

Outreach Tools and Materials

For City of Eugene Neighborhood Organizations



Think



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Introduction

This City is what it is because our citizens are what they are. - Plato

Connections between entities are the basic building blocks of life. From cells to people to governments, the ability to communicate is an essential component of survival. Democracy depends on connections between people; strong representation is based on healthy communication and active outreach. What is the best way to foster communication and conduct outreach to community? Many organizations depend on crisis to stimulate connection. But addressing problems can be depressing, and people often respond only when they are worried about major changes to their lives.

Instead of leading from crisis to crisis, is there a positive way to build community and democracy? Think about a neighborhood like a person: you can motivate through pain or pleasure. We know what pain and crisis looks like, but what about the good stuff? It starts by listening to people and learning about their passions. Only after you've connected with people on a personal level by listening to what's important to them can you engage them in the good work of your organization.

Neighbors can build power when they organize and come together, and the result is greater influence in both government and business. Organizing community takes work, but the rewards are tremendous: healthy, creative, and vibrant neighborhoods.

Successful outreach starts with clearly identifying the “who, what, and why” for your project. Typically, neighborhoods conduct outreach to:

- Gather support for an issue or project
- Connect with a specific audience
- Build membership in an organization

Understanding who lives in your neighborhood, practicing outreach skills, and designing an outreach plan, are the first steps. Face-to-face connections build strong relationships, and this document has advice on how to understand people's passions. Interviews and community intercepts help build your foundation. Finally, organizing tools and technology are both helpful in building neighborhoods, and this document is full of tips, strategies and advice on implementation.

Practice a quickie speech....

1. To prepare, please take 2 minutes to write:
 - a) Your name
 - b) Name of organization
 - c) Purpose of organization
 - d) Your role
 - e) Why you give your time

2. Communicate this information to a partner in 45 seconds!

Advice from Jim Diers

The keynote speaker at the 2011 Neighborhood Summit was Jim Diers, author of the book *Neighbor Power: Building Community the Seattle Way*. Jim emphasizes the power of neighbors to mobilize their own assets—their passion, knowledge, skills, and relationships—in support of caring communities, revitalized neighborhoods, and a better world. For more information, visit his website at <http://www.neighborpower.org/>. Following is his advice to neighborhood leaders from his powerpoint presentation at the Summit:

1. Have fun
2. Start where the people are:
 - Their block
 - Their language and culture
 - Their networks
 - Their passions
3. ...but don't leave them there: Strive for Results!
4. Everyone has something to contribute

Tools

- Learning Conversations. Suggested topics to explore in these conversations:
 - Gifts/talents to contribute
 - Dreams to realize
 - Concerns/needs to address
 - Will they participate?
 - Who else do they know?
- Visioning
- Open Space Technology – a method of organizing people and meetings:
<http://www.openspaceworld.org/>
- Time Trading: Barter system between neighbors
- Block Action Groups
- Tea Vans: mobile carts with refreshments that roll into a neighborhood and bring folks out
- Community Gardens
- Neighbor Appreciation Day
- Sharing Stories

Topics and projects to consider

- Crime prevention
- Emergency preparedness
- Block parties Skills exchanges
- Share tools, pickup truck, camping equipment, etc.
- Buy in bulk
- Policy discussions
- Support for latchkey kids, housebound seniors, and one another
- Rideshares
- Create pocket park or community garden on vacant lot or in someone's yard
- Install benches, picnic tables or other community furniture in front yards
- Improve or maintain common spaces: alley, median, park traffic circle, etc.
- Paint mural in intersection
- Plant street trees
- Provide broad base for neighborhood association
- Slow traffic with signs or art
- Create placards for doorway of each home representing that family
- Create website for block
- Create a manifesto of block values and commitments to one another
- Create a directory of available expertise (recycling, technology, etc)
- Create a green block in which each household commits to reducing carbon footprint
- Conduct a talent show
- Show outdoor movies on side of a house
- Celebrate Good Neighbor Day by recognizing good deeds

Designing an Outreach Plan

“Can’t I just DO IT! All this planning drives me crazy.” Yes, and no. If you are ready to do it alone, there is no need to share your ideas with others. But if you want help, then planning allows you to share the vision, strategy, and the work. With a little organization, groups can be much more efficient in making decisions and taking action. Below is a basic structure for moving from big ideas to specific actions. Terminology is not important; clarifying goals and tasks is essential.

Project Name:

Project Location:

Key Contact:

Project Description:

Goals (the “why” - broad vision):

Community (the “who” – people involved):

Tasks (the “what” – specific actions):

Review your list of tasks, and rate the priority of each: low, medium, or high

**Your Project:
Goals (the why):**

Task (what)	Activities (how)	Timeline	People	Budget	Measure of success

Example of an Outreach Work Plan

GOAL (why): Build community and increase participation in neighborhood association

Task (what)	Activities (how)	Timeline	People	Budget	Measure of success
<p>Conduct 20 interviews with individuals who are “networkers” in the neighborhood</p>	<ul style="list-style-type: none"> -Make a list of organizations in the neighborhood, or people who serve as “connectors” -Call organizations and find out who is in charge -Call the person in charge and ask if they would be willing to spend 45 minutes talking with a representative of the neighborhood organization -Conduct the interview -Write up the results -Share with the board -Add to email list, decide follow up actions 	<p>Develop list: Sept Conduct interviews: Oct-Nov Present results: Dec</p>	<ul style="list-style-type: none"> - Lead Coordinator: keeps interview list, tracks progress - Interviewers: set up appointments, conducts interviews - Note takers: attends interviews, writes up summary 	<ul style="list-style-type: none"> - Snacks and drinks for interviewees: 20 meetings x \$3 - Photocopies \$20 	<ul style="list-style-type: none"> - List of people who want to collaborate with NA on events - NA volunteers who will serve as a liaison with organizations and organizers

IAP2 Spectrum of Public Participation

Increasing Level of Public Impact 

Public participation goal

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision

Neighborhood Data Worksheet

These questions are a way to begin to familiarize yourself with the City of Eugene 2011 Neighborhood Analysis. Feel free to substitute other questions during this exercise.

Look at the Amenities' Map

How many grocery stores do you have? _____
Do you have a Recreation Center in your boundaries? _____

Look at the People Section

How many people live in your boundaries? _____
What percent of your neighborhood is Hispanic or Latino? _____
What age groups are dominant in numbers? _____

Look at the Homes Section

What percent are renters? _____
How many people live alone? _____

Look at the Economic Vitality Section

Notice blocks that have lower median household income.
How many people are experiencing "housing cost burden?" _____
What is the percent of households below the poverty line? _____

Look at the Transportation Section

What percent ride a bike to work? _____

Look at the Land Use Map

Identify parks (light pink).
What are the recreation facilities (dark pink)? _____

Look at the Safety Section

What is happening with crime in the three areas shown?

Assets

After this brief review of the data, list three neighborhood assets.

Potential Neighborhood Improvements

Based on this data, list three things that need attention.

Potential Outreach Opportunities to New Constituencies

Interviews: Building a Strong Foundation

Interviews with individuals are one of the most powerful tools in conducting outreach. One-to-one conversations with people help build relationships and collect valuable information at the outset of a project. Information from the interviews helps you to design a project to avoid mistakes made by previous efforts. Many of the people you choose to interview become your strongest advocates – contributing time, money, and other forms of support to the project.

Design the Interview Process

Goals of the interviews:

Who to interview: (example: people connected to schools, faith-based organizations, apartment complexes, non-profit groups, etc.)

Who will conduct the interviews, what training do they need?

Question ideas: (see next page for suggestions)

Outcomes and products:

General Interview Questions for Neighbors

If you are looking to learn more about your neighbors and help connect people to your organization, consider some of these basic interview questions.

1. Name/Title/Contact Info of person being interviewed:
2. Date/Location of interview, name of interviewee:
3. How many years have you lived in the neighborhood?
4. What is your vision for the future of our neighborhood?
5. I would like to learn about the things that are important to you. Can you share a little about your passions/skills/projects/groups you belong to?
6. What do you enjoy about living in the neighborhood?
7. What do you think could be improved about the neighborhood?
8. Do you have any ideas of how you would like to connect or help the neighborhood organization? The community organization hosts community events, advocates for neighborhood issues, and makes connections between people, organizations, and businesses.
9. What could the neighborhood organization do that would be helpful to you?
10. I am trying to connect with neighbors who know a lot of people – they host events, organize stuff, and seem to know what is going on. Who do you recommend that I talk to?
11. Would you like to be on our email list to receive updates? If so, please share your contact:
Name:
Email:
Phone:
Street Address:

Key Points to remember:

Interviewers comments:

Follow up needed:

Interview Questions to Gain Input on a Project

If you are looking for input, advice, or support for a specific project, consider using these types of questions for interviews:

1. Name/Title/Contact Info of person being interviewed:
2. Date/Location of interview, name of interviewee:
3. What do you know about this project?
4. What are your thoughts about it – any hopes or concerns?
5. How important do you think this is to the community? Who might it impact?
6. Do you have any advice for me, based on your past experience?
7. Who else do you recommend that we speak with? How might I get in touch with them?
8. How would you like to stay involved?

Key Points to remember:

Interviewers comments:

Follow up needed:

Recommendations for Interviewees

- Initiate interview by sending email, then calling. In email, introduce yourself, who you represent, and goals of the interview.
- Offer to meet at a place most convenient for them. If it is a public location, choose a quiet place (espresso machines are really loud!)
- Confirm interview time and place a day before the appointment.
- For more formal interviews, it is helpful to have both a questioner and recorder/tracker
- Keep your project introduction short – spend most of the time listening!
- Listen for where they have energy for the project, what are their talents and passions? How can that connect to the project?
- Stick to your proposed time frame and respect the time of the interviewee.
- If you are interviewing an organization, think about who is most directly related to decision making on your topic. For a non-profit, you could extend the invite to both lead staff and board president, but keep it to less than 3 people if possible.
- If you will be using the information publicly and use their name, make sure to reframe the key points at the end of the interview, and offer to let them review the key points before it becomes public. If you will use the info, but not quote them, then you don't need the review process.

Example:

SCRROL INTERVIEWS WITH SERVICE PROVIDERS – GOALS, OBJECTIVES, QUESTIONS, RECOMMENDATIONS 5/6/11

Goal of the interviews is to identify:

- Service alternatives for the future
- Key information to communicate with public
- Issues to weigh in with public about
- Ideas to improve communications with other providers and the community

Who: Priority is service providers – RRPD, Water District, Fire Districts, City, County.

Other key stakeholders to interview include (a separate set of questions will be developed):

- Representative of area businesses
- Latino community representative
- Individual connected to youth

Questions:

1. In order to continue to provide services to the neighborhood(s), what do you need in the future?
2. What are your short and long term plans for RR/SC?
3. Please review the alternatives presented in the White Paper – which alternatives are still possible? Which are most sustainable?
4. What issues are most important to communicate to the public? Are there myths that you want to debunk?
5. Is there a burning question you would like to pose to residents in RR/SC?
6. What is your relationship with the City? With the County? How could it be improved?

Outcomes:

- Interview summary (goal should be about half a page per interview, with bulleted key points, this can be an internal doc)
- Interview analysis (realizations as a result of the interviews, to be approved by Leadership Team and posted on web)

Outreach to Businesses

A goal of many community organizations is to expand their connections to local businesses. A neighborhood organization needs to first decide their goal in conducting outreach to businesses. Because many small business owners are very busy, working 12 to 14 hour days and cannot attend meetings, the interview format works best as a way to connect with them.

Sample Business Interview Format

1. Name of volunteer:
2. Date of interview:
3. Name of business:
4. Who are you interviewing? __owner __manager__employee __other:
5. How many years has this business been located in the neighborhood? ____ years
6. The neighborhood organization encourages neighbors to “Shop Local.” Would you like to be on a list of neighborhood businesses that we share with local residents on our email list? If so, please share your contact info:
Name:
Email and website:
Phone:
Street Address:
7. What are the major challenges of running a business in this neighborhood?
8. What aspects of the neighborhood benefit your business?
9. What could our community organization do that would be helpful to you? The community organization hosts community events, advocates for neighborhood issues, and makes connections between people, organizations, and businesses.
10. During the interview, please describe the body language of the interviewee:
____ enthusiastic____ neutral____ skeptical____ negative
13. Ask the business if they would like to distribute neighborhood newsletters or other relevant materials. Thank them!

Possible criteria for selecting businesses to interview:

1. Locally owned
2. Serves primarily neighborhood
3. Ideas for how volunteer interviewers divide up interviews:
 - a. Geographic zones
 - b. Categories

Practicing Interview Skills

1. You will be interviewing someone you don't know about a project or activity they are involved in. **Look at the sample questions** below and decide whether you like these questions. Take time now to change or edit them. Your interview will be 10 minutes long.
2. Think about projects or activities you are involved in. **Choose something that you would like to be interviewed about.** This could be a neighborhood project, a personal activity, a business you are involved in – anything!
3. Half the people at each table stand up (take your notebooks and a pen with you), walk around the room and **choose someone you don't know.**
4. Sit down next to them. Introduce yourself, and **begin the interview.**
5. During the interview, **take notes** about key points – you will reflect these points back to the person you interviewed at the end of the 10 minutes.
6. Now, **reverse the process** - interviewer becomes interviewee!

Sample Interview Questions:

1. Name of Interviewee:
2. Tell me about your project or activity.
3. What are your hopes?
4. What are your challenges?
5. What have you learned?
6. Who are other people that you recommend I talk to about your project?
7. How could the Neighborhood Organization connect with this work?
8. Are there other activities you are involved in?
9. Interviewers comments:
10. Key Points to Summarize at end:
11. Follow up needed:

Optional Skill Building Activity between Training Sessions:

- Interview a neighbor or individual you would like to connect with for a project you are working on.
- Come to the next Outreach Training and tell us about how it went.

The Power of Inclusion

A little forethought can help

Communities have many hidden assets and opportunities and finding ways to be as inclusive as possible as an organization can be a powerful way to increase effectiveness and participation. Here are some examples of strategies for inclusion that build a welcoming, growing organization.

Instructions: The prompts below are meant to raise awareness and help outline a few next steps. As you do this, it is important to take a little time to note how “your lens” influences you. Awareness of customs and comfort zones is important in creating inclusive environments.

Greetings

- How welcoming is the space? Are there elements, cues or signals in the environment that make people feel welcome or unwelcome?
- What will make people comfortable, like food, seating, music, level of formality, and body language?
- How important is it for a person to know you before interacting or feeling included?

Ways of Interacting

- Are there things you need to assist you that will enhance the communication?(For example, translation or adaptive equipment)
- Have you considered issues of fluency or literacy in your communications?
- Do you need to have good eyesight or hearing to participate?

Ways People Gather

- What locations are frequent gathering spots?
- Do things start at a stated time or is it less formal?
- Is coming as a family important? If so, what do the children do?

Timing of Contact

- Do work or other commitments not allow people to interact during specific times?
- How does religious practice affect availability?
- Are there days or times that are not good for contacting a person?

Context for Inclusion

- What do you know about the different communities/groups in your neighborhood?
- Are there past experiences or current issues facing the community/group that might affect your interaction?
- Is there a financial cost of any kind (childcare, travel, loss time from work) that might be a barrier to participation?

Support Needs

- What is needed while doing outreach?
- Who might help with answering questions?

- Who do I know who already has relationships or background with the community we are trying to include?

Resources

- City of Eugene Public Participation Guidelines (see Appendix)
- City of Eugene Equity and Human Rights Office, 541-682-8439
- City of Eugene Neighborhood Services, 541-682-5670

Community Intercepts: Planning, Conducting, Analyzing

“Tabling, volunteering at the booth, community intercepts”– this activity has many names, but one goal: talking with random people about your project. Benefits are the opportunity to interact with individuals who do not attend meetings. Unfortunately, this activity also has a bad rap because often the only result of sitting behind a display table is a sore back. “No one stopped” is a common phrase used to describe the outcome of time spent under a tent, trying to keep your materials from flying away. So maybe it is time to redesign the traditional set up:

Step 1: Design and assemble your display

Keep it simple! Visuals are key, and 1-3 display boards that fit on to a flip-chart easel results in a light-weight and portable display to attract attention and conversation. In addition to the display, here are other key items:

- Small table – an old TV tray from Goodwill works OK – it is nice if it collapses flat to transport.
- Sign-up sheet for updates – your main goal is to get them to sign up for your email list so that you can keep them updated. Some folks use a raffle as a way to collect contact information – it works!
- Clip board and pen for sign-up sheet
- Handouts – Small sheets announcing upcoming events, website address, and contact info are useful if the person does not want to sign up for the email list. Brochures are good, but don't overwhelm your passers-by with stuff. It's about the conversation, not paperwork.
- Bowl of treats – nothing like a little sugar to attract a conversation.
- Weights to keep stuff from flying away – sometimes you need to weight down your table or easel if it is windy.
- Comment cards, if the project involves public input
- Chair – only if you really need it.

Step 2: Book your events

Look at who you want to connect with, and identify groups of people who may not attend events or meetings. Think about where they might go for entertainment, or to shop. Make a list of these places, prioritize, and voila, you've got a list. Next, call the event organizers or shop owners and ask if you can attend or stand outside their place of business. Explain your goals, and the fact that you don't need a lot of space. When people understand that you are building community and not making money, they are often excited to support you.

Step 3: Recruit and train volunteers

You need volunteers, and volunteers need support to engage, so it makes sense to host a gathering where you introduce your goals, explain the displays, and get them to sign up to volunteer at an event. It is much more fun to conduct outreach with someone else, so schedule a seasoned person with a newcomer. You can also choose to skip this step and just have people sign up for events via email.

Step 4: Conduct Intercepts

Walk around the event and scope out a high traffic area. If the event organizer puts you in a corner, ask if they are willing to reconsider – you just need a little corner, and no table!

Once you are set up, don't sit down! Stand up, step in front of the displays, look at people as they walk by, smile and say hi. That is not easy to do, but you will find that people pause, and then look at the displays, and come forward to talk with you about them. Introduce yourself and ask them a basic question:

- Have you heard about _____?
- What do you think about _____?

After the introductory question, give them a little background about the project. Your goal is to listen and then share a few key points. Education is important, and it works really well after people are engaged.

Finally, ask them to sign up for the update list – creating a way to connect with them in the future is essential. Thank them for stopping by.

“Talking Points”

Sometimes written “talking points” help volunteers to understand what to say to the public. Here is an example of talking points:

#1: Intro to project

- Intro: We are out talking to folks today about the neighborhood. Do you have a minute?
- What do you like about your neighborhood? Have you faced any challenges? (“how long have you lived here” is often a good opener)
- Listen to what they have to say. Show graphics that relate to their story. Make connections between what they say and your project.
- Our goal: It is up to us to step forward, say what is most important, and figure out how to make it happen!

#2: What is most important to you? Hand them the survey, explain, and ask them to fill it out.

#3: What will we do with your input? Compile it all together into “findings” and present to community. Then we will figure out options for how we can get from A to Z on the stuff that is most important.

#4: Will you sign up on our email list for project updates? We only send emails about once a month, we won't forward your email to anyone, and we will let you know about upcoming meetings and events.

Step 5: Collect information and analyze results

Gather sign up sheets and enter information into your email program on a regular basis.

Count the number of conversations by recording on a sheet of paper, or using a clicker. Keep a list of all intercepts for the project – this information is valuable when you are sharing the results of outreach with decision makers.

If you have a significant number of comments at the end of your outreach process, sorting can be very helpful in identifying trends. Here are a few tips for data entry and analysis:

- Enter comments into a spreadsheet in Excel or table in Microsoft Word. As you enter, think about categories that the comments address. Create categories (usually around 5 or 10) and include a column to “code” each comment. In most cases, don’t break comments apart, even if they are addressing different issues. Just create a new “general” category. Note: Word is easier to work with for longer comments, but more difficult to sort. In word, under “Table” tab, use the “convert” tool to turn a document from a Word table to an Excel spreadsheet.
- Debrief your experience with other volunteers. Take notes during the debrief – personal experience and observations are also useful to understand results!
- Distribute the tabulated comments to your board, or a group of involved citizens and call a meeting to discuss and analyze the results. Take notes at the meeting so a variety of perspectives are recorded. Interpretation by a diverse group leads to an unbiased analysis of results.

Note: For ideas on where to conduct outreach, see Appendix: Networking Opportunities and Community Contacts.

Technologies for Outreach

While strong relationships often depend on face-to-face contacts, tools such as Facebook and Twitter can solidify and expand neighborhood connections. The jungle of systems and jargon is deep and dark; the next few pages provide an overview of opportunities and challenges for each technology. Once you understand your outreach goals, then choosing appropriate technologies is easy.

Definition	Benefits	Challenges	Example
<p>FACEBOOK</p> <p>Social networking/business networking: Facebook is a social networking website intended to connect friends, family, and business associates. It is the largest of the networking sites. You create a personal page (or fan page for businesses/organizations). You can “friend” individuals or “like” organizations and interact with each. You write short statements on your page, or on other people’s pages. Everyone reads each other’s posts and get’s an idea of “what’s going on.”</p>	<p>Easy way to share information, photos, videos, and promote events.</p> <p>Largest social network.</p> <p>Allows for conversation.</p> <p>Includes interactive “apps” for polling, questions, etc.</p>	<p>Facebookers tend to be looking to make connections with people or groups they already know. Not good for initiating first contact. For more info on advantages/disadvantages, visit: http://sproutsocial.com/insights/2011/03/facebook-vs-twitter-pros-and-cons/.</p>	<p>Neighborhood Organization has a facebook page, and uses it to promote events and post photos of past events. Can also be used to start discussions, make connections and share experiences.</p> <p>http://www.facebook.com</p>
<p>TWITTER</p> <p>Microblogging: Twitter is a real-time information network that connects you to the latest information about what you find interesting. Simply find the public streams you find most compelling and follow the conversations. Whether you tweet 100 times a day or never, you still have access to the voices and information surrounding what interests you... Posts are limited to 140 characters.</p>	<p>Tweets can have a very broad reach when they are “retweeted.” Excellent for spontaneous or time sensitive issues.</p>	<p>Communication is limited to very short statements.</p>	<p>Excellent method of providing updates in an emergency situation.</p> <p>Great for construction updates, power outages, or even last minute garden work parties!</p> <p>http://www.twitter.com</p>

Definition	Benefits	Challenges	Example
<p>BLOGGING A blog is a type of website that is maintained by an individual who regularly posts commentary. Most blogs also allow visitors to leave comments – this is what distinguishes it from a regular website. Most recent entries are shown at the top of the blog.</p>	<p>Blogs are updated regularly and there is usually something new to read. Good way to explore diversity of opinion on a topic. Blogs can be part of a regular website.</p>	<p>Takes a lot of time to maintain: bloggers are expected to post interesting and unique content on a regular basis. The blogger also needs to manage the content of posts.</p>	<p>A neighborhood leader concerned with public safety maintains a regular blog on crime in residential areas. Neighbors share perspectives on recent break-ins. http://blogger.com/</p>
<p>ELECTRONIC MAILING LISTS You “subscribe” to an electronic list that sends messages to your email. Also known as a “listserve”.</p>	<p>Simple way to send emails to a group. Allows people to subscribe and unsubscribe to the group via email.</p>	<p>Email messages are the focus – no common place to post documents or photos. No fancy formatting for emails.</p>	<p>Neighborhood group maintains a listserve to send emails to neighbors about upcoming meetings. http://www.gnu.org/software/mailman/mailman.html OR http://groups.yahoo.com</p>
<p>DISCUSSION BOARDS Combination of an electronic mailing list, a discussion forum, and a method of maintaining online documents. Yahoo Groups is an example. Meetup.com is a social networking site that facilitates offline group meetings focused on a particular interest.</p>	<p>Yahoo allows members to post and receive messages. Each member chooses how to receive message (via email, or by viewing webpage). Messages and replies are saved and organized on the webpage. Online documents allow for group editing of common files and databases.</p>	<p>Not good for photos or organizing/maintaining large documents. Must create an account (it’s free) in order to become a group member.</p>	<p>Neighborhood board creates a Yahoo Group. To avoid email overload, members can choose to receive a “daily digest” email composed of all messages posted in the last 24 hours. http://groups.yahoo.com Neighbors create a Meetup group to schedule garden parties. http://www.meetup.com</p>

Definition	Benefits	Challenges	Example
DOCUMENT STORAGE Google docs is a free file storage service, allowing users to create, edit, and store large documents.	Great way to share large files that can't be emailed. Also good for storing online files that can be edited by multiple people	Not good for communicating, blogging, or viewing photos.	Group has a google doc site housing an online database of neighborhood businesses, as well as archive of high quality photos and graphics to use in publications. http://docs.google.com
SURVEYS Survey Monkey is an example of online technology that allows you to create a survey, email it to a group, and analyze results.	Collect input on a question.	Limited to people who are online.	Ask members of your neighborhood association what they think about an issue. http://www.surveymonkey.com
MEETING COORDINATION Doodle is an online calendar and meeting planning tool. Good for polling a group about when to meet.	Helps figure out when members of a group are available to meet. Very easy to use.	Only worth it for coordinating with larger groups (over 6 people). Leaves out people not on email.	Finding a date and time when all board members are available for the annual picnic. http://doodle.com
CALENDAR Group creates a common calendar. Many services offer this function, including Yahoo and Google. Members can add events to the common calendar.	If members use same service for their personal calendar, you can add the group calendar to your own site with just one click. No more transferring info!	Not everyone uses the same online calendar service.	Neighborhood group maintains online calendar to promote events. Examples: http://www.google.com/calendar OR http://www.tungle.me/Home/
EMAIL Email is the common denominator for electronic communications.	Almost everyone under the age of 60 has an email account.	Elderly may not have an account. Youth may not check email regularly (Facebook and texting more common)	Like the telephone, email is a very basic form of communication between neighbors. http://communication.howstuffworks.com/email.htm

Definition	Benefits	Challenges	Example
<p>EMAIL MARKETING Sending nicely formatted emails to large lists is challenging with most regular email accounts. Services such as iContact allow users to create email templates (such as a newsletter format), send emails to large groups, and track how many people read the email.</p> <p>WIKI PAGES A “wiki” is a website that allows multiple people to add content and edit. Wikipedia is an online encyclopedia created and managed by the public. “Wiki” is a Hawaiian word meaning quick or fast.</p>	<p>Excellent way to “brand” your email contact – users recognize the graphics associated with your group.</p> <p>Information is created and managed by community.</p>	<p>This is usually a subscription service. However, the City of Eugene provides free iContact service for neighborhood groups. Takes a little time to learn, but then makes life easier.</p> <p>Sites that are not regularly visited can include inaccurate or outdated information.</p>	<p>Use for sending e-newsletters and meeting announcements. http://www.icontact.com</p> <p>Example: A local group of experts in solar design create a wiki site where they post information on solar incentives, design options, and examples. http://www.wikispaces.com/</p>
<p>WEBSITE A basic website provides visitors with a clear introduction to a group’s goals and projects.</p>	<p>Well designed websites provide useful information to both first-time visitors and regular users.</p>	<p>Maintaining the site, keeping information current can be time-consuming, technical.</p>	<p>Try to connect all of your online activities by adding web links, each to the other.</p>

Using Phone Trees

A phone tree is an organized structure for using the telephone to quickly communicate a message or ask opinions of a high percentage of your membership. This method of communication is particularly helpful if working with seniors who do not use email on a regular basis. It is also fosters more person-to-person contact than electronic methods.

With a phone tree, leaders can pass on a message or a question to phone tree captains, who each call a particular group of 10 phone tree volunteers, who in turn call up to 10 neighbors they are responsible for. In this way, hundreds of people can be reached, yet each person makes only 10 calls.

Phone trees are generally most effective if one-on-one contacts have been made in person first, so the neighbor knows the caller on the other end of the line.

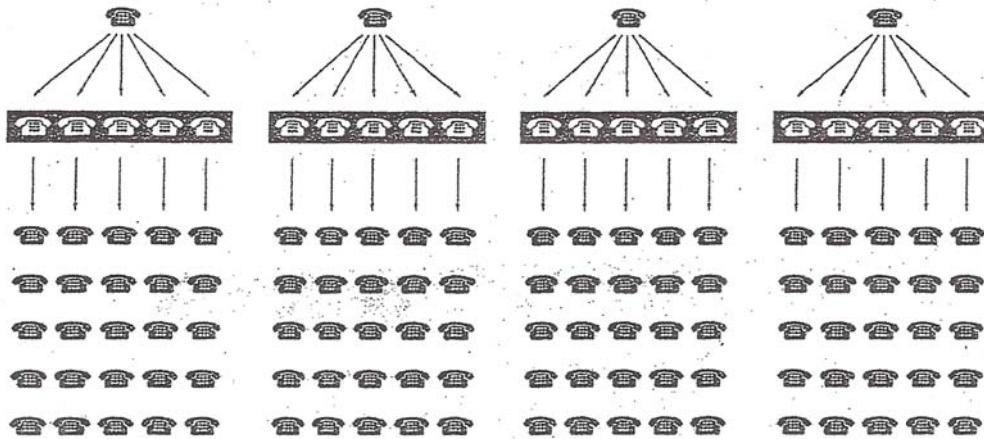
You will need to:

- Gather accurate phone numbers
- Set up the structure
- Give people a short script of what to say and a form to record what happens
- Try out the system before a big issue hits

Tips for Phone Tree Volunteers

1. Use the written message you have been given, or write down your own to express what you have been asked to pass on.
2. Don't count on the messages you leave. You don't know if it ever got to the person, so call back.
3. If someone is not available when you call, ask when would be a good time to call back.
4. If you reach an answering machine, in your message suggest a time that the person can call you back.
5. Record what happens in your phone interactions so you can accurately report it.

Each telephone indicates a member's name and phone number.



This phone tree reaches 124 people yet each person has to make only five phone calls.

Tools for Organizing Large Events and Meetings

Large events (75 to 200 attendees) require concentrated planning, recruiting, and publicity – a challenge for many neighborhood organizations. Large meetings and events are an efficient way to foster connections, gather input and educate. However, only people with enough free time and the ability to travel attend these events. Conducting both large events and targeted outreach to underrepresented populations can result in diverse participation in a neighborhood organization. If you would like a copy of this document in Word, please visit the City of Eugene website at <http://www.eugene-or.gov/neighborhoods>.

WEEK	DATE	WHAT	WHO's Responsible
Content			
Week 1		Draft overall strategy and agenda, distribute for input from key folks (your committee, board, etc)	
Week 2		Incorporate input, finalize basic agenda	
Week 3		Draft handouts/display boards/detailed internal agenda, distribute to team for input	
Week 4		Final internal agenda, draft instructions to volunteers	
Week 5		Copy handouts/display boards	
Week 6		Public Meeting	
Outreach			
Week 1		Draft outreach plan, meeting invite	
Week 2		Finalize meeting announcement, post in public calendars, draft email invite, distribute to project team for input	
Week 3		Revise and send email invite to Interested Parties (IP) list	
Week 4		Contact media about news story, recruiting phone calls	
Week 5		Email agenda to IP list, conduct press release, recruiting phone calls	
Week 6		Send reminder email to IP list, and confirm with registrants	
Week 6		Public Meeting	
Logistics			
Week 1		Reserve room	
Week 2		Visit location and plan logistics: music, food, assisted listening devices, sound system, volunteers.	
Week 5		Finalize equipment and staffing	
Week 4		Arrange sign language interpreter if requested	
Week 5		Instructions to volunteers	
Week 6		Final estimated attendee count, food order, reconfirm room reservation	
Week 6		Public Meeting	

Responsibilities during event

- Set up
- Presenters
- Facilitators
- Greeters
- Microphone managers
- Translator
- Problem solver/floater
- Registration table (for entire event)
- Food and drink
- Flip chart notes
- Meeting notes
- Clean up

Equipment/Materials Needed

- Nametags
- Sign-up sheets
- Handouts
- Comment cards
- Electrical cord
- Easels
- Flip charts
- Markers for flip charts
- Display boards
- Wall posters
- Directional signs – Tour gathering area, parking, bathrooms
- Assisted listening devices
- Pens for comment cards
- Materials for hanging displays: string, tape, clips
- Activities for children
- Computer for powerpoint
- Projector for powerpoint
- Screen for powerpoint slides

Site planning for large public events

Activity	Location	Set up	Who is in charge
Music			
Kid's activity			
Food and drink			
Registration			
Public Comment Area			
Presentation area			
Display area			
Tours			
Restrooms			

Schedule suggestions

Hours before event	What	Who
1.5 to 2	Set up – room	
1	Set up – presentation stuff (computer, projector)	
45 min	Briefing – volunteers, facilitators	
20 min	Ready to greet public	
0	Event begins	

Tools for Organizing Small Events and Meetings

Gatherings of ten to twenty people are an opportunity to generate in-depth discussion on a specific topic. While large events are “come one come all”, small gatherings can be invite-only and the agenda is geared toward sharing between participants. Interviews and small gatherings can build support and momentum toward a final large event. Following is a template for planning a small meeting or event. If you would like a copy of this document in Word, please visit the City of Eugene website at <http://www.eugene-or.gov/neighborhoods>.

Meeting Name:

Date:

Location:

Timeframe:

Meeting/event goals:

-
-
-
-

Project team members to attend:

Invitees:

Recruitment: (email, mailing, phone calls, etc)

Timeline:

Date	What	Who
	Meeting/event organizing document	
	Invite list	
	Draft and approve invite	
	Send final invite	
	Draft agenda, get input	
	Final agenda	
	Recruitment phone calls	
	Review handouts	
	Final logistics check in	
	Confirm with attendees	
	Print handouts, purchase refreshments	
	Conduct meeting/event	

Handouts:**Refreshments:****Sample Invitation Text:****Staff/Jobs**

- Presenter
- Organizer
- Facilitator
- Note taker
- Greeters

Materials to bring to meeting

- Nametags
- Sign-up sheets
- Handouts/agenda
- Computer and projector for powerpoint
- Lap-top for note taking
- Easels, displays, wall maps
- Directional signs
- Electrical cords
- Table for PowerPoint
- Markers, pens, tape, scissors
- Refreshments: snacks, drinks
- Flowers/stuff for tables
- Trays, knives, bowls
- Table cloths
- Zip-locks for xtra food

Example: Small Meeting Planning Document

Highway 126: Fern Ridge Corridor Plan Focus Group #4: Access, Safety, and Property Owner Issues September 22nd, 2011

Meeting goals:

- Share project background, public outreach and decision making processes
- Gather input on property owner suggestions and concerns regarding this segment of highway.
- Record identified issues and major discussion points

Project team members: ODOT: Dan and Savannah; DKS: Scott and Peter; Cogito: Julie Fischer. To avoid overwhelming participants, not more than about 10 total from sponsoring agencies/companies.

Invitees: Property owners within the project area

Recruitment: Hard copy postcard mailing to property owners adjacent to the highway, and some residential developments that access the highway. Phone calls to some major property owners.

Timeline

- Aug 8-15: generate list
- Aug 16: draft and approve invite
- Aug 23: print and address invite
- Aug 30: mail meeting invite
- Sept 10: Meet with project team to review presentation/handouts
- Sept 13: confirm email or phone call to participants
- Sept 15: hold meeting

Handouts: Study area map, public input graphic

Refreshments: Light dinner

Invitation Text:

Access, Safety, and Property Owner Issues *A Focus Group on the Highway 126 Fern Ridge Corridor Plan*

Thursday, September 15nd, 6:00 pm – 7:30 pm

Location: Veneta Community Center, 670 Broadway Street, Veneta, OR

The **Highway 126: Fern Ridge Corridor Plan** will evaluate and identify improvements to the safety and function of Highway 126 between the cities of Veneta and Eugene. We invite you to a focused discussion on access and safety in this corridor. Please let us know if you can join us - your input will be valuable as we begin. Please RSVP to Julie at 541-556-6654 or Julie@cogitopartners.com. For a project description, visit http://www.oregon.gov/ODOT/HWY/REGION2/OR126W_Overview.shtml.

6:00 Welcome and Introductions
6:15 Presentation
7:00 Questions and Discussion
7:15 Wrap up

PUBLIC PARTICIPATION GUIDELINES



July 2011

City of Eugene



A Framework for Culturally Competent Outreach

Transparency and Trust

- Value, respect and appreciate the perspectives and insights of all participants.
- Be clear and open about the process and provide a timely, readily accessible public record.
- Respond to participants in a timely way to let them know how their input was considered in the outcome.

Impact and Action

- Ensure that the role of public engagement in the decision-making process is clearly defined and communicated.
- Use public engagement efforts to contribute to council and staff decisions on policies and the types and levels of services provided by the City.
- Foster mutual understanding and respect for decisions and their impact on the community.

Sustained Engagement and Participatory Culture

- Value quality public engagement and a culture of participation as essential to the health of the community.
- Promote continuing education on public engagement activities and techniques.
- Evaluate public engagement activities for effectiveness.

Principles for Interacting and Engaging with the Community

Community members shared their perspectives on how to best interact with and engage them in city policy and program discussions. The following principles were heard across all communities.

People do not want to be studied. People want to be treated as people, not research subjects. Public engagement is a reciprocal activity in which you want to gather information from the public and the public wants to be heard and respected. Consider the language you use and how you frame and ask questions. Generally, it is more effective to use questions tailored to an individual's ideas and concerns and to ask him or her in a conversational manner.

Many people just want to be heard and believed. Rather than directing responses, let community members tell their stories.

Listen to people's stories. Many people just want to be heard and believed. Rather than directing responses, let community members tell their stories. If you listen to what they have to say, the information that you are looking for is often embedded within. A one-sided conversation (i.e., your talking and not listening) will negatively impact your current participation activity as well as future ones.

Use established community networks. Engage established community networks to disseminate information and develop a relationship with that community. Eugene is full of active leaders trying to make changes in their respective communities and who serve as “gatekeepers” into specific communities. They can help city staff tap into the already established community networks by introducing staff to other people or by inviting community members to events. Many people are more likely to participate in a meeting or discussion if they are invited by someone who they already know and trust. However, connecting people takes time; city staff need to be aware of the time that it takes community leaders to help them and should try to develop a reciprocal relationship that supports and adds value to both parties.

Spend time building relationships. Spending time developing relationships builds trust and will enhance the quality of communication between you and the community. Commit to spending time on the relationship building phase before you start to conduct “official” city outreach. For example, attend community meetings and events, which may require you to work outside of regular staff time including nights and weekends. Although the relationship building requires effort and time, the connections will facilitate greater ease in your public involvement processes in the future.

Recognize diversity within various communities. Each community has a great diversity within it. Not all Asian community members, for example, are the same. Do not assume that all individuals in a community have the same issues and like to be communicated with in the same way. This is where the fundamental building block of cultural competency comes in – *ask, do not assume*.

Learn about the community you want to involve. Do not operate from preconceived notions. Develop an understanding of any past or present, positive or negative relationships the group you want to conduct outreach with or involve might have with the City. Some groups feel hurt by the City or feel like the City is not “on their side.” Ask other city staff what they know and talk to community leaders. You must balance acknowledging the historic issues while at the same time trying to move the relationship forward. As with recognizing the diversity within communities, it is important here to ask questions and not to assume.

Some groups feel hurt by the City or feel like the City is not “on their side.” Ask other city staff what they know and talk to community leaders.

Demonstrate results from public involvement. Outreach and involvement are good, but it must be backed with action. Participants want to know what happens to their input. Does it make a difference for them to be involved? What happened in the project or process? Community members who have participated in conversations surrounding issues that remain unsolved may have become discouraged and might be less likely to want to participate in the future. To prevent this discouragement, demonstrate how input will be used to address the issue of concern. If input is only being used to assess the situation, that should be made clear from the beginning.

SECTION 4: IDEAS FOR PUBLIC PARTICIPATION TECHNIQUES

Section 2 presented guiding principles of public participation and Section 3 presented steps for developing culturally competent public participation strategies. This section provides suggestions from Eugene community members on ways they would like to be engaged and other examples of public participation techniques. This section is not a comprehensive list of public participation techniques. It can provide some useful ideas that you may use as a starting point in thinking about activities that will meet your participation goals. As a reminder, Table 3 below shows the different levels of engaging the public and offers some general examples of techniques for each level. Consult the International Association for Public Participation (IAP2) Public Participation Toolbox (Appendix B) for more options.

Table 3: IAP2 Public Participation Spectrum and example techniques

	Inform	Consult	Involve	Collaborate	Empower
Example Techniques	Fact sheets Websites Open Houses	Public meetings Public comments Surveys Focus groups	Workshops Deliberative polling	Citizen advisory committees	Citizen juries Ballots

Suggestions from the Community

An important part of cultural competency is asking the public or the community members you are trying to engage how they want to participate. For these guidelines, people in Eugene were interviewed and asked for suggestions on how they would like to be engaged. Here are some of their suggestions:

- **Communicate through schools** – Collaborate with the school district so that schools can be a vehicle for disseminating information. The City could list events or give information in school newspapers/newsletters or through morning announcements.
- **Attend fairs and festivals** – Booths at fairs and festivals are a good way to communicate with people and distribute short surveys or information about certain projects. It also allows the City to leverage its outreach resources by partnering with other agencies and community groups.
- **Hold “Sit-down-with-the-Mayor” meetings** – Mayor and some councilors could hold meetings where community member can sit down with them and hear about what is going on in the City and ask questions.
- **Include information in electric bill mailings** – Partner with EWEB to put city information into electric bill mailings.
- **Develop a telephone number for City meeting schedule** – The current method of displaying the upcoming meeting calendar on the City’s website does not work very well for those who are visually impaired. Having a dedicated telephone number to call and listen to a pre-recorded

message of what upcoming meetings are going to be held, when and where, etc., would make getting engaged and staying involved a lot easier.

- **Use established city programs** – For example, library programs for children are very successful. The Recreation Division also has extensive programming that is a great way to engage youth by targeting groups of youth enrolled in after school programs, camps, classes, and youth groups.
- **Utilize technology** – Web services such as Facebook and Twitter are good ways to provide information. E-mail is also a powerful means to contact residents and let them know what’s going on. The City’s website is another great way to give up-to-date information about city events and other things happening in the community. It is critical that web-based information is comprehensive and kept up-to-date.
- **Conduct surveys** – When conducting surveys, use both e-mail and postcards. The more a resident sees reference to the survey, the more important it feels. Consider the fact that many people do not have easy access to the Internet; therefore, mail surveys may be a better, yet more expensive, option.
- **Place comment box at public places** – For example, install comment boxes at LTD bus stations, Food for Lane County, and the Mission for community members to provide comments and suggestions to the City.
- **Use E- Involvement** – Online surveys such as Survey Monkey provide a means for the public to weigh in on various topics and without having to identify themselves. For example, Transportation Planning staff has used e-surveys to gather information and opinions as part of Eugene’s transportation system update.
- **Go to pre-existing meetings or community organizations** – Meetings or methods that are too “official” can be intimidating for some community members. The City should continue to send people out to existing community meetings. Several communities are well established and connected through ethnic, religious, or social service organizations. Leaders in those organizations can serve as the communication hub between the communities and the City.
- **Have an informal gathering with immediate neighbors to discuss issues** – Invite neighbors who live in the same apartment complex or neighborhood to get together and have a conversation with a city representative about the issues that are on their mind. This allows staff to get a very localized perspective on projects or issues. For example, Public Works Engineering engages very local groups when planning neighborhood street improvements.



- **Hold one-on-one meetings** – Some people do not feel comfortable speaking in front of a crowd. These people may have great ideas and suggestions, but might feel too embarrassed to speak up. The City should have an option at meetings or outside of the meeting for one-on-one conversations with those who are interested.
- **Hold a forum** - The City hosts open forums where people can go to express their ideas and concerns. Forums also bring different communities together and foster a greater understanding of the people involved. The AmericaSpeaks Facilitators Resource in Appendix A offers good examples of how to facilitate these types of meetings. Examples include the sessions held to explain, gather input and collaborate with community members on the Envision Eugene initiative.
- **Link with events and activities for youth** – To involve young people, consider connecting with activities or events that involve youth like City Recreation programs, school assemblies, or music events. Be aware of topics or projects that may be of particular interest to youth. For example, Parks and Open Space staff engaged a number of young people in planning skate park facilities around town.



Other Techniques to Consider

In addition to the IAP2 Toolbox and community members' ideas listed above, many city staff members have a great deal of experience and expertise in public participation. Consider consulting with these staff members about the techniques that have worked best for them in the past (see Appendix C).

Techniques below are just a sampling of the many ways the City effectively engages the public.

- **Use video to convey information** – As a multi-media (images and sound) channel of communication, video can be a very powerful tool in explaining complex issues. This type of information also is very appealing to younger audiences.
- **Use focus groups** – Bringing small, representative groups together to provide feedback on information and involvement approaches for specific issues or projects allows the City to be more effective and efficient by pre-testing messages and anticipating perspectives that staff may not initially have. See *Focus Groups – Planning Tools* in Appendix A for guidance.
- **Continue to use public forum at Council meetings to gather input** – Providing regular opportunities for people to directly address the Council and the community (through cable TV coverage) lets community members speak to issues and concerns of interest to them.

- **Use the City's established advisory bodies** – The City has a number of advisory bodies that include individuals with connections to other networks that can enhance your outreach. Consult boards and commissions staff to schedule time on an agenda. Neighborhood associations are also considered advisory to the City and are an important segment of the community to include in any public participation process. Many of them have their own communication networks (email lists, websites, and newsletters) that can be a resource for disseminating information. Neighborhood Services distributes a weekly packet of community news to all neighborhood association board members that is also available to other departments to include content.
- **Listening Circles** – Several staff and community members have been trained in collaboration and consensus techniques. These activities may be useful on issues where there is community conflict. Consulting with trained staff members (listed in Appendix D) may help identify if these activities would be appropriate to use.
- **Use context-sensitive design and similar collaborative approaches to planning community improvements** – An example is the collaborative design process used on the Crest Drive improvement project.
- **Be sure people understand how to be effective in the representative government process** – This includes providing readily accessible information about how to contact local officials and information about how to participate in public hearings and legal processes such as remonstrance and referendum.
- **Form, use and empower citizen panels on topics of significance in the community** – Groups such as the Eugene Planning Commission and the Eugene Budget Committee have significant decision-making authority. Other groups, such as the Street Repair Review Panel and the Human Rights Commission, work directly with staff to develop key policy recommendations that affect the quality of life for all Eugene residents. Recruitment and retention of community members to these citizen panels is very important.

REMINDERS FOR ENTERING A COMMUNITY

(Adapted from Finn & Jacobson, Hick, 2001, Curry-Stevens, 2008)

Entry to Community is prolonged as you build relationships and understand the complexities of the environment. The uniqueness of the community context takes time to understand.

Entry: Start Slowly. Understand the players and the power that is held. Inform people about yourself. Build some relationships. Ensure project is well-grounded.

Principles:

- Begin where the people are and respect their value system.
- Make broad contacts - not just at the top levels
- Make sure you resist being the expert
- Attempt to find out who has the power and credibility to mobilize and organize others into action. (*from Bill Lee, 1996, p.60*)

Other Community Entry Recommendations:

- Acknowledges your prejudices, fears, concerns and put them out of your way.
- Practice noticing - hear what people say, what they talk about, think about & what they mean.
- Relax and allow the community to tell its story to you - engage with the community.
- Immerse yourself in the community, connecting with its people.
- Respect and value them. Be thankful for what they share with you. Appreciate them and their way of life.
- Value your own intuition & ways of knowing.
- Find you in the experience and keep it with you.
- Know your ability to work through differences: Core assumptions are essential to the work.

Most of these items are self - preparation for doing the work that you can undertake outside of the community work:

- Realize you can't understand their reality - you will work hard to deeply come to know their reality, but that you cannot fully empathize (can't bracket enough of ourselves to know the other; empathy is only a second - best understanding of the other)
- Know that your good intentions are not enough - you have so much more to unlearn of your superiority and to reject dominant discourse and stereotypes to understand the "other."

- You won't really know what anyone else is experiencing.
- Working outside of our experience is a life - long learning process; be patient and rigorous on your preparation work.
- Explore the roots of your assumptions about others - especially negative ones.
- Recognize that others start from a place of distrust in you, as a privileged outsider. This is essential to preservation of their community; trust is a feature of privilege. You have to work toward trust and creating relationships based on trust.
- Know that dynamics of oppression and privilege are working all the time. To do otherwise is a feature of privilege.
- Part of privilege is being able to keep it hidden. So don't. Own the ways in which you are not the same as your community.
- Know and accept that you will make mistakes.
- When confronted by others, be still and quiet, see what is yours to carry.
- Don't jump into the "fix it" mode.
- Find safe places to go with your pain. Do not expect others to make it better for you.
- A good ally knows that non - action is complicity with relationships of domination. It is passive participation in the oppression.

Appendix D

NETWORKING OPPORTUNITIES & COMMUNITY CONTACTS

NETWORKING OPPORTUNITIES

The following is a list of events identified by community members that the City could use for opportunities to get to know people and build relationships and trust within the community. This list is just the beginning and should be added to when city staff learn about or attend other events in the community.

Green Homes Show	January, Fairgrounds
Asian Celebration	February, Fairgrounds
Earth Day Celebration	April, EWEB Plaza
Saturday Market	April-November, Downtown
Obon and Taiko Festival	July, Alton Baker Park
Multicultural Festival	July, Sheldon Community Center
Lane County Fair	August, Fairgrounds
First Friday Art Walk	Year round
Eugene Celebration	August, Downtown
Fiesta Latina	September, Washington-Jefferson Park
Holiday Market	November-December, Fairgrounds
Campbell Senior Center Holiday Market	December, Campbell Senior Center

COMMUNITY CONTACTS

Throughout this framework we have stressed using existing community networks to assist you with your public participation. Knowing how to tap that existing network is the hard part. Lane Community College and the University of Oregon have already created wonderful directories that we did not try to duplicate and serve as a good starting point.

LCC's Diversity Yellow Pages (<http://www.lanecollege.edu/diversity/vlibrary/directory.html>).

In addition, we have compiled a list of community organizations, identified by people participating in our involvement process, which serve diverse populations within Eugene and are not listed on the LCC nor UO resource directories. Together these resources provide a broad list of organizations serving specific communities. However, this is a living document and organizations will change and new ones will surface. This list should be updated

Disability Community		
Oasis	541-687-9178	www.oasisnet.org
Shelter Care	541-6861262	www.sheltercare.org
Lane Independent Living Alliance	541-607-7020	www.lilaoregon.org
Senior and Disabled Services	541-682-4038	www.sdslane.org
Lane County Mental Health	541-682-3608	www.lanecounty.org/hhs
Lane County Developmental Disability Services	541-682-3892	www.lanecounty.org/departments/hhs/devdis
Lane Transit District – Accessible Transportation Committee	541-682-6100	www.ltd.org/ridingltd/accessibleservices
City of Eugene – Adaptive Recreation Services at the Hilyard Community Center	541-682-5311	www.eugene.or.gov
Arc of Lane County	541-343-5256	www.arclane.org
Seniors		
Senior and Disabled Services	541-682-4038	www.sdslane.org
Low -Income		
Lane County Health and Human Service	541-682-4035	www.lanecounty.org/hhs
NEDCO	541-345-7106	www.nedcocdc.org
White Bird	541-342-4357	www.whitebird.org
Veteran's Memorial Association	541-338-4074	www.vfw.org
St. Vincent DePaul	541-687-5820	www.svdpc.org

Food for Lane County	541-343-2822	www.foodforlanecounty.org
First Place	541-342-7728	<ul style="list-style-type: none"> • www.svdp.us, • 1995 Amazon Parkway Ct.
Eugene Mission	541-344-3251	1542 W. 1 st Ave. Eugene, OR. 97440
Station 7	541-689-3111, 1-888-689-3111	www.lookingglass.org
Shankle Safe Haven	541-741-7726	www.safehaven.org
Volunteers in Medicine	541-685-1800	www.vin-clinic.org
Community Health Centers of Lane County/Riverstone Clinic/ Charnelton Clinic	541-682-3550	www.lanecounty.org , 151 W. 7 th Ave, Eugene 2073 Olympic St. Springfield
Royal Avenue Shelter	541-461-2845	www.sheltercare.org
Buckley House	541-343-6512	www.wfts.org
Youth		
Looking Glass/Station 7	541-689-3111, 1-888-689-3111	www.looking glass.org
City of Eugene-Youth Rec. Programs		www.eugene.or.gov
Juventud Faceta (Youth Group)	541-746-6022	www.amigosmsc.org
CSC-Young Father's Program	541-345-3628	www.cslc.org/youngfathers.html
Women		
United Way	541-741-60000	www.unitedwaylane.org
CASA of Lane County	541-981-3132	www.cas-lane.org
Womenspace	541-485-6513	www.womenspaceinc.org
LGBTQ		
Queer Eugene Community Resources		www.queereugene.com
The Gender Center	541-870-5202	PO Box 12140 Eugene, OR 97440
Latino		

AMIGOS	541-746-6022	www.amigosmsc.org
Centro Latino Americano	541-687-2667	http://centrolatinoamericano.org
Juventud Faceta (Youth Group)	541-746-6022	www.amigosmsc.org
Eugene-Springfield Solidarity Network	541-736-9041	www.solidaritynetwork.org
Social Justice Committee of Unitarian	541-607-0204	www.uueugene.org
CAUSA	503-269-5694	www.causaoregon.blgspot.com, ranfis@causaoregon.org
Downtown Languages	541-686-8483	www.downtownlanguages.org
LCC ESL Program	541-463-5253	www.lanecc.edu
African American/Black Community		
Back2Back (Community Alliance of Lane County)	541-4851755	www.calclane.org
Asian Community		
Powerhouse Worship Asian	541-514-8608	www.phworshipcenter.org
Eugene Chinese Church	541-338-0810	ecchurch@yahoo.com
Eugene Japanese Baptist Church	541-688-2915	www.ejbcoregon.com
Religion/Faith Based		
The Jewish Community Relations Council	541-465-6937	
Jewish Federation of Lane County	541-484-2541	www.jewishfedlc.org
Temple Beth Israel	541-485-7218	www.tbieugene.org
Church of Latter-Day Saints	541-687-9419	768 E. 16 th Ave. Eugene, OR 97401
Dharmalaya	541-342-7621	356 Horn Ln. Eugene, OR 97404, www.dharmalaya.in
Lane Interfaith Alliance	541-747-3887	www.interfaitheugene.org

Appendix F

Potential Meeting and Event Locations

Facility	Address	Contact info	Rooms	Capacity	Sound Syst	AV & Comp Equip	Assist Listen Dvcs	Wheelchair Access
Public Facilities								
Amazon Comm Ctr	2700 Hillyard	(541) 682-5373	Main Hall	90	No	Infocus WiFi	Yes	Ramp
Amazon Comm Ctr	2700 Hillyard	(541) 682-5373	Meeting Room	15-35	No	Infocus WiFi	Yes	Ramp
Atrium (Lobby or Saul or Sloat)	99 W 10th Ave	(541) 682-8817	1st Floor Lobby	50 or 20 (Saul) or 30 (Sloat)	No	WiFi	No	Ramp
Bethel Sch District, Cascade Middle Sch	1525 Echo Hollow Rd	(541) 689-0641	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Clearlake Elem Sch	4646 Barger Dr	(541) 689-0511	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Danebo Elem Sch	1265 Candlelight Dr	(541) 688-8735	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Fairfield Elem Sch	3455 Royal Ave	(541) 688-9375	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Irving Elem Sch	3200 Hyacinth St	(541) 688-2620	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Kalapuya High Sch	1200 N Terry St	(541) 607-9853	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Malabon Elem Sch	1380 Taney St	(541) 461-6421	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Meadow View K-8	1855 Legacy St	(541) 607-9700	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Prairie Min K-8	5305 Royal Ave	(541) 607-9849	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Shasta Middle Sch	4656 Barger Dr	(541) 688-9611	Various, Call	Varied	Both	Call	No	Ramp, Street Level
BSD, Willamette HS	1801 Echo Hollow Rd	(541) 689-0734	Various, Call	Varied	Both	Call	No	Ramp, Street Level
City Hall	777 Pearl Street	(541) 682-5010 or (541) 682-8374	McNutt	50 or 20 (Hill)	Built In	WiFi	Yes	Both
City Hall	777 Pearl Street	(541) 682-5010	Council Chambers	120	Built In	WiFi	Yes	Both
Campbell Sr Ctr	155 High St	(541) 682-5318	Meeting Room	20-35	Port	WiFi	Yes	Ramp
Campbell Sr Ctr	155 High St	(541) 682-5318	Main Hall	125-225	Port	WiFi	Yes	Ramp
Echo Hollow Pool	1655 Echo Hollow Rd	(541) 682-5525	Daydream Island	200	No	In Focus	No	Street Level

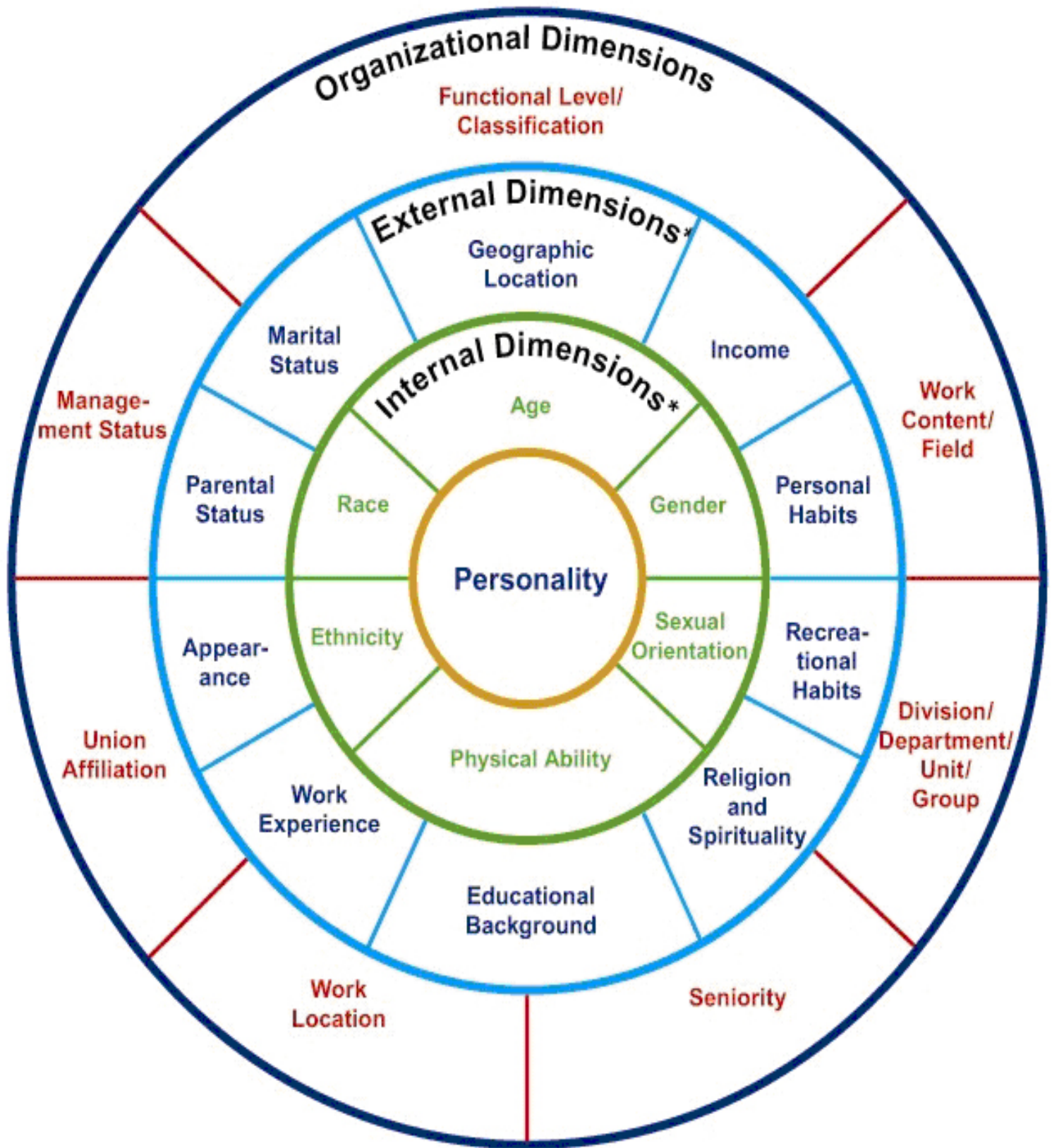
Facility	Address	Contact info	Rooms	Capacity	Sound Syst	AV & Comp Equip	Assist Listen Dvcs	Wheelchair Access
Public Facilities								
Eug Library - Downtown	100 W 10th Ave	(541) 682-5454 or (541)-682-5775	(Singer or Sunstone or Bascom or Tykeson)	28 (Singer) or 28 (Sunstone) or 50 (Bascom) or 56 (Tykeson)	Singer/Sunstone: No Bascom/Tykeson: Bit In	WiFi	No	Elevator
EWEB	500 E 4th Ave	(541) 685-7713	EWEB Training Center	90	Port	Call	No	All
Hillyard Comm Ctr	2580 Hillyard	(541) 682-5311	Main Hall	100-130	Port	WiFi	Yes	Street Level
Hillyard Comm Ctr	2580 Hillyard	(541) 682-5311	Meeting Room	15-35	No	WiFi	No	Street Level
Hult Center	7th & Willamette	(541) 682-5242	Soreng Theater	498	Bit In	AV (no comp)	Yes	Elevator & Ramp
Hult Center	868 High St	(541) 434-7000	10+ rooms, halls	10-800	Both	Call	No	Street, Ramps, Elev
Hult Center	7th & Willamette	(541) 682-5242	Studio One	70-225	Port	AV (no comp)	Yes	Elevator & Ramp
Lane Co-Serbu Juv Justice Ctr	2727 MLK Jr. Blvd	(541) 682-4703	Carmichael Trng Rm	20	No	Call	No	Street Level
Lane Cty Public Svc Bldg	125 E 8th Ave	(541) 682-4003	RIS Conf Room	20	No	Call	No	Ramp
Lane Cty Public Svc Bldg (R15)	125 E 8th Ave	(541) 682-4003	RIS Classroom	30, 40, 40	No	Call	No	Ramp
Lane Cty Public Svc Bldg (Harris Hall)	125 E 8th Ave	(541) 682-4333	Harris Hall	Call	Bit In	Call	Call	Ramp
Lane Events Center	796 W 13th	(541) 682-4292	11 Facilities	Varied	Port	No	No	Street Level
LCC	4000 E 30th Ave	(541) 463-3500	large and small mtg. rooms.	20-300	Port	Call	No	All
Lane ESD	1200 Hwy 99 N	(541) 461-8200	5 Classrooms	30-60	Port	Call	Yes	Street

Facility	Address	Contact info	Rooms	Capacity	Sound Syst	AV & Comp Equip	Assist Listen Dvcs	Wheelchair Access
Public Facilities								
LTD Conf Room	3500 E 17 th	(541) 687-5555	LTD Admin	30	Portable	Call	No	All
Morse Family Farm	595 Crest Drive	(541) 682-5380	Historic house	20-40				
Peterson Barn Comm Ctr	870 Berntzen Rd	(541) 682-5521	Main Hall	75	Portt	WiFi	No	Street Level
PW Maintenance	1820 Roosevelt	(541) 682-4800	Bldg 1 Conf Room	15-20	No	WiFi	No	Street Level
PW Maintenance	1820 Roosevelt	(541) 682-4800	Bldg 2 - Conf Room South or North	29 (south) or 52 (north)	Built In	WiFi	No	Street Level
PW Eng - Wells Fargo	99 E Broadway	(541) 682-5291	Les Lyle	20-40	No	WiFi	No	Elevator
PW Eng - Wells Fargo	99 E Broadway	(541) 682-5291	Willamette	20 or 21	No	WiFi	No	Elevator
PW Maintenance	1820 Roosevelt	(541) 682-4800	Conf Rooms North & South (comb)	81	Built In	WiFi	No	Street Level
River Rd Parks & Rec	1055 River Rd or 1400 Lake Dr	(541) 688-4052	Annex Bldg	100 or 100	Portt	Call	Yes	Street Level
UO - Schitzer Museum of Art	868 High St	(541) 346-6491	Various	60-118	Both	Call	Call	All
UO - Erb Mem. Union	Various	(541) 346-6062	Various	Varied	Both	Call	Call	All
Washington Park Comm Ctr	2025 Washington	(541) 682-5351	Main Hall	75	No	WiFi	No	Ramp
UO - Baker Downtown Ctr	10th & High	(541) 346-4231	Various	12-130	Both	Call	No	Street Level
4J-Churchill High School	1850 Bailey Hill Rd	(541) 687-3421	Various, Call	30-1000	Both	WiFi, Call	No	Ramp, Street Level
4J-Cesar Chavez Elem Sc	1510 West 14 th Ave.	(541) 790-5300	cafeteria / library					
4J-Ellem & Mid Sc (NEHS/Sheldon)	North Eug & Sheldon Area	(541) 790-6215	Various, specify sch	30-1000	Both	WiFi, Call	No	Ramp, Street Level
4J-Ellem & Mid Sc (SEHS/C-hill)	South Eug & C-hill Area	(541) 790-5720	Various, specify sch	30-1000	Both	WiFi, Call	No	Ramp, Street Level
4J-No Eug High School	200 Silver Ln	(541) 687-3261	Various, Call	30-1000	Both	WiFi, Call	No	Ramp, Street Level
4J-Sheldon High School	2455 Willakenzie	(541) 687-3381	Various, Call	30-1000	Both	WiFi, Call	No	Ramp, Street Level
4J-So Eug High School		(541) 790-8000	Cafeteria & classrooms	20-120 ³	No	WiFi	No	Street Level

Facility	Address	Contact info	Rooms	Capacity	Sound Syst	AV & Comp Equip	Assist Listen Dvcs	Wheelchair Access
Private Facilities								
Campbell House	252 Pearl	(541) 343-1119	Various	12-75	No	InFocus TV	No	Street Level and Ramps
Days Inn	1859 Franklin B	(541) 342-6383	Meeting Room	20	No	TV, DVD	No	Street Level
Rexius Forest Products	Bailey Hill Rd	(541) 342-1835	Two Rooms	30	No	Call	No	Street Level
Hampton Inn	3780 W 11th Ave	(800) 426-7866	Meeting Room	30	Port	Call	No	Street Level
Courtyard by Marriott	3443 Hurton St	(800) 321-1211	McKenzie	40	No	WiFi	No	Street Level
RiverRidge Golf Course	3800 N Delta Hwy	(541) 345-9160	The Nines Pro Shop	50	No	WiFi	No	Ramp
Odd Fellows Hall	1233 Charnelton	(541) 345-4251	Hall, Gym	100	No	No	No	All
Laurelwood Golf Course	2700 Columbia	(541) 484-4653	Fireside Room	100	No	N/A	No	Ramp
St Mary's	1062 Charnelton	(541) 342-1139	Fellowship Hall	200	Port	No	No	Street Level
Irving Grange	1011 Irvington Dr	(541) 688-1651 (541) 688-6542	Carpet or Tile Room	200	No	N/A	No	Street
Mallard Banquet Hall	725 W 1st Ave	(541) 485-3825	N/A	240	Call	Call	No	Street
United First Methodist	1376 Olive	(541) 345-8764	Hall, Rooms	250	Port	Screen only	No	Street Level
Central Presbyterian	555 E 15th	(541) 345-8724	Fellowship Hall	262	Port	N/A	No	Street
Eugene Faith Center	1410 W 13th Ave	(541) 686-9244	Various	400	Both	Call	No	All
Hult Center (Cuthbert)	Alton Baker Park	(541) 762-8099	Cuthbert Amphitheater	5,000	Built In	N/A	Call	Street Level
St. Mary's Episcopal Church	166 E 13th Ave	(541) 343-9253		<150	Built In		Yes	Street Level
First United Methodist Church	1376 Olive	(541) 345-8764	Fellowship Hall	100+	Built In		Yes	Street Level
Phoenix Inn & Suites	850 Franklin Blvd	(541) 344-0111	Board Rm, Phoenix	12-120	Port	Call	No	Street Level
Downtown Ath Club	999 Willamette	(541) 484-4011	Ball, Sunset, Board, Club	12-300	Port	Proj Screen	No	street Level, Elevator
Hilton Conf Ctr	66 E 6th	(541) 342-2000	Various	200+	Port	Call	Call	All
Camp Harlow	3850 Cntry Frm Rd	(541) 683-5416	Various	20-250	Both	InFocus TV/DVD	No	Street Level and Ramps
Comfort Suites, Eugene	3060 E 25th Ave	343-7000	Board, Banquet, Mtg	20-60	Port	Call	No	Street Level

Facility	Address	Contact info	Rooms	Capacity	Sound Syst	AV & Comp Equip	Assist Listen Dvcs	Wheelchair Access
Non-profit Facilities								
Red Lion Hotel	205 Coburg Rd	(541) 342-5201	Estate, Banquet	30-50	Port	Call	No	Street Level
La Quinta	155 Day Island Rd	(541) 344-8335	McKenzie, Willamette	30-60	Port	Call	N	Street Level
Holiday Inn Express	2117 Franklin Blvd	(541) 342-1243	Mtg Rm, Oregon Rm	30-70	Port	Call	N	Street Level
Valley River Inn	1000 Valley River Wy	(541) 743-1000	8 rooms available	8-550	Port	Call	Call	All
Northwest Youth Corps	2621 Augusta St	(541) 349-5055	Classroom	30	Port	Call	No	Street
Tamarack Wellness Ctr	3575 Donald	(541) 344-2247	Various	50	Port	InFocus CD	No	Street
Northwest Youth Corps	2621 Augusta St	(541) 349-5055	Community Room	344	Port	Call	No	Street
Shedd Inst for the Arts	7th & Willamette	(541) 682-5242	Silva Concert Hall	2,455	Blt In	AV (no comp)	Yes	Elevator & Ramp
Shelton McMurphey Johnson	303 Willamette	(541) 484-0808	3 Rooms Avail	30-100	No	No	No	Main level only
Boys & Girls Club (main hall)	1545 W 22nd Ave	(541) 345-9939	Various	50-150	No	N/A	No	Street Level
Boy Scouts of America	2525 MLK Jr Blvd	(541) 485-4433	Conference Room	N/A	No	InFocus	No	Street Level and Ramps
W.O.W. Hall	291 W 8th Ave	(541) 687-2746	Hall	250-400	Call	No	No	Ramp

*May not be open to public use



Dimensions of Culture

Sample Ecological Theory Model

