crisis. Community members discussed their own lack of knowledge about and comfort in dealing with finances. People also expressed interest in learning more about the programs that do exist to help people with precarious housing situations, such as Section 8 (also known as Housing Choice Vouchers).



James Jones talks about flipping homes with Rachel Hughes, a public housing resident, and Jesikah Maria Ross, Capital Public Radio's community engagement strategist. Vanessa Nelson / Capital Public Radio

PostCasts

CapRadio and the advisory group identified an opportunity to use the podcasts as a centerpiece around which to organize community conversations. Like the Story Circles, Ross and the advisors designed these medium size events to bring CapRadio audiences together with people hit hard by the housing crisis – to be exposed to and explore diverse community perspectives, learn more about root causes and solutions associated with the lack of affordable housing, and strengthen their relationship with CapRadio.

The main difference was that Story Circles were designed specifically to bring individuals most affected by the housing crisis together with CapRadio audiences, while the PostCasts were meant to bring together larger groups that had preexisting relationships with the station. And, while Story Circles had participants' stories at the center, PostCasts were designed around CapRadio reporting.

Capital Public Radio hosted two PostCast events in the station's community room. These events were framed as part listening session, part civic dialogue, and part visioning exercise.

Participants were welcomed and offered a buffet of appetizers and drinks. They were assigned seating at curated tables of eight to ensure a mix of perspectives at each table. Each table had a trained host (an advisory group member), to guide the conversation as well as provide topical expertise. Each table also had two to three people directly affected by the issue to bring their lived experience to the conversation. The tables were decorated with tablecloths, flowers, colorful paper and pens for note taking and buttons with *The View From Here* slogans as takeaway gifts. When guests sat down the table hosts led a round of introductions to build connections and create a learning community.



Diverse Sacramento residents discuss the causes and impacts of homelessness at a Place and Privilege PostCast. Vanessa Nelson / Capital Public Radio

The PostCasts combined a World Cafe format (see worldcafe.com) with a live radio performance. Ross played a series of clips she curated from the Place and Privilege podcasts, weaving in key information to contextualize them. Then she invited guests to explore what they heard and how it related to their lives in table conversations. Guests then switched tables to meet new neighbors, share what came up during their first round of conversations, and identify shared themes. Ross played another round of clips, displayed interactive maps visualizing the data noted in the clips, and participants engaged in a second round of table conversations.

After the second round, the full group came together to share insights, aspirations, and action steps, which were documented in real time by a graphic recorder. The events wrapped up with five pre-selected community groups giving lightning presentations on concrete steps people in the room can take to move solutions forward. At the close of the events, participants lingered, networked, and browsed a community exchange table piled with information brought by different service, policy, and advocacy groups.



Graphic recording of community conversation during "beyond homelessness" PostCast, October 25, 2017.

The two Postcasts that CapRadio co-organized outside the station – one at the Greater Sacramento Urban League and the other at the California Department of Housing and Community Development – used a similar format, except they did not have room decorations, a graphic recorder, or lightning presentations and the table hosts were provided by community partners.

The majority of PostCast included diverse participants, although they were a slightly older and less diverse group (when compared with the Story Circle events), reflecting the fact that outreach for PostCasts happened largely through CapRadio networks, and the fact that the goals of these events were to strengthen relationships between CapRadio and audience members and to expose them to new perspectives (through the programming and the content) in order to build empathy and understanding. Of participants, more than half self-identified as white (59.3%) and age 45 or above (53.5%).

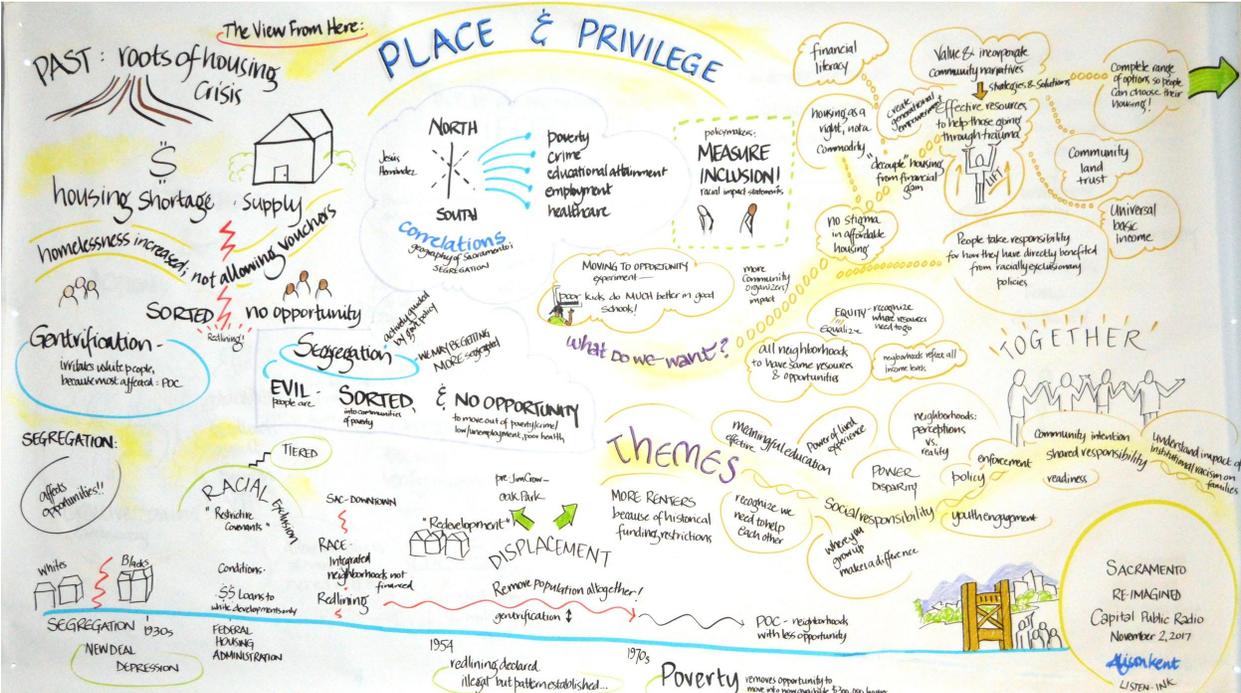
PostCast Main Themes

The PostCasts were organized thematically: three focused on neighborhood segregation and one on homelessness. From these events, participants had similar takeaways:

Commonality. Especially in the PostCast that focused on homelessness, participants emphasized that they learned how much they had in common with other community members, including those struggling with homelessness.

Root causes. PostCast participants said they learned about root causes such as policies and underlying structures that have resulted in our current lived reality, like segregation.

Action. PostCast participants said they want to take action and that they were pleased to learn about pathways to get involved in addressing issues of homelessness and neighborhood segregation.



Graphic recording of community conversation during "Sacramento Reimagined" PostCast, November 2, 2017.

Evaluation

As CapRadio continues to develop its model for community engaged journalism, the station has committed to a culture of research, reflection, and learning. To that end, evaluation was built into Place and Privilege from the beginning.

Jesikah Maria Ross worked with Harder + Co., an evaluation firm headquartered in San Francisco, CA, to articulate her community engaged documentary model (see Appendix C), develop a logic model, and produce an initial evaluation framework. Lindsay Green-Barber, PhD (lead author of this report) of the Impact Architects was brought into the process once the framework was close to completion; she worked with Ross to operationalize the plan by identifying data sources, developing evaluation tools, analyzing information gathered, and producing interim learning memos to inform ongoing community engagement work. Ross co-developed and administered tools, collected responses, shared learnings with partners, advisors, reporters and editors, and managed the evaluation process.

Ross also brought in independent evaluators Yve Susskind of Praxis Associates, and Jessica Clark of Dot Connector Studios, to provide feedback on the evaluation plan and tools.

Evaluation questions:

- How does the community engaged documentary model inform the content and work of CapRadio?
- How does the community engaged documentary model shift perceptions of and connection to CapRadio (e.g., among partners and advisors, new/non-traditional audiences, core members and civic leaders)?
- To what extent do content and events increase public awareness, empathy, and involvement on the topic?
- What are the results (impacts) of Place and Privilege for communities, including but not limited to, new and/or strengthened relationships?
- What works about CapRadio's Place & Privilege project, and what doesn't, and what does that mean about what we should do next?
- To what extent were CapRadio's guiding principles for community engagement followed, what difference did that seem to make, and should we adjust anything?
- How many people did the content reach? Through which venues and formats was the content distributed?
- How many people attended the events? What stakeholder groups are represented? How engaged were they?

Data sources include:

- **Digital analytics:** CapRadio has analytics for website traffic and engagement, podcast downloads and streams, and social network engagement.
- **Surveys:** ross administered surveys with event participants to gauge changes in knowledge, empathy, connection, emotions, and intent to take action.
 - Story Circles participants
 - Story Circle partners
 - PostCast participants
 - CapRadio audience
 - Advisory group members
- **Participant observation:** ross and community engagement intern followed a standard participant observation protocol after each event to document the participants, environment, and main themes discussed.
- **Impact Tracking:** ross used Impact Tracker to create records of real world change associated with Place and Privilege.
- **Interviews:** Green-Barber conducted semi-structured, open-ended surveys with a sampling of project partners and advisors and with CapRadio staff.

Impact



An analysis of quantitative and qualitative data, including staff and partner experiences and perspectives, finds that CapRadio achieved its core goals for Place and Privilege through experimentation with creative content production and innovative community engagement.

Goals:

Conduct community engagement in ways that inform reporting, especially early on.

CapRadio successfully conducted community engagement at the beginning of the project to inform reporting. Reporters emphasized that the “field trips” were valuable for meeting potential sources and hearing multiple perspectives on issues. Reporters ended up interviewing and including nearly a quarter of the individuals who participated in the initial stakeholder convening.

Shift perceptions of CapRadio among project partners and advisors, new and/or nontraditional public radio audiences, and CapRadio’s core.

Project partners and advisors have deeper connections to CapRadio as a result of their collaboration in Place and Privilege and reported higher levels of trust in the organization. Through community engagement events, CapRadio built relationships with new and/or nontraditional public radio audiences. And, CapRadio’s core audience shifted their perceptions of CapRadio as a result of participating in events.

Strengthen relationships among CapRadio and project partners and advisors.

Project partners and advisors reported both new and strengthened relationships with CapRadio, citing the station as a potential ally for future work and an intent to continue collaboration in the future.

Increase awareness, empathy, and involvement on the topic among project partners and advisors, event participants, and CapRadio’s audience.

Project partners and advisors, Story Circle and Postcast participants, and CapRadio’s audience reported increased awareness about the issues presented in Place and Privilege, increased empathy for community members living with homeless and in segregated neighborhoods, and an intent to become more involved in finding solutions to these challenges.

Further refine CapRadio’s community engagement model.

Jesikah Maria Ross worked with Harder & Co. to articulate the model she had developed and used previously. Throughout the implementation and evaluation of Place and Privilege, Ross referred to and updated the model, as reflected in this report. The guiding principles were refined from thirteen to seven, the team updated the CE model based on lessons learned, and there are recommendations for further refinement of the CE model in this report.

CapRadio Activities & Products	Impact of Place & Privilege					
	Informing reporting	New/strengthened relationships	Shifting perceptions	Increased awareness	Increased empathy	Involvement/action
Advisory group activities	+	+	+			+
Story Circles		+	+	+	+	+
PostCasts		+	+	+	+	+
TVFH documentary		+	+	+	+	+
Podcast series		+	+	+	+	+
<i>Insight with Beth Ruyack</i>		+	+	+	+	+

+ : Strong impact
 + : Medium impact
 + : Weak impact

This remainder of this section draws upon the various data sources to demonstrate the impact of CapRadio’s products and activities and to identify key strategic lessons.

Community Engagement to Inform Reporting

Partners and advisors said they felt their experience, expertise, and perspectives were represented in the reporting of CapRadio journalists. In line with the guiding principles for this project (see Appendix B), partners felt that they had the opportunity to co-create content and experiences together with CapRadio.

“I really appreciated the way that CapRadio put the committee together, allowed the people at the table to take ownership of the process and not just there as a face to add value to it. But our opinions and suggestions were valued and that structure itself was a huge benefit to people who participated. In fact, it probably contributed to a lot of participation of partners at the table because they did feel like they had ownership of the project.”

Partners also said that the content CapRadio created for Place and Privilege is a useful resource in their day-to-day work. The podcasts present complex information in easy-to-understand ways that helps them to educate people about the work they do.

“I think the podcast series was new this time around, and it was really worthwhile. I send more people to the podcast than the full documentary. They're shorter and it's easier to get people to listen to. Some are really useful for specific information and getting people to learn something.”

Shift Perceptions of CapRadio

Story Circles, were particularly effective in shifting partners’ perceptions of and relationship with CapRadio. In interviews and surveys, partners said that their perception of CapRadio had changed, and that through Story Circles, they came to see the station as a resource and a partner. The relationships among the station and partners was deepened through these events, and partners unanimously said they plan to work with CapRadio in the future.

Partners said they were “surprised” by how much CapRadio “cared” about their work and constituents, as demonstrated by Story Circle events. Organizations again and again referred to the care that Ross and her team put into creating a safe, beautiful, welcoming environment and the respect with which CapRadio approached the individuals and their stories. One partner explained:

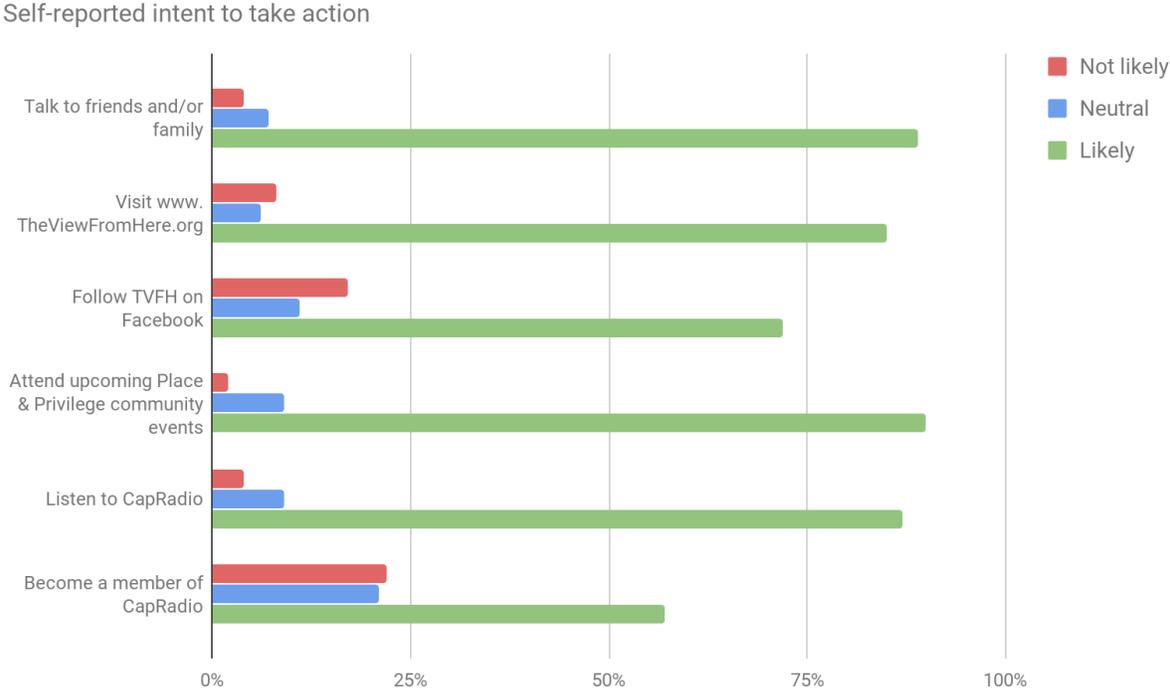
“The Story Circles touch a small group of people, but the effort put into it made it seem like that to [CapRadio] it didn't matter that it was a group of 12 regular people and not a huge group of important people. There were flowers and things for residents to take and a welcoming environment. The details really made it feel important. I could feel how much they cared.”

Another partner said:

“I don’t know much about CapRadio, but I really got the sense that it is a station for the people because of their friendliness and talking about topics that are important to the people today.”

Most Story Circle participants did not have deep pre-existing relationships with CapRadio. More than a quarter (27%) had never heard of CapRadio, seventeen percent knew about CapRadio but didn’t think of it as a source of news and information, and seventeen percent said that CapRadio is sometimes a source of news and information. Only a quarter of participants (27%) reported being members of CapRadio, and twelve percent said that CapRadio is their primary source of news and information. By hosting Story Circles in community spaces throughout the city and together with project partners, CapRadio effectively connected with new and nontraditional public radio audiences.

After Story circles, the vast majority of participants said they were likely to connect with Capital Public Radio in a variety of ways, indicating an increased sense of connection to and trust in the organization.



In Story Circle reflections, participants felt they made new connections with fellow community members, many of whom they might not have had the opportunity to meet with otherwise.

“I just hope CapRadio does more of these things. I didn't really know what to expect but I think it's a sign of a great program. I mean you guys are here late into the night and you're all here to make our community better and to have community voices be heard.”

Partners said they appreciated CapRadio opening their doors to the community for PostCast events. They also said that having issue-specific podcasts and events was a potential way for them to share important information with their constitutions and networks. Multiple partners suggested that a PostCast event guide would be helpful, so they could organize their own events. In response, CapRadio produced a downloadable Community Conversation Guide covering how to host events and spark dialogue using Place and Privilege podcasts.

Strengthen Relationships Among CapRadio and Project Partners and Advisors

In surveys and interviews, advisory group members emphasized their gratitude for CapRadio, and for Ross in particular, in doing the important work of bringing their work and the experiences of the community members they serve to light through content and public engagement. Partners and advisors unanimously said that they left the experience with a new and strengthened relationship with CapRadio, and a new perception that CapRadio is a resource for their work.

Increase Awareness, Empathy, and Involvement on the Topic

To understand the impact of Story Circles on participants, at each of the six events CapRadio administered participant surveys and solicited participant feedback through a recorded reflection activity and via a Storybooth. CapRadio staff who facilitated the events also conducted participant observations. Story Circles were particularly effective in increasing audience's empathy and intent to take action (involvement), as well as shifting perceptions of CapRadio and strengthening relationships among CapRadio and partners.

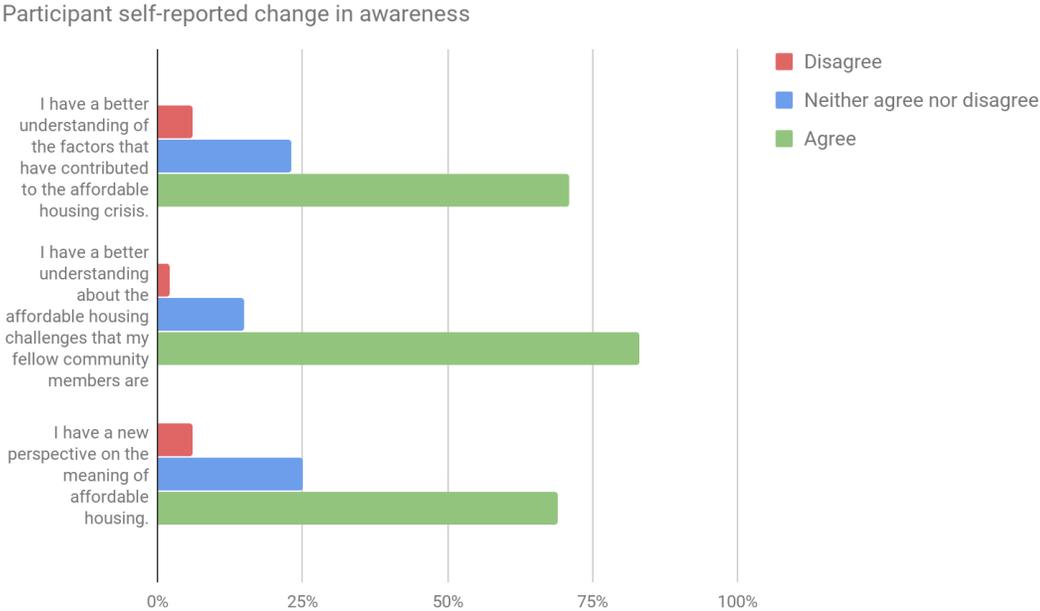
Similarly, to assess the impact of PostCast events on participants, CapRadio administered post-event surveys with participants and conducted participant observation. PostCasts were successful in deepening relationships with partners, although to a lesser extent than Story Circles. PostCasts were effective in shifting participant perceptions of CapRadio and increasing participants awareness about issues, even more so than through the Story Circles. PostCast participants also indicated increased levels of empathy for community members and an intent to take action, although to a lesser degree than Story Circle participants.

CapRadio included a link to an audience survey on the Place and Privilege project page of the website during October and November and sent a link to an audience survey via ReCap (weekly eNews roundup) and in weekly promotional email blasts to project partners and advisors in December. While neither survey garnered enough results to be statistically significant, they are still useful for providing a general sense for audience feedback about the initiative.

About half of respondent had heard the podcasts, and more than two thirds had heard about Place and Privilege on *Insight with Beth Ruyak* (69% website; 75% email). More than sixty percent (61%) of those who responded through ReCap and partner emails had also heard *TVFH* hour-long documentary, while less than one quarter (23%) of those who responded through the website heard the documentary.

Increased Awareness

After the Story Circles, participants reported an increased awareness about the prevalence of housing challenges in Sacramento, the root causes of the crisis, and potential solutions.



These data are supported by participants end-of-event reflections and Storybooth testimonials. Comments include:

“This was a wake-up call. I thought I knew more than I did. This was inspirational.”

“I’m coming away tonight with a more complete picture of Sacramento’s housing crisis because frankly there are a lot of people, people who experience homelessness for example that I don’t come in contact with in my daily life. And you know hearing their stories and learning their struggles is I think a very important aspect that I didn’t have enough of before tonight but have more of now.”

“A lot of the people in today’s story circle are in section 8 housing, which I thought I knew a lot about. But then several of them told stories about ‘Pay or Quit’ which I had just never heard of.”

Because PostCasts used CapRadio content (podcasts) to anchor the conversations, personal narrative combined with fact-based reporting was front-and-center at the events. At both PostCasts, participants reported having increased understanding of root causes of the issues discussed (homelessness, 57%; and segregation, 81%). Participants said they especially learned a lot at the PostCast focused on residential segregation, possibly because this was a topic that was more surprising or new to participants (than homelessness). Participants said:

“This has given me a greater understanding and appreciation for Sacramento and the challenges that face us.”

“I have more understanding of the historic inequity.”

“I learned about historic segregation in terms of housing related to race.”

Web survey respondents overwhelmingly said they learned more about the root causes of homelessness and about the experiences and perspectives of community members.

“The series as a whole helped me relate more on a human level to those most affected by Sacramento housing affordability. I gained a deeper understanding of how for-profit housing institutions have control over the affordability of a basic need like shelter.”

“The history of segregation was fascinating and really made me realize how insidiously ingrained poverty is.”

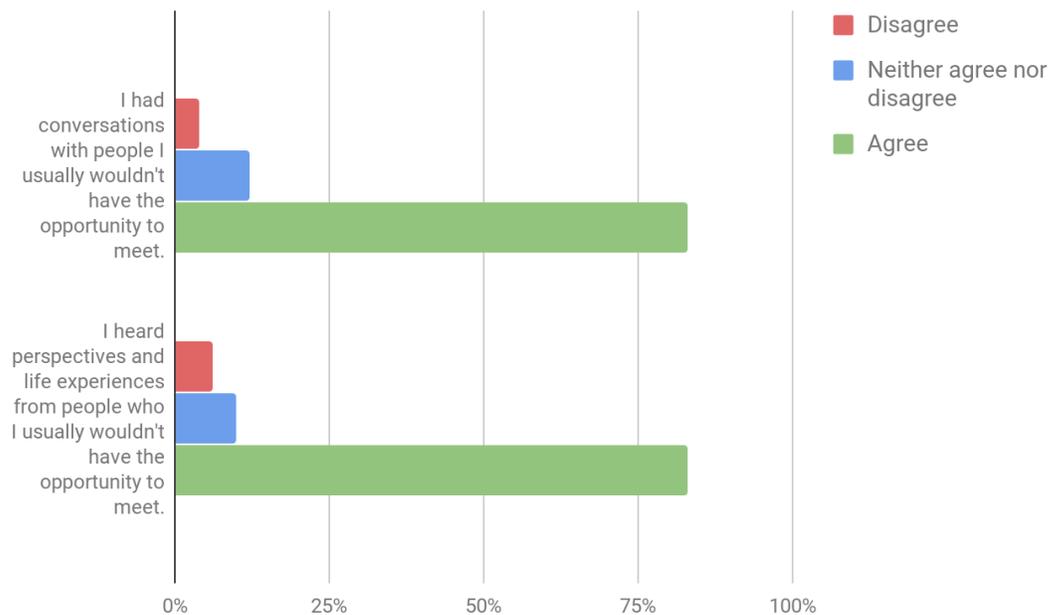
“Although I have heard NPR interviews and reports regarding the mortgage crisis, I had not heard such detailed interviews from people who were personally affected. I really appreciate that these stories revolved around people in my own community, and I have a deeper understanding of the issues of the homeless in our area, including single moms and kids. Thank you!”

“The whole series was really good, but I especially liked the historical episode. I vaguely knew about some of the historical issues of racism in housing in Sacramento, but the episode clarified them and gave me more, concrete information and I really loved that.”

Increased Empathy

Nearly ninety percent of participants said they had the opportunity to meet and converse with people who they wouldn't normally connect with and that they heard diverse perspectives and life experiences. In open ended reflections and Storybooth testimonials, participants said that this experience led them to think about the lives of community members in a new way.

Participant self-reported empathy



In reflections, participants said they had a new appreciation for the resilience and perseverance of their community members.

“Bringing a new perspective of others’ lives and details that can [be overlooked] inspires me to change my thinking.”

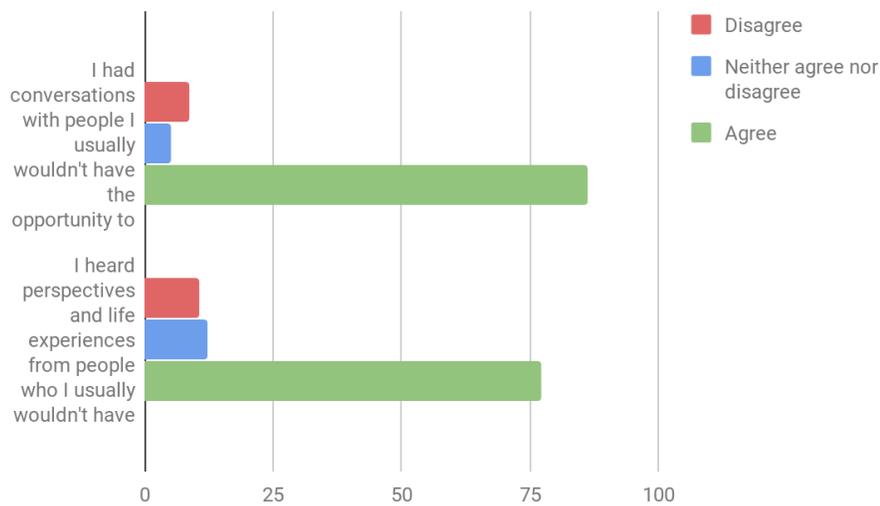
“I was really happy to have the opportunity to talk and have a dialogue with so many people from so many different walks of life and with the same common goal of wanting a safe place to be.”

“What I gained from this event was just really the multiple perspectives. I mean to be honest, I probably wouldn't be interacting with a lot of the folks here. So, I think just being put in a

situation where everyone is kind of on equal footing you're in this circle. You just kind of just chat it up like. And after a few minutes it really feels like there are kind of like your neighbors or people you like in some ways like kind of old like old friends. So that's something that I really liked about this kind of format.”

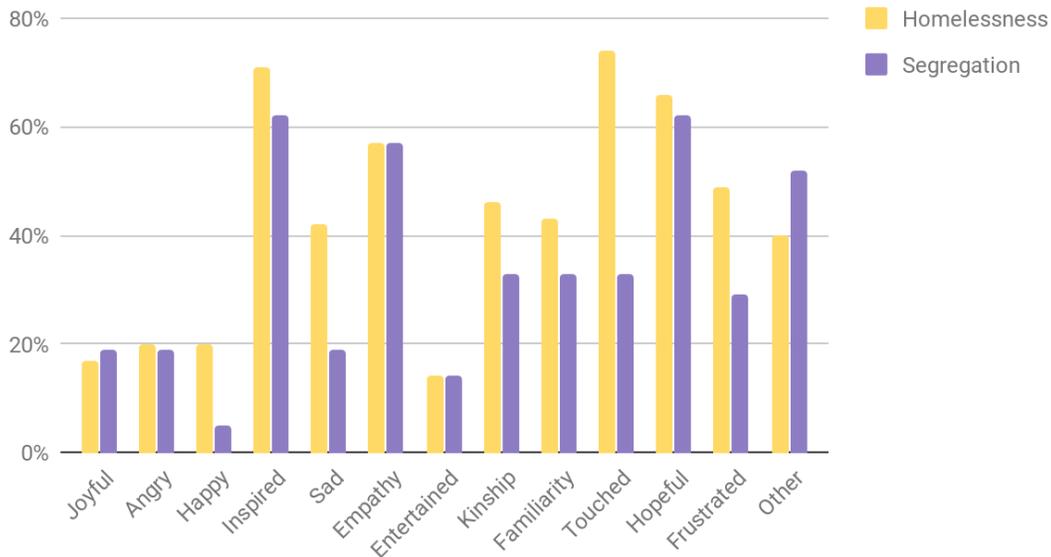
PostCast participants overwhelmingly agreed that they had conversations with (64%) and heard perspectives and life experiences from (75%) people whom they would not usually have the opportunity to interact with.

PostCast participants exposed to new perspectives



At PostCasts, we also asked participants to identify the emotions they felt during the course of the event. In both cases, more than half of participants reported feeling empathic.

Emotions associated with PostCasts



Web survey respondents said the content made them feel connected, empathic, and inspired.

“I feel more compassionate toward people who are homeless, more understanding, and willing to help them by any means necessary.”

Involvement, Action, and Community

An overwhelming ninety-one percent of participants agree that they are motivated to get involved in addressing the affordable housing challenges, and nearly ninety percent (89%) of participants said they were likely to talk to friends and/or family about issues of affordable housing.

In open-ended survey responses, participants indicated they plan to stay connected with others who attended the events, talk to others about what they’d learned, get more involved in projects they learned about, and write to publicly elected officials.

In reflections, participants said they left with new feelings of hope that there are solutions to the affordable housing crises, as well as an increased sense of efficacy that they could contribute to real, meaningful change

“I’m taking away hope, that we can solve this problem. With all these groups that are meeting I think this it’s inspiring and encouraging to know that so many people are thinking about this.”

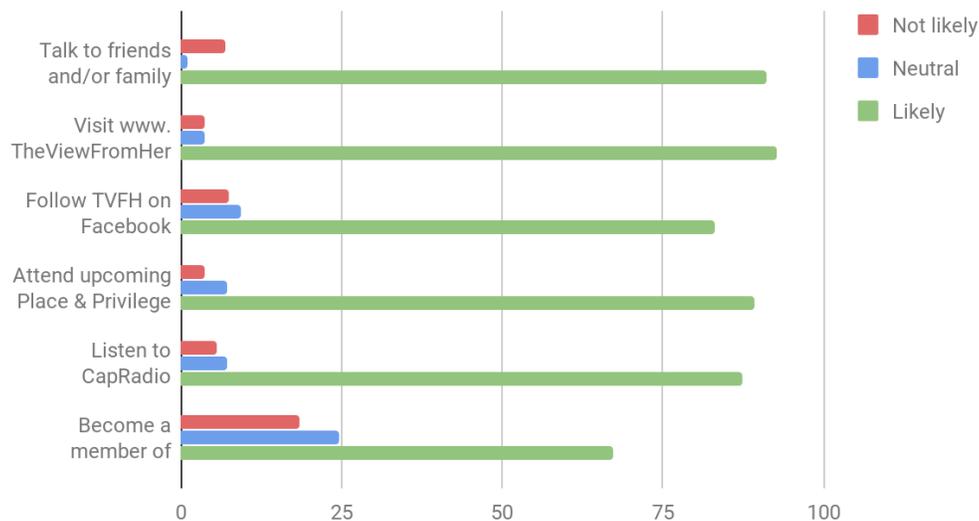
And, I personally plan to get more involved and you know contact public officials and you know do my part more in the community than what I have.”

“I have to get involved, I have to go to the Capitol, I have to spend more time at the Capitol find out what's being passed against us and how to make people aware. And I want to be a part of the radio, and I want to I want to make sure I've I shared this announcement everywhere on my Facebook page on my Twitter page on my YouTube page on Myspace page. I just want to get involved.”

“One thing that I'm taking away is that I don't have to fight alone. Yesterday I was feeling kind of down. Today I feel like I can just shout out loud because I want people to back me up.”

PostCast participants said they intend to take actions and get more involved in their community as a result of the event. More than 90% said they'll talk to friends and family and visit CapRadio's website to get more information. Of particular interest to CapRadio is that more than 70% of participants said they intend to become members of CapRadio.

Self reported intent to take action



Participants also reported a variety of creative ideas to get involved:

“I teach at Sac State. I will share with my students [and] see if I can engage them.”

“Attend a City Council and/or Planning Commission meeting to gain a better understanding of current issues.”

“[I will] get involved in Healthy Sacramento Coalition.”

“[I will] take part in conversations in my immediate neighborhood.”

“I will share the podcast with my other organizations [and] coworkers. I will do more advocacy around the issues of homeless in my community.”

Web survey respondents also said they intend to take action based on the content they consumed.

Refine CapRadio’s Community Engagement Model

CapRadio’s community engagement has guiding principles at its core. In the past, these principles were articulated in various concept papers and marketing tools; in the case of Place and Privilege, the project began with thirteen clearly identified guiding principles. These were ultimately condensed into seven principles (see Appendix B). Guiding principles should be socialized across CapRadio to determine which can serve as guiding principles for CapRadio’s reporting and work, more broadly.

Place and Privilege was also the first time that CapRadio invested in a digital marketing specialist to amplify the community engagement and content associated with the initiative. Working together with ross and project partners, digital marketer Belén Torres-Gil was able to develop email distribution strategies for the podcasts, reaching large and interested audiences and setting an impressive baseline for CapRadio podcast downloads. The collaborative work between digital marketing and community engagement was so impressive, in fact, that CapRadio hired Torres-Gil as full-time marketing director.

Finally, throughout Place and Privilege (as well as during previous community engagement initiatives), community partners expressed interest in hosting their own events to reach even deeper into their networks. For example, Mercy Housing staff said they’d like to hold more Story Circles at other locations throughout Sacramento. To respond to these requests, ross developed guidelines for hosting Story Circles and will experiment with training community members to host or co-host this and similar events in the summer of 2018. CapRadio has recognized that, going forward, training collateral should be made available at the outset of initiatives in order to scale and amplify the impact of community engagement.

Ripple Effects of CapRadio Community Engagement and Content

As mentioned above, one direct result of CapRadio’s community engagement work, many organizations (some partners, some new connections) expressed interest in hosting their own events and making use of CapRadio content to advance public dialogue on the issue of housing affordability. In the case of the Urban League, California Department of Housing and Community Development, and AARP, CapRadio worked in partnership to host PostCast events with the former two and create an online public engagement platform hosting project material with the latter. Because of the demand for event materials, CapRadio produced a conversation guide to accompany the podcasts.



Ty Jacob and Jetaun Stevens from the Greater Sacramento Urban League Place and Privilege PostCast.

Partners also said that, by highlighting issues of importance about the challenges associated with housing in Sacramento, Place and Privilege generated new attention on the issues from policymakers and power holders in the region. Joan Burke, Director of Advocacy at Loaves & Fishes, said: “The multimedia experience gave us powerful new tools to communicate our mission and utilize in our advocacy work. Broadcasting in the state capitol, Capital Public

Radio is listened to by decision-makers ranging from elected officials, staffers, lobbyists, government employees, and those active in the business, non-profit and faith communities. The first-hand testimonies and policy analysis provided by *Place and Privilege* increased our collective ability to formulate effective remedies to the lack of housing in Sacramento.” And Kate Meis, Executive Director of the Local Government Commission, noted: “LGC offers policy development assistance to communities seeking strategies to increase housing supply and affordability in ways that support climate change and respond to the needs of our most vulnerable residents. Capital Public Radio’s PostCasts and events have helped our network of local leaders humanize the challenge and communicate the importance of the housing policies and initiatives they are supporting.”

Partners received attention, accolades, and awards as a result of their participation in *Place and Privilege*. For example, Sacramento Housing Alliance Executive Director, Darryl Rutherford, wrote to CapRadio to say, “SHA has received new attention from local and national partners, potential funders, and decision makers. The thoughtfully planned post-production dialogs by the View from Here production team enabled SHA staff, member organizations, and board to engage in dialog with community leaders, affordable housing residents, neighbors, and others.”

Place and Privilege was also won an American Planning Association Sacramento Valley Section for a Communications Initiative Award. The award praised *Place and Privilege* for “Raising awareness of the housing affordability crisis and how it affects everyone; increasing understanding of the causes, impacts, policies and solutions surrounding the crisis; telling stories of people struggling with housing affordability and homelessness, humanizing the issues and addressing misconceptions; expanding and deepening public engagement on housing affordability and homelessness to move solutions forward.”

Place and Privilege’s Story Circles also received an award from the Agora Journalism Center at the University of Oregon, which included a grant for ross to travel to the International Journalism Festival in Perugia, Italy to present about the initiative. Following the presentation, the Editor in Chief of the Huffington Post UK brought her engagement team together to meet with ross virtually to develop a Story Circle project “as part of our move to get reporters out into the country and closer to our audiences”. The Agora grant also funds ross to form a cohort of community partners to learn and improve CapRadio’s Story Circle methodology, host a second round of Story Circles, and produce downloadable Story Circle Guide. In this way, CapRadio will build the capacity of local networks to engage residents in public dialogue linked to CapRadio content.

Public officials also took note of Place and Privilege. In one case, former Governor Gray Davis told Chief Content Officer Joe Barr that he had heard the podcast series and thought it was great, although he didn't realize it was produced by CapRadio. In addition to hosting a PostCast for staff, the CA Dept. of HCD promoted Place and Privilege in its statewide HCD WebNews. The chief of staff of one Sacramento City Council member attended a PostCast. Staff members from an Assembly member attended another.

Other community groups have also used the content. Partners shared the content with their networks, likely contributing to the large reach of the podcast. A statewide advocacy group linked to the Place and Privilege page as a "key resource" on their webpage, and a millennial YIMBY group was so moved by their participation in a Story Circle that they offered to support CapRadio. CapRadio was also invited to be the closing plenary presentation at an annual Regional Housing Summit.

Lessons and Recommendations

IV.



Best Practices and Challenges

Content can effectively increase knowledge, while engagement is best for relationship building, empathy, and emotional response.

This evaluation found that the Place and Privilege content (podcast, broadcast, and digital) was especially good at increasing knowledge about issues among CapRadio audiences. CapRadio's community engagement field trips and events successfully connected with new, nontraditional public media audiences and were especially good at building relationships, increasing empathy, and eliciting emotional responses.

Advisory group brings invaluable perspectives, networks, and expertise, but bigger isn't necessarily better.

The advisory group was successful in every way: it contributed diverse perspectives, expertise, and networks to CapRadio reporting; it amplified CapRadio's content by sharing it through its networks (social, email, etc.); and it generated new and strengthened relationships among CapRadio and community organizations. However, there were challenges associated with the large size of the group: it required significant energy by the senior community engagement strategist to manage; and it was difficult to know how many people would show up for meetings, requiring overestimates for food, supplies and room set-up. For future advisory groups, it might make sense to separate the core partners from advisors, have monthly partner meetings, and host a set number of full advisory group meetings (one or two) and rely on virtual means (email, surveys, etc.) for ongoing feedback from the advisors.

Reporters benefited from early engagement, and they would have liked more time to dedicate to the project.

Reporters for Place and Privilege were both staff at CapRadio and freelancers. All reporters emphasized that the preliminary field trip and convening provided diverse perspectives, information, and connections to which they would not have otherwise had access. The staff reporters said that while they enjoyed working on Place and Privilege, it was difficult to immerse themselves in the project while meeting their daily and weekly newsroom reporting requirements.

Curated in-person events create strong bonds among CapRadio, partners, and participants and are successful methods for generating impact among participants; but, they require significant staff time and energy and CapRadio resources to do well, and they touch a relatively small number of people.

Through Place and Privilege and previous community engagement work, CapRadio has experimented with a variety of in-person event formats. In the case of Story Circles and PostCasts, the events met their stated goals. However, they both required significant time, energy, and resources to curate successfully, and the total number of participants touched through the events remains relatively small. In response to the demand for more events, CapRadio developed a guide that will help community members and non-profits to host their own PostCast events. Another possible way to leverage the work already done would be to hold regular PostCasts over the course of a season or a year, using the same clips and format, but having a new group of participants for each. Similar to theater, the “performance” would be the same each time, but the “audience” would be different.

Podcasts are a way to make use of content and expertise generated over the course of a reporting project (rather than leave it on the cutting room floor), they reach significant audiences, and they’re proving to be useful to partners and advisors. But they require resources to make.

The podcasts were a success. They were downloaded and listened to more than 10,000 times, largely due to distribution through partner and advisor networks created through community engagement efforts. Reporters were happy to have an outlet to dive deep into issues and share the expertise they built through the reporting process. And, the shorter format of the episodes has proven to be easier for partners and advisors to share with their networks than a full hour-long documentary. As one partner said, a podcast is a way to get someone “in the door before they commit to the whole enchilada.”

Marketing and community engagement working closely together increases the reach of CapRadio content, and even more can be done going forward.

The experimental marketing effort that was part of Place and Privilege proved to be a success. Torres-Gil and Ross coordinated to communicate regularly with partners and advisors, encourage them to distribute content to their networks, and to create social channels and content for *TVFH*. As a result of this work, Torres-Gil has been hired as Marketing Director at CapRadio and will develop a strategy for ongoing marketing work across the organization, including *TVFH*. One area of huge potential is underwriting for future podcasts and sponsorship for community engagement, especially events.

Recommendations

Develop key action items to share with audiences through broadcast, digital, and in-person engagement initiatives to help facilitate their taking action.

A majority of audience members and event participants said they intended to take action based on their experience, including becoming CapRadio members and looking to CapRadio more regularly for news and information. CapRadio should proactively suggest next step actions for audience members and event participants to take - both in relation to CapRadio and to the issues being covered the content or event.

Create a weekly or biweekly editorial meeting to talk about projects, engagement, marketing.

Because the reporters benefited from early engagement, and this type of work is possible only at the beginning of a reporting project, CapRadio should consider creating a weekly or biweekly meeting during which staff can briefly share what they're working on order to identify opportunities for editorial, community engagement, and marketing to work together to amplify work. CapRadio might also consider making a community engagement task force, led by Ross, with representation from all departments, in order to coordinate cross-organizational engagement initiatives.

Develop a core, consistent community engagement strategy to build relationships across Sacramento with CapRadio.

Community engagement for *TVFH* projects has been successful in expanding CapRadio's network, building strong relationships with community partners, and spurring real change. However, to date, these engagement efforts have been issue-specific and have relied upon custom events for each initiative. CapRadio should consider ways to scale this work, such as a standard menu of types of engagement activities, in order to engage with more residents of Sacramento across any and all issue areas. For example, CapRadio might develop a monthly PostCast series or a year-long Story Circle initiative to use the same approach while reaching significantly more people.

Continue to develop issue/topic specific event guides for partner-produced events and consider providing training so partners can replicate the events to reach more people.

Ross usually produces an issue/topic discussion and/or event guides to enable community members to host their own events for each *TVFH* project. But she creates these content pieces after broadcasts and events have concluded. For example, CapRadio released a "[Housing Affordability Conversation Guide](#)" in May 2018. The station should develop a

strategy for future projects so that the guides are available when content is launched in order to amplify the impact. One example CapRadio might consider is [Indie Lens Pop-Up](#).

Prioritize areas in which to invest additional resources and capacity.

Community engagement and content production require significant resource investments and capacity. CapRadio should consider capacity needs and decide criteria for how to prioritize these needs. From the experience of Place and Privilege, potential additional positions include: events and community outreach manager (for community engagement, marketing); community engagement producer (to help produce community voice content, staff events and assist in evaluation--all currently being done by interns who require significant supervision), dedicated staff reporters for documentary reporting and/or podcast production; and social media manager/engagement editor.

Develop an aggressive philanthropic foundation fundraising strategy.

Foundations across the U.S. have local journalism and community engagement as funding priorities. CapRadio should develop an aggressive fundraising strategy to access these funds while it is still a priority for funders. The strategy should include garnering publicity for community engagement initiatives, such as Place and Privilege, to raise the profile of CapRadio's engagement work, and developing a case statement that can also be used to approach local major donors.

Develop an underwriting and sponsorship strategy for events, podcasts, etc.

Podcasts and in-person events present opportunities for underwriting and sponsorship. The marketing department is developing a strategy for this funding, and CapRadio's research and data on audience and partner relationships with the station can be used to demonstrate the value of the station to potential investors.

Appendix A: Project Advisory Group

Project Partners

- AARP
- Local Government Commission
- Sacramento County Public Health Division
- Sacramento Housing Alliance
- Sacramento Public Library
- UC Davis Center for Regional Change

Project Advisors

- Jenna Abbott, Executive Director, Mack Road Partnership & ReIMAGINE Mack Road Foundation
- Bernadette Austin, Associate Director, UC Davis Center for Regional Change
- Veronica Beatty, Land Use Policy Director, Sacramento Housing Alliance
- Mark Beach, Associate State Director, AARP
- Ashley Brand, Director of Community Health and Outreach, Dignity Health
- Joan Burke, Director of Advocacy, Loaves and Fishes
- Tyrone Buckley, Legislative and Policy Advocate, Housing California
- Cathy Creswell, Board President, Sacramento Housing Alliance
- Cathy Crosthwaite, Community Engagement Manager, Sacramento Public Library
- Tanya Faison, Founder, Black Lives Matter Sacramento
- Jovana Fajardo, Sacramento Director, Alliance of Californians for Community Empowerment
- Doretha Williams-Flournoy, CEO, California Black Health Network
- Vanessa Guerra, Project Manager, Mutual Housing California
- Carissa Gutierrez, Communications Manager, Local Government Commission
- Laine Himmelmann, Corporate Development & PR Officer, Habitat for Humanity of Greater Sacramento
- Rachel Iskow, Executive Director, Mutual Housing California
- Chris Jensen, Interim Executive Director, Resources for Independent Living
- Dr. Olivia Kasirye, Public Health Officer, Sacramento County Public Health Division
- Rob Kerth, CEO, Habitat for Humanity of Greater Sacramento
- Tameeka Knox, Resident Leader, Mercy Housing 7th & H
- Howard Lawrence, Former President, Sacramento Area Congregations Together
- Jim Lofgren, Executive Director, Rental Housing Association of Sacramento Valley
- Emily Baime Michaels, Executive Director, Midtown Association

- Kate Meis, Executive Director, Local Government Commission
- Nikki Mohana, Principal, Mohanna Development
- Karen Naungayan, Board Member, Sacramento Housing Alliance
- Michelle Pariset, Policy Advocate, Public Advocates
- Jonathan Porteus, CEO, WellSpace Health
- Erica Plumb, Resident Services Manager, Mercy Housing
- Judy Robinson, Sustainability Coordinator, Sacramento County
- Darryl Rutherford, Executive Director, Sacramento Housing Alliance
- Evan Schmidt, Director of Strategy and Evaluation, Valley Vision
- Maya Wallace, Core Team Member, Code for Sacramento
- Vajra Watson, Founder, Sacramento Area Youth Speaks and Director, Research and Policy for Equity, UC Davis
- Christine Weichert, Assistant Director, Sacramento Housing & Redevelopment Agency

Appendix B: Project Guiding Principles

1. **Relationship Building:** Weave community engagement into all phases of the project, from planning to reporting to circulation to evaluation.
2. **Inclusion:** Ensure that processes and products involve, reflect and represent the diverse perspectives of the community as a whole; especially attend to those who are most affected by the issue and those whose voices are often left out.
3. **Co-Creation:** Support the people we work with to be co-creators and active participants in our storytelling; share our power – our skills, our tools and our access.
4. **Reciprocity:** Enable each person involved in our work to learn, understand, and act in a way that is relevant and meaningful to them.
5. **Empathy Building:** Facilitate productive movement between “heart space” – the emotional experience that stories evokes – and the “headspace” of social issues or civic concerns.
6. **Communal Meaning Making:** Create processes and content that reflect collective meaning-making that transcends individual perspective; enable audiences and participants to reconsider their own views and hear different experiences.
7. **Stickiness:** Craft an overall strategy that addresses civic change through continued engagement on the issue; empower individuals, groups and communities to carry on with their work- with new allies, new skills and tools, and renewed support.