Arizona Town Hall
Toolkit for Convening Forums to Address Polarization

Strategies and Tools for an Effective Approach to Democratic

Engagement Across Dividing Lines

FOREWORD

On September 29-30, 2023, a forum entitled *Bridging Divides to Build Community* was held in Tempe, Arizona. The forum was created by Arizona Town Hall with support that included grant from the American Arbitration Association International Centre for Dispute Resolution Foundation, Inc. Arizona Town Hall is an Arizona 501(c)(3) nonprofit corporation with over 60 years of experience bringing Arizonans of different backgrounds and perspectives together to reach consensus on important public policy issues.

The forum involved approximately 100 Arizonans with diverse backgrounds and experiences from across the state. They received a short advance report on the topic, heard from a variety of speakers, participated in exercises to better understand some of the various layers of humanity and experience that define us as individuals, brainstormed ideas for bridging polarization, and created recommendations for implementing their top five ideas. Participants were asked to complete a professionally designed research survey to assess perceptions on the topic of polarization before and after the forum. The key outcomes from the forum are summarized in *Bridging Divides to Build Community, September 29-30, 2023, Final Report*. Analysis of the surveys indicated that the diversity of opinion among the participants was roughly equivalent to the makeup of Arizona voters. Participant comments and to some extent the comparison of pre- and post-event surveys indicated that some participants changed their views because of attending the forum, although too few participants completed and returned the post-event survey to draw valid conclusions about attitudinal changes.

This toolkit provides detailed steps and tips for planning and implementing a similar community forum to address polarization in your community of interest. We hope you will find it useful conducting civil discussion on solutions for this topic and others. Arizona Town Hall offers consulting services to help with such projects if you need support.

We are extremely grateful to the American Arbitration Association International Centre for Dispute Resolution Foundation, Inc. for its generosity in providing the funding for this publication and for the forum. I am also personally grateful to our staff and volunteers who worked to design and implement this grant, with particular kudos to Mary Grier who led the effort.

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INTRODUCTION

OVERVIEW OF THIS TOOLKIT

This toolkit is intended to function as a "best practice" guide for convening a dynamic, engaging community discussion that can be tailored to meet the needs and circumstances of different communities. The first substantive section (Case Study) offers the *Bridging Divides to Build Community* forum as a case study, with details about what, why, and how the forum was produced. The second substantive section (Toolkit) provides general guidelines for developing a forum or gathering to address any subject that is of interest to a community, by adapting the Arizona Town Hall methods, forms, and other materials to your community's specific needs. The third substantive section (Appendix) includes copies of relevant forms and reference materials.

THE TOPIC: POLARIZATION

Identifying a topic that is timely, important, and interesting to prospective participants is the first step in a long process of planning and implementation, and a key factor in the success of your forum. Why convene a forum on polarization? Although polarization is not new, its causes and consequences are particularly concerning in the current era. Americans are more likely now than any time in recent U.S. history to feel negatively toward each other and to want nothing to do with each other socially. Scholars see increased polarization as a significant threat to American democracy. In fact, over 40% of Americans think a civil war is likely within the next decade. The toxic effects of polarization have resulted in alienation of family members from one another, increases in hate crimes and general intolerance, and the erosion of democratic institutions that are central to American life.

In 2020 a review of studies reported in *Science* magazine characterized the current polarization in US politics as "the rise of political sectarianism—the growing tendency of one political group to view its opponents as morally repugnant." According to Eli J. Finkel, a psychology professor at Northwestern University and lead author of the *Science* article, "That is the tenor of the thinking that we see across the political divide these days. The three key components: The first one is what we call 'othering'—[labeling] these people as so different from us that they're almost incomprehensible. The second part we call 'aversion'—this idea that they're not just different, but they're dislikable. The third part is this 'moralization,' where they're morally bankrupt." https://www.scientificamerican.com/article/why-hatred-and-othering-of-political-foes-has-spiked-to-extreme-levels/.

This theory is borne out by survey data. According to Pew "growing shares in each party now describe those in the other party as more closed-minded, dishonest, immoral and unintelligent than other Americans." After the 2020 election, Pew surveys found that only 2% on each end of

the spectrum thought that people on the other side understood them well. Many expressed a desire to be better understood and have their views respected. https://www.pewresearch.org/politics/2022/08/09/2-traits-of-the-parties-trump-and-the-gop/; https://www.pewresearch.org/politics/2020/12/17/voterssay-those-on-the-other-side-dont-get-them-heres-what-they-want-them-to-know/

Kirk Schneider, PhD, adjunct faculty at Saybrook University in California and Teachers College, Columbia University, attributes polarization to existential fear—fear that we won't matter or will disappear. He opines that divisiveness will continue to grow if *fear of the other,* and the wounds fueling that fear, are not addressed. https://www.apa.org/monitor/2021/01/healing-political-divide

Both Schneider and Finkel recommend bringing people together for direct discussion to mitigate divisiveness. Our desire to feel heard, respected, and understood, and to reciprocate those feelings, cannot be satisfied by anonymous, unilateral communication via media. Direct personal engagement is essential to overcome othering and division.

THE AAA-ICDR FOUNDATION GRANT FUNDING

These theories and recommendations are consistent with Arizona Town Hall's experience over more than 60 years of bringing people together for in-person discussions of important issues. Arizona Town Hall planned the *Bridging Divides to Build Community* forum to mitigate divisiveness by bringing Arizonans together to learn about and discuss the causes and consequences of polarization, engage in some reflective and interactive activities designed to heighten awareness of the cognitive and emotional factors that contribute to polarization, and work together to develop strategies to address polarization.

To fund the work and expenses of the forum Arizona Town Hall applied for a competitive grant offered by AAA-ICDR Foundation in its 2022 request for proposals. Arizona Town Hall's proposal fell squarely within one of three AAA-ICDR Foundation priorities: to bridge community conflict with a focus on civil discourse seeking to mend societal divisions. The foundation awarded Arizona Town Hall a grant of $75,000 to support the forum and related activities, including the creation and publication of this toolkit.

THE FORUM CONVENER: ARIZONA TOWN HALL

Founded in 1962, Arizona Town Hall is a nonpartisan, nonprofit corporation that is one of Arizona's most longstanding and trusted non-partisan sources for Arizona policy solutions. The mission of Arizona Town Hall is to educate, engage, connect, and empower people to resolve important issues through consensus, not division, using a process based on respectful dialogue that values diverse perspectives, builds relationships, and fosters leadership development. Arizona Town Hall's unique process builds relationships and strengthens communities while providing forums for resolving contentious and complicated issues.

Arizona Town Hall's core values are to be:

INCLUSIVE	COLLABORATIVE	CREATIVE	PROFESSIONAL	RESPECTFUL
Engage all voices.	Bring people together to create and accomplish shared goals.	Thoughtfully examine alternatives with an open mind.	Bring integrity, knowledge, and skill to the exploration of challenging issues.	Civilly consider different points of view.

THE PRINCIPAL FUNDER: AMERICAN ARBITRATION ASSOCIATION INTERNATIONAL CENTER FOR DISPUTE RESOLUTION FOUNDATION

The not-for-profit American Arbitration Association® (AAA®)-International Centre for Dispute Resolution® (ICDR®) Foundation® is the largest private global provider of alternative dispute resolution (ADR) services in the world. With that comes enormous responsibility, which the AAA-ICDR Foundation embraces. The AAA-ICDR Foundation is dedicated to service and particularly to education. Its work lessens the load of a tremendously overburdened court system. Its efforts ease the financial hardships of those shattered by natural disasters.

The AAA-ICDR Foundation established a 501(c)(3) not-for-profit organization that funds critical domestic and international projects. Its mission is "to support the prevention and resolution of conflicts by expanding access to alternative dispute resolution." This effort fills acute needs for dispute resolution by expanding the use of ADR, improving the process, increasing access to ADR for those who cannot afford it, and sharing knowledge across different cultures. The AAA-ICDR Foundation has three primary focus areas: to prevent & reduce violence, with a focus on vulnerable and underserved communities and police/social service partnerships; to bridge community conflict, with a focus on civil discourse seeking to mend societal divisions; and to support diversity, equity, and inclusion, with a focus on access to justice.

CASE STUDY

Putting on an effective Community Forum on any topic takes significant time, effort, and resources. The *Bridging Divides to Build Community* forum took over 14 months from inception to completion, involved over 20 staff and volunteers, and cost around $120,000 in direct and indirect funding and in-kind donations. But each community discussion is unique, and if you are planning such an event, you will achieve the best outcome by putting in the time and effort required to plan carefully and provide for contingences.

INITIAL PLANNING DECISIONS

After the grant was awarded Arizona Town Hall formed a Forum and Toolkit Planning Team that included a lead facilitator (who had also written the grant application), two Arizona Town Hall staff members, and three experienced volunteers. The team met virtually and in person over a period of three months to make strategic and logistical decisions about the forum and to create certain forms and documents, including this toolkit. Both AAA-ICDR Foundation and Arizona Town Hall sought to deploy the granted funds to address polarization, reduce community conflict, and improve civic engagement in communities. This included developing a process for civil and constructive dialogue on the topic, holding a forum to test the process, conducting a professionally designed research survey to assess perceptions on the topic of polarization before and after the forum, and providing a toolkit for others to replicate the approach in their communities. The team made the following decisions:

- The team kept working documents in a Dropbox folder to accommodate the file size and provide easy access to all team members.
- Based on Arizona Town Hall's experience conducting statewide and community town halls, and considering the size and diversity of Arizona's population, the team decided:
  - The forum should target 75-150 guests of diverse backgrounds, demographics, experiences, and perspectives from across Arizona. The scale and structure of the event would facilitate a rich dialogue and minimize the likelihood individuals would feel ganged up on or marginalized. Larger events require significantly more resources.
  - There should be a minimal fee of $50 to offset meal costs and encourage registrants to attend. For those who might be deterred from attending due to the cost of registration, transportation, accommodations, childcare, lost wages, and other potential barriers to participation, Arizona Town Hall would waive the registration fee and provide stipends as needed to encourage participation.

- A short (around 8 pages) background report and resource guide would be developed by a subject matter expert and provided to participants in advance of the forum.
- An expert in the use of surveys for research purposes would be engaged to develop and conduct the pre and post survey to assess perceptions on polarization.
- The forum would be held over 1.5 days starting on a Friday afternoon/evening and going though dinner on Saturday. This minimized work constraints and allowed some time to explore the roots of polarization and tools to address it.
- The forum would be in-person (with some online observers allowed). We felt in-person would be more effective for this topic, and a hybrid approach would be difficult to manage and unsatisfying for the participants. While not ideal, online participation might work if all participants were experienced with video meeting technology, breakout rooms and techniques for engaging/interacting via video.
- Meal programs would include speakers to frame the issues, provide examples of youth-led or youth-serving community engagement programs, and provide information about how different types of entities that work with diverse populations manage groups of employees or customers with different world views and experiences.
- The forum should include interactive experiences to facilitate greater connection amongst participants and deeper understanding of the topic.
- For discussions about the topic participants would be divided into panels of 25-30 participants each facilitated by a panel chair and a panel recorder.
- Following panel discussions all participants would jointly brainstorm ideas for bringing diverse communities together, rank the ideas, and select their top 4 or 5 strategies for further development.
- When the top strategies were identified the panels would be reconstituted based on participant interest in the strategy. These panels would convene, and each would develop a strategy/plan to fund and implement one of the top ideas, including how to address likely obstacles.
- Participants would complete an "I Will…" card identifying an action they as individuals will do after the forum to help address polarization in their communities.
- The Maricopa County Community Colleges were an initial partner in the endeavor, and they arranged for an in-kind donation of the Rio Salado Conference Center to host the forum.
- A report team would prepare a draft final report of the consensus of the forum participants and the top strategies identified for further work.
- The draft final report would be reviewed via a facilitated Zoom meeting several weeks after the in-person event. The Arizona Town Hall consensus process would be used to agree on changes to the report.
- The toolkit would be designed to facilitate successful replication and adaptation of the forum in other communities and settings.

ATTRACTING PROSPECTIVE PARTICIPANTS

The greatest challenge of the forum was to attract a group of participants that would be representative of Arizonans. Arizona Town Hall initially researched the demographic characteristics of Arizona's population and devised a chart to track those attributes in both invitees and registrants. The team identified a broad list of attributes to be represented among the forum participants. These included political affiliation, religious affiliation, urban/rural/tribal residence, gender, sexuality, age, race, ethnicity, nationality, income strata, and levels of community/political involvement.

To strike an appropriate balance between feasibility and adequate representation of different world views and life experience the forum was designed to accommodate 150 participants who would be divided into 5 panels of 30 people. Given its experience hosting other events, Arizona Town Hall predicted an absentee rate of about 30%, and therefore targeted 200 acceptances. That meant to achieve a participant group of 150 a group of 200 registrants would be needed. To attract 200 registrants Arizona Town Hall would need to invite 800-900 persons to participate in the forum.

As it happened, the Conference Center was only available on a weekend that featured many conflicting events, including university homecoming celebrations, a bar association gala, a Jewish holiday, a potential labor union strike, and several popular artists appearing in concert. In addition, due to rancor between the major political parties, concern about unfairness and "political correctness," and partisan reluctance to participate in multi-partisan events, it was extremely difficult to attract participation from more conservative participants.

Information about the forum and invitations were sent early and often to Arizona Town Hall's mailing list of individuals who had participated in past town halls. Team members and Arizona Town Hall staff identified both individual invitees and organizations whose members or employees might be interested in the forum. The process of invitation took significant time and effort, beginnig in May and continuing through the week of the forum at the end of September. For individuals and organizations with whom Arizona Town Hall did not have an existing relationship, it often took multiple contacts to explain the forum and find the right person willing and able to help us identify potential participants. After initial phone and text interactions, we sent an email and/or letter and flyer with an overview of the forum which our contact could use to recruit potential participants.

Arizona Town Hall contacted the following organizations for assistance.

Organization Name	Organization Name
Maricopa Community Colleges	The Center for the Future of Arizona
Assorted fraternities and sororities at Arizona State University	10-12 religious institutions of different types and denominations
Pastor Center for Politics and Public Service	3 veteran-serving organizations
Local First	A ranking officer in the City of Phoenix Police Department with responsibility for community engagement
IBEW	Elected leaders in communities across the state
Sundt Construction Company	The League of Women Voters
The YWCA	Members of the Salt River-Pima Maricopa Indian Tribal Council
Vitalyst Health Foundation	Rising Youth Theatre
The Arizona Civics Center	The Flinn Foundation
Braver Angels	Arizona Democracy Resilience Network
College professors at Arizona State University, Maricopa Community Colleges, and University of Arizona teaching classes relevant to the subject matter of the forum	The Girls Leadership Academy of Arizona

Although we earnestly endeavored to attract participants through the above organizations and through media releases and notices on social media, including several NextDoor neighborhoods, our experience was that most registrants attended the forum because of a personal connection to Arizona Town Hall or to one of its members, volunteers, or board members.

INVITATIONS/EVENT PROMOTION

Arizona Town Hall promoted the forum through media releases, information on its website, and notices on social media, and announced the details of the forum at numerous Arizona Town Hall programs during August and September, but the most successful method of recruiting participants was through targeted promotion. Numerous calls and emails were required to reach out to identified potential participants, particularly those with attributes that were needed to comprise a diverse group. To attract members of groups that were not already connected with Arizona Town Hall the team authorized the waiver of registration fees for many groups, and further authorized gift card incentives to certain under-resourced communities. Multiple follow-up contacts were often required to build the participant list. We started the process five months before the event to get people's attention before their schedules filled up. Samples of the flyers and invitation letters used are included in the Appendix.

We tracked contacts and responses with a master spreadsheet (included in the [Project Tracker](#), a copy of which is in the Appendix) and the Arizona Town Hall online registration tool.

BACKGROUND RESEARCH AND REPORTS

The project manager did extensive research on the topic to prepare the grant application, and to inform the initial planning. She identified Frank Gonzales, Ph.D., an Assistant Professor in the School of Government and Public Policy (SGPP) at the University of Arizona, to serve as the author of the background report and to prepare the survey and interpret its results. Dr. Gonzalez' research strengths lay primarily in political psychology, experimental design, and quantitative methods. His current research involves using theories from social neuroscience to understand how people place themselves in groups in society, how group-related attitudes interact with "higher-level" ideological principles, and how this interaction impacts political opinions and behaviors.

Dr. Gonzalez and the members of the Research Committee worked hard to keep the report as crisp and concise as possible, consistent with the objective of providing a baseline of information for participants. Two background reports were prepared—a full length version and an executive summary, for those who did not have time to review the full-length version. Additional informational resources, including published articles, books, and videos, were posted on the Arizona Town Hall website and are available for viewing and download at https://aztownhall.org/BridgingDividesResources.

Electronic copies of the report, *Stuck in the Middle: the Extremes Pulling America Apart*, in both [full length](#) and [abbreviated](#) format, were made available to all registrants and prospective participants approximately 45 days prior to the event. Both forms of the report are included in the Appendix and the report is available for download on the Arizona Town Hall website [at this link](#). This report may be used as is, or as a starting point for your own report. An extensive list of resources with links is also available in the [Appendix](#).

Finally, at the suggestion of a civic engagement expert and volunteer we also created a report in the style of a graphic novel, to appeal to those who relate better to pictures than words. To better engage participants, we distributed copies of the comic version of the report and asked them to review and comment with their suggestions. As it happens, Wendy Morton, a Maricopa County Superior Court judge, has developed a similar presentation of information about the early days of the republic, for Continuing Legal Education purposes. In keeping with a strong recommendation in the forum report to establish and promote civics education, we are working with Judge Morton to adapt her existing materials for use by elementary, middle, and high school students, and will adapt the graphic novel about polarization into a similar format that can be tied in with those existing materials and made available to educators and the public. The materials will be presented in a PowerPoint format that can easily be downloaded and used by educators without significant investment in printing costs.

PRE AND POST SURVEYS

We chose to have participants complete a brief scientifically valid online survey before and after the forum to measure if, and how, participation changed their perspective on polarization. Frank Gonzales, author of the background report, was engaged to design, oversee, and analyze the survey. The identity of survey respondents was confidential. A copy of the survey questionnaire is provided in the Appendix.

EXERCISES/ACTIVITIES

Arizona Town Hall engaged its own staff and outside resources for exercises/activities to help participants examine and challenge their own filters and perspectives, and to explore unexpected areas of commonality. These exercises offered participants a way to engage with one another, to reflect on their own identities and those of others with whom they were interacting.

- **The Box** – This exercise involves asking the audience to look at a box full of interesting, unrelated objects. After the allotted time has passed, participants are asked to describe what they have observed. As each person offers a different description it becomes apparent that their description is driven by perspective, and that there are many valid ways of seeing the same thing. A description of the Box Exercise is available in the Appendix.

- **The Lifeboat** – This exercise involves asking the participants to review a list of 20 people vying for spots in a lifeboat that holds only 12. A brief description is provided for each of the 20 candidates, and each has flaws and positive features. A copy of the classic description of the Lifeboat Exercise is available in the Appendix. To make the exercise more engaging the facilitator explained the concept and asked the participants to create characters of their own, with flaws and features relevant to a decision about who "deserves" to be saved. The group then discussed the relative merits of each candidate and came to a consensus about which should be allowed space in the lifeboat.

- **Who Are You and A Big Wind Blows**, led by Rising Youth Theater. Following the breakfast on Day 2 Rising Youth Theatre, one of Arizona Town Hall's partners in the project, led the group in several exercises designed to have them reflect on their personal characteristics, what they have in common with other participants, and how their experience and interests differ from other participants. The exercise involved several phases. First, during "A Big Wind Blows" the facilitators asked people to stand if they fell into certain categories. This allowed people to see other participants as individuals with whom they have something in common, and that they are more than their political or religious views. Then participants paired off in groups of 2 or 3 and asked each other a series of questions bearing on their identity. One of the potent impacts of this exercise

was the fact that it revealed that people who appear to have little in common, based on their political views or life circumstances, may have a great deal in common. The outcome of these discussions was reported to the larger group on a voluntary basis.

- **Forum Theatre,** led by Rising Youth Theatre. Between the first panel discussion and the Saturday lunch the entire group gathered for a session called Forum Theatre. Participants were requested to provide a real-life scenario involving conflict or polarization of view and the Rising Youth Theatre members would perform an improvisational interaction demonstrating how the conflict might be addressed.

SPEAKERS

We chose local speakers to provide context and perspective on why addressing this topic is both important and achievable. The speakers were selected based on research, partner recommendations, and contacts we had from prior Arizona Town Hall programs. To utilize our limited time to its fullest, we scheduled speakers in conjunction with meals (this also helps ensure attendance).

- **Dinner Day 1**: To set the stage for discussions the keynote speakers, Kristi Tate, director of Civic Health Initiatives at Center for the Future of Arizona, and Hon. Patricia Norris, a retired justice who served on the Arizona Court of Appeals (see full bios in the Appendix), addressed the topic of *The Arizona We Want: Civil War or Civic Engagement*. Ms. Tate spoke about the issue of polarization from the perspective of what Arizonans told the pollsters about their views and priorities during a regular comprehensive survey by Gallup Polls. On many key issues a significant majority of Arizonans agreed about the issue and the action that should be taken. Judge Norris spoke about why Arizonans do not have the government they say they want, and the need for certain political reforms, particularly revision to the systems governing primary elections. These presentations

clearly engaged the audience's interest, as they were followed by an extensive question and answer session.
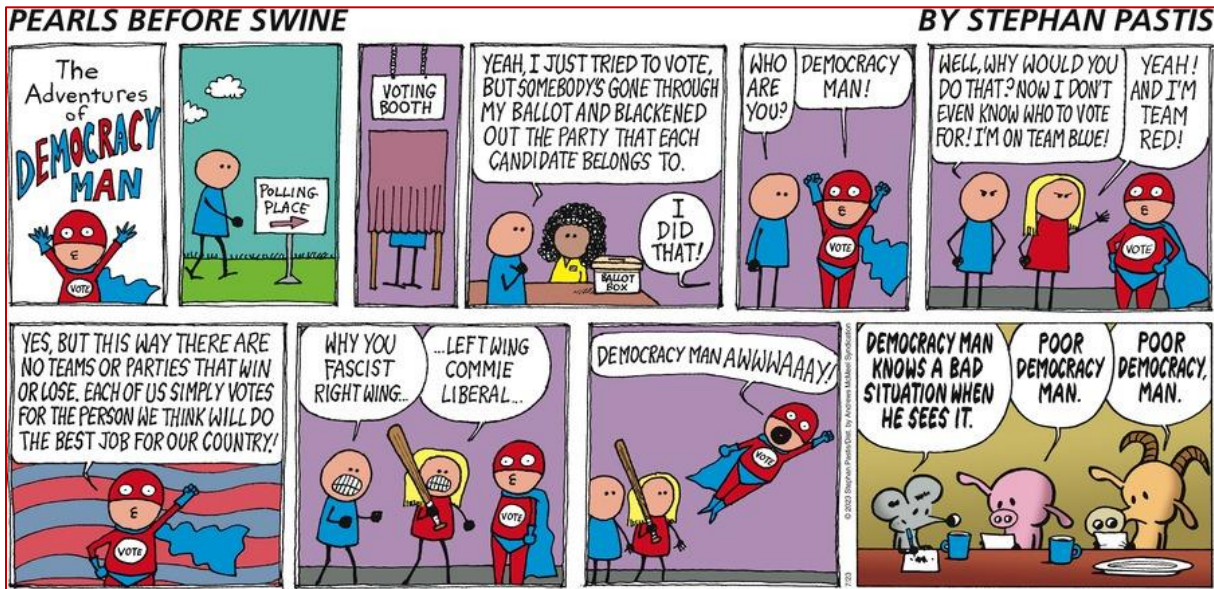
- **Breakfast Day 2**: To further set the stage for the day's work, at breakfast the audience enjoyed a presentation about the state and importance of civic engagement efforts in Arizona by Don Henninger of the Arizona Democracy Resilience Network/The Carter Center ([bio link](#)). Mr. Henninger then moderated brief presentations and a panel discussion involving representatives of several programs that were youth-led or youth-serving.

  These speakers included:
  - KaRa Lynn Thompson, Senior Program Coordinator for Civic Health at the Center for the Future of Arizona, who oversees the statewide expansion of the School Participatory Budgeting (SPB) process providing an opportunity for students to "learn democracy by doing."
  - Mario Montoya, Research Analyst & Coalition Consultant at Aliento, an organization serving undocumented immigrants.
  - Greyson Taylor, a Division 1 graduate student-athlete at Grand Canyon University, part-time assistant track coach at Brophy Preparatory School, and the Director and co-founder of African American Reconstruction, which seeks; to lead a necessary and modern Reconstruction Era dedicated to the advancement of the African American Community.
  - Sommer Knight, a co-director of Foster 360, a program of the Mesa United Way that serves young adults transitioning from foster care to independent living.

These presentations were followed by a robust question and answer period and were a subject of discussion throughout the day, as the audience was inspired by the personal stories and work being performed by these speakers.

- **Lunch Day 2**: Following an action-packed morning the luncheon presentation involved short statements by a panel of leaders with extensive experience successfully dealing with diverse workforce and/or customer base, followed by a panel discussion. Full bios of the speakers are available here. Elizabeth McNamee, a consultant, and Life Fellow of the American College of Healthcare Executives, with extensive experience in health care policy, moderated the panel discussion. Elizabeth came prepared with probing questions designed to elicit thoughtful responses by the panelists. Each individual speaker spoke briefly about their insights and perspectives in general regarding the power and challenge of engaging diverse perspectives to achieve common goals. These presentations were followed by moderated panel discussion. The panel was comprised of the following speakers:

  - Ted Maxwell, currently the President and CEO of Southern Arizona Leadership Council and formerly an active-duty Air Force Major General, a member of the Arizona National Guard, and Commander of the Arizona Air National Guard. Mr. Maxwell spoke about the issue from the perspective of a military leader.

  - Holly Figueroa, currently Tribal Liaison for Blue Cross Blue Shield of Arizona Health Choice, and a member of the Hopi Tribe. Ms. Figueroa spoke about her insights on the issues from the perspective of Native American peoples and entities and one who manages a large corporation's relationships with 17 or the Native American communities in Arizona.

  - Deanna Villanueva Saucedo, Associate Vice Chancellor of the Center for Excellence in Inclusive Democracy at Maricopa Community Colleges. Ms. Villanueva-Saucedo spoke about the issue from the perspective of educators and educational administrators.

  - John Pombier, currently serving as head of community engagement policy for the Phoenix region of Amazon, and formerly a Deputy City Manager and a prosecutor for the City of Mesa. Mr. Pombier spoke about the issues from the perspective of an executive with an international corporation and a city official and lawyer.

PREPARATION AND IMPLEMENTATION

There were numerous tasks required to identify and organize all the details of the forum to be ready for successful implementation. It is important to have backup plans for typical types of problems. Recruiting and training volunteers for registration, facilitation, and recording is critical. Our target was a minimum of 15 volunteers and staff for our forum, plus a few backups who could fill in for facilitator and/or recorder if needed.

FACILITATORS/RECORDERS

It is critical that volunteer facilitators and recorders understand their roles and responsibilities and have practiced using them prior to the event. The facilitator's role is to keep their panel on target and schedule, ensure everyone is heard, and maintain respectful dialogue. This can be challenging given the strong emotions associated with this topic. The recorder must be able to listen and quickly compile the comments of participants into an accurate and clear summary of the essence of the conversation.

To provide continuity and cohesion we recruited Lisa Atkins, a well-known and highly respected public official, former candidate for Congress, and Congressional staffer, to serve as the emcee and the face of the forum. Lisa is a Republican, known as a highly effective pragmatist who can work across party lines to accomplish results. There was so much happening at the forum, and in such a tight time frame, that we developed a script for Lisa to assure that she could keep the group on time and properly informed about forum events.

We utilized multiple facilitation techniques:
- Facilitating speaker sessions and activities.
- Arizona Town Hall Style dialogue and consensus reporting for panel questions early in the process, and again for creating a plan to implement one of the top priority recommendations.
- Brainstorming and prioritizing recommendations for addressing the issue.
- A Zoom plenary session to review and edit the draft recommendations report using our consensus process.

Descriptions of the processes used, along with best practices tips and tricks are provided in the "General Toolkit" section that follows.

To fulfill these functions Arizona Town Hall called on its network of experienced Town Hall volunteers. It also held a training session to prepare new volunteers and refresh the skills for experienced volunteers. Descriptions of the roles and responsibilities of the Facilitator and Recorder are available in the "General Toolkit" section that follows.

AGENDAS

We created two agendas: a brief agenda for the participants, and a second, more detailed one for the facilitators and other volunteers. The brief agenda was posted on the Arizona Town Hall website to provide information about the upcoming program and was deliberately kept at a very high level to allow for changes to the program and schedule. The detailed "run of show" agenda included details such as the names and titles of speakers and gives suggested allotments of time for each element, along with prompts of important information to convey. The final agendas are shown in the Appendix.

LOGISTICS

Critical steps include ensuring speakers and activity coordinators are coming (on time) and have directions. Menus, catering, facility set-up, and AV equipment requirements need to be determined and coordinated with the providers. Many items need to be assembled and transported in the necessary quantities. This includes handouts (agendas, speaker bios, participant list, instructions, etcetera), pens, markers, flip charts, pads of paper, sticky notes, name tags, and name tents. See the "General Toolkit" section that follows for guidelines, general checklists, and examples from our forum.

We arranged for experienced volunteers and staff to oversee registration, setup, and other "hidden" logistical issues. It is important to have two to five people dedicated to such matters to assist with the unanticipated issues that arise.

MEALS/SNACKS/BEVERAGES

The forum schedule was ambitious, so breaks, meals and snacks were important. It was necessary to expedite serving and transitions of the dining room from meal use to program use, and to accommodate a variety of food preferences. For all these reasons Arizona Town Hall opted for meals to be served buffet style. Some considerations in selecting the menus include cost, variety, ease of setup and service, and ensuring selections that appeal to a variety of taste preferences and food sensitivities.

COMMUNICATIONS TO REGISTERED PARTICIPANTS

Multiple email reminders were sent to registered participants and volunteers.

A few days prior to attending the event, all participants received an email with links to the background report, a short homework assignment, directions to the venue, forum agenda, speaker bios, and a brief participant guide explaining what to expect at the forum. In hindsight,

it might have been helpful to have the "what to expect" document available when invitations were issued, to give invitees a better idea of how the forum would work.

The homework assignment included watching a short video and thinking of someone they admire and/or respect who is aligned with a US political party they generally do not support or agree with philosophically. It was designed to get them thinking about respect across differences. They were not required to share their response unless they chose to do so.

STIPENDS AND INCENTIVES

Approximately 10% of the grant funding was reserved to provide incentives and stipends that would reduce barriers to participation for those who would be unable to participate due to the financial burdens of travel, childcare, work responsibilities, or other costs. The availability of this assistance was advertised on the website and in flyers that were adapted to be used for special communities and individuals, such as students, participants residing in counties distant from the Conference Center, and persons in low-income communities. A short application form was created to process requests for stipends. Many participants took advantage of the waiver of registration fees. Only a handful requested stipends.

Each participant received a lapel pin that was specially designed for the forum, bearing the words "Be the Bridge" and depicting a bridge comprised in part of hands outstretched in handshake fashion. Each participant also received a gift bag containing coffee-related items donated by several area coffee shops, in keeping with the suggestion that following the forum participants should have coffee with someone with viewpoints and life experience different from their own. Participants who remained through the entire program also participated in the raffle of donated items. Finally, at the suggestion of a forum partner agency Arizona Town Hall acquired Visa gift cards to provide as incentives for members of underrepresented groups to attend the forum.
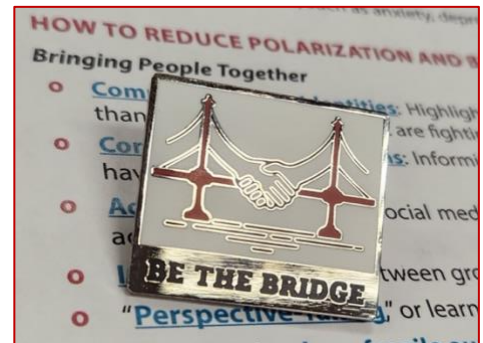
Participants who were invited with a specific offer of an incentive or a registration fee waiver were provided with a special code to be used at registration. The code worked well and allowed us to track participation by special groups.

An Arizona Town Hall staff member spent a few days contacting prospective donors to seek the items that were used to incentivize participation. A sample donation request form is included in the Appendix.

SPECIAL ACTIVITIES

To add interest and provide activity during breaks the team arranged several different art-related activities. Some worked better than others.

At the beginning of the forum a large tree of life, painted on canvas in the style of Kandinsky, was pinned to the wall in the main conference room. A table full of art supplies was also set up in that space, and participants were encouraged to create and pin on the canvas a Kandinsky Circle that would represent their participation in the forum.

We also provided a large quantity of Legos in each panel discussion space, so that participants could construct bridges (or other structures) that would be emblematic of the discussions. While the participants engaged in very little Lego construction, we offered the Legos to participants at the end of the conference, and they were quickly snapped up.

Arizona Town Hall wanted to encourage the sharing of information about the forum on social media. To that end we created a large cardboard saguaro cactus, to which "I will" cards could be pinned to demonstrate the extent of the impact that such commitments could have. This endeavor was not particularly successful, but that may be because of the duration and intensity of the forum.

Finally, we assembled a few impactful videos that could be shown if time permitted. Due to time constraints these videos were not used.

MEDIA COVERAGE

A portion of the budget was allocated to pay for the services of a media company, Inspired Connections. The media company prepared press releases and pitched the forum to editors and reporters. Although they worked hard to generate interest in the forum, the lack of attendance by celebrities and other newsworthy individuals made that challenging. Had our personnel resources been more robust, we might have drafted substantive pieces about the forum to help attract coverage.

FORUM

Approximately 80 of over 500 invitees participated in the Forum. A principal objective in the invitation of participants was to achieve reasonable levels of diversity in age, gender, religion, political viewpoints, race/ethnicity, level of educational achievement, economic status, and geographic distribution

within Arizona. Although we created a chart to track these characteristics as people registered for the forum it was so difficult to attract participants of any type that we eventually ceased active tracking of invitee demographic information and accepted all interested participants in the interest of having a full, robust discussion. Based on data collected in surveys and at registration we determined that there was diversity of political viewpoints that rather closely matched the Arizona voter pool. The final group of participants was quite diverse in most respects, although the participants had higher levels of education than Arizona 's population.

During the forum we relied on help from 15 volunteers and Arizona Town Hall staff, along with facilities staff. Volunteers and staff were utilized for registration, room arrangements and adjustments, ensuring speakers and those running the exercises were setup, facilitation of brainstorming and breakout rooms, and recording the dialogue and recommendations of the participants.

Each panel was comprised of 25-30 participants with a diverse mix of perspectives and experiences. Each panel had a name and a dedicated breakout room that was set up in a hollow square or u-shaped formation (see the sample table layouts for more details). Activities for the full group (meals, speakers, brainstorming session and final presentation of recommendations) were held in a large meeting/banquet room. It had an elevated platform with a podium and seating for speakers. Large projector screens were positioned to be easily viewed. Participants sat at round tables of 8-10. See sample table layouts for diagrams and more details.

The forum proceeded as described in the detailed agenda. After the final panel discussion had concluded mid-day on Saturday, the recorders and panel chairs helped to identify all concrete ideas that had been discussed as possible strategies to address polarization. Professional facilitator Marty Rozelle led the entire group in discussion of these possible strategies and consolidation of ideas to emerge with five general strategies. During the final segment of the forum four groups met to flesh out the strategies that were identified and to plan for funding and implementation of those strategies. During the dinner hour each group reported on its work, and the entire group of participants had an opportunity to ask clarifying questions, seek additional information, or argue for or against prioritization of a specific strategy. It is telling that in the end, the consensus of the group was that the separate strategies be pursued simultaneously, with all due haste.

POST-FORUM ACTIVITIES

REPORT AND PLENARY SESSION

Because so many activities were included in the forum, we decided not to attempt to produce a written draft report that could be reviewed and approved by participants at the end of the forum, and we deferred the "plenary session" (with all participants) for a period of two weeks. During that time the report team worked to draft a close-to-final report, which was sent to participants for review and comment with an agenda for the plenary session. We then held a plenary session in the late afternoon via Zoom. Participants proposed minor changes to the report during the plenary session and asked for additional information to be included to explicate the contents of the report. There were very few changes, and the report was approved by a consensus of those attending the plenary session.

Following the plenary session, the report team and Arizona Town Hall staff made the changes to the report that were agreed upon during the plenary session. The final report is available for viewing and downloading from the Arizona Town Hall website and a copy is linked in the Appendix.

An executive summary of the final report, sometimes referred to as a "Highlights Report," may be prepared and posted on the Arizona Town Hall website for viewing and downloading. The purpose of an executive summary is to relay the substance of the report in a summary and concise fashion that can quickly be digested by readers. A sample highlights report is linked to the Appendix.

SURVEYS

Following the event emails were sent to encourage participants to complete and return the post-event surveys. Even with the opportunity to win a raffle prize of a $100 gift card, only nine people returned both the pre- and post-event surveys. ***As a result, the attempt to measure changes in attitudes by this method is of dubious value.*** Dr. Gonzales analyzed the survey data and reached the following conclusions while also cautioning about the extremely limited merit of such a small sample size.

Forty-two people took the pre-event survey, and 27 took the post-event survey. Of the post-event respondents, 9 had completed the pre-event survey, and so analyses of within-individual change over time are limited in terms of reliability and generalizability. As such, we proceed by highlighting basic descriptive trends and percentage changes in terms of the overall sample across the two surveys.

DESCRIPTIVE TRENDS

1. The sample displayed some racial, ethnic, and gender diversity but was also quite wealthy and educated compared to the general population of Arizona. Specifically, the sample was 56% non-Hispanic white, 63% female, and had an average age of 50 years old. There were no first-generation immigrants, but 16% were second- or third-generation Americans, compared to 59% whose families have been in the United States for 4 or more generations. Thirty-eight percent of the sample was bilingual.

2. The median household income was $100,001 to $150,000 per year, with 31% of the sample's households making less than $100,000 per year. The median education was a post-graduate degree (the highest response category), with 84.4% of the sample having at least a college degree.

3. In terms of politics, 37% identified as Democrats, 37% identified as Republicans, and 26% identified as Independent or "Other." These percentages regarding party are roughly the same in the post-event survey.

4. We measured feelings of warmth versus cold toward the major political parties on 0 to 100 scales and calculated a measure of how much warmer one felt toward their own party relative to the other party. On average, in the pre-event survey, participants felt 26.5 points warmer toward their own party than the other party. This bias increased slightly but negligibly in the post-event survey to 27.9 points.

5. The additional survey items tapped more specific and concrete aspects of polarization. Interpersonal tolerance was measured by asking respondents how much they would be upset if their child dated a member of the political group, they like the least or if a member of that political group moved next door to them, as well as how willing they would be to invite a member of the group to their home for dinner. In the pre-event survey, respondents had an average tolerance score of 3.33, but this did not change in the post-event survey (mean = 3.32).

6. Agreement with the ideas that members of the least-liked group are generally less intelligent or moral than other people also increased from the pre-event survey to the post-event survey.

7. Dehumanization, however, *did* decrease across the two time points. We asked respondents on scales of 0 to 100 to score each party in terms of how human and evolved they perceive them, which is a critical predictor of support for violence and oppression of groups, historically. In the pre-event survey, respondents scored their own party, on average, 4 points more human than the other party, whereas this bias dropped to just 1.6 points in the post-event survey.

8. Eight questions measured agreement with things like checks and balances, abiding by the normal procedures of government, support for voting rights and protest, and respect for organizations like news and religion, were included to gauge respondents' support for democratic norms and institutions. In the pre-event survey, support for democratic norms
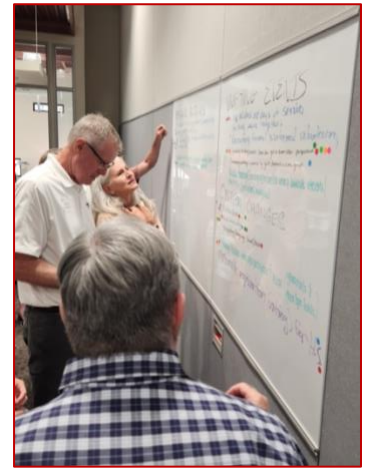
and institutions averaged 5.7 out of 7, and in the post-event survey, this stayed roughly the same at 5.8.

9. We also measured another concept referred to as "stealth democracy," which involves participants' views that the government should be run "like a business" with strong, expert leaders who spend less time compromising and more time "acting." The average level of support for "stealth democracy" in the pre-event survey was 3.2 out of 7, and this decreased very slightly to 3.1 in the post-event survey.

10. We implemented some other, original survey items as well and found mostly no differences across time points, except for agreement with a negatively worded statement, "There is too much at stake to "work with" the other side. We must fight for what is right so that our side wins." In the pre-event survey, agreement was 2.5 out of 7, but in the post-event survey, this decreased to 2.1 out of 7, a small change but in the expected direction.

FOLLOW-UP ACTIVITIES

Several participants expressed interest in actively working on measures to reduce polarization. Some of these participants have already begun seeking state funding and action on their ideas. Arizona Town Hall has shared with participants information about some potential grant funding and has offered to assist in connecting those who want to work on implementation of specific strategies.
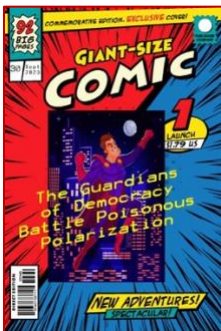
In addition, as mentioned above, work on the graphic novel/comic book version of the background report will proceed over the next 12 months, with the objective being to create a valuable resource for civics education. Arizona Town Hall is collaborating with a Maricopa County superior court judge to incorporate the graphic novel materials into her existing presentations on constitutional history. We also have collaborated with Maricopa Community Colleges on the "Creating Community: Civic Skills for Career, College, and Life" toolkit. Links for these materials are available on the Arizona Town Hall website.

INSIGHTS AND LESSONS LEARNED

Despite the challenge of getting people to attend the forum, Arizona Town Hall judged it a successful event. Participant comments were almost universally positive and enthusiastic. Although the final session was on a Saturday evening, most participants stayed until the end of the event. The participants produced a thoughtful report and set of recommendations, and several have been eager to follow up with implementation of some of the recommendations. We offer the following insights and takeaways from the forum.

PLANNING

Staff/Facilitators

- Many of the regular Arizona Town Hall volunteer facilitators were unavailable to support the forum because of schedule conflicts and others became unavailable at the last minute. It would have been better to recruit facilitators even earlier in the process and to seek commitments from more than the minimum number required for contingency purposes.

Participants

- The most difficult and important task, which should be managed very early in the process, is getting invitees to register as participants. Although we made extensive efforts, beginning efforts even earlier and having additional resources for incentives may have helped.

- It might be easier to attract participants if forums are planned to coincide with and enhance some other meeting or gathering, such as a convention, a high school or college class, or a regular meeting of a club or other group.

- We underestimated the reluctance of people with less education or in the lower quartile of socioeconomic status to participate in this type of event. Several people reported that this segment of our target audience is often intimidated by large groups of better-educated people. If resources permit, it might be good to plan a forum with more "fun" activities and possibly even childcare.

- We deliberately avoided inviting elected officials and candidates and extremely politically active participants to reduce the likelihood of politics and posturing dominating the forum. We wanted voters, not politicians, to weigh in on the issues. In hindsight, it might have been better to include more selected public officials.

- We should have been less concerned about the demographic characteristics of invitees and more concerned about making the forum an attractive use of time and energy for all participants.

- We learned that in other experiments of this type participants were recruited over the better part of a year, and were provided with free hotel rooms, meals, and other benefits that made the commitment feel more like a vacation and less like work. Unfortunately, our resources would not allow such an approach.

IMPLEMENTATION

- Ideally, we would have scheduled the forum for a date that did not involve so many other appealing events, although it can be very difficult to anticipate the perfect date for such programs.

- What worked well in attracting participants was asking people who had committed to attending to invite friends and family to join them. This ended up being a real plus for the participants, as well as adding to the audience.

- Implementing an event like the forum involves curating many possibilities and resources. It was extremely difficult to balance the need for enough time to meaningfully engage with participants against the need to convince invitees to commit a day and a half to discussion about polarization. To shorten the program, we jettisoned some interactive and informative activities, including a demonstration of the Human Library which is designed to build a positive framework for conversations that can challenge stereotypes and prejudices through dialogue. See https://humanlibrary.org/. Nonetheless, many potential participants cited the time commitment as a barrier for attendance. Future forums should explore shorter timeframes.
- The interactive activities added immeasurably to the event. There were many choices of potential activities, and sponsors of a different forum might focus on activities likely to appeal to their community.

MEDIA
Traditional Media (prior)
Social Media (during)

- Additional success might be accomplished through more social media engagement. Ideally one or two volunteers could be committed to assisting and encouraging participants to engage online.
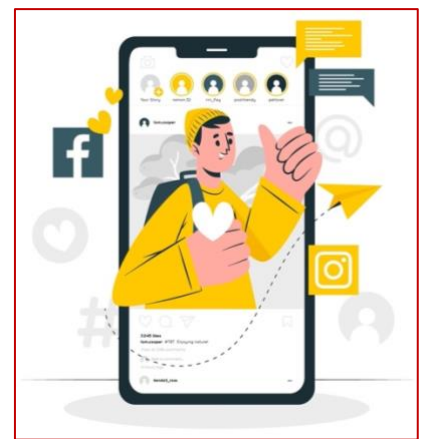
SURVEYS
Pre-Survey
Post-Survey

- The surveys designed to measure changes in attitude were not effective because so many people took them home and did not return them. Since the number of participants, even at 150, would be relatively small, their data is arguably insignificant and inadequate for academic purposes. It might have been better to seek information about attitude changes from the participants in person, while they were still present, or to provide time before the dinner meeting to have them complete the second survey.

Notwithstanding the many ways in which the forum might have been improved, participants were generally positive and enthusiastic about the experience.

GENERAL TOOLKIT

PRE-EVENT PLANNING

WHAT IS AN ARIZONA TOWN HALL-STYLE COMMUNITY FORUM?

- An Arizona Town Hall-style Community Forum is an event that allows community members to discuss a topic in a way that is facilitated and organized based on methods and processes developed by Arizona Town Hall. These methods and processes encourage informed civil discussion and the development of consensus recommendations. Generally, a Community Forum will culminate in a written report reflecting the recommendations of the participants, published by the forum convener.

- Each community designs the event to meet its particular needs.
- The length of the Community Forum depends on the community. The forum that was the model for this Toolkit took place over the course of a Friday evening and a full day Saturday. Our experience is that meaningful discussion requires at least three hours, and if additional activities such as speakers, meals, icebreakers, identity wheel exercises and the like are to be included, a full day is usually required. A forum may be held as part of a previously scheduled event, such as a regular meeting, or a session.

INITIAL PLANNING QUESTIONS

1. What is the Convener's goal in convening the Forum? What is essential to achieve that goal?
2. What financial resources does the Convener have to devote to the Forum?
3. What would success look like to the Convener? To the Community?
4. How much time will participants devote to a Forum?
5. Does the Convener want to bring the Forum to a place or event were people already gather?
6. What day of the week and time of day is best to attract or reach the desired participants?
7. Are there others already active in the field who would be natural partners with the Convener to sponsor or participate in the Forum?
8. What characteristics are you seeking in participants? Be intentional about including elected officials, celebrities, and known disruptors. While they are certainly a part of the citizenry, will they be more harmful than helpful to the process?
9. Do you need to provide scholarships or other funding to allow for some participants to attend?
10. Will you be surveying participant attitudes to assess changes?
11. What method will you use to provide information and background to participants before the event? How will you provide for the authority and credibility of that information?

POTENTIAL PARTICIPANTS

To explore political polarization in a way that has integrity, it is essential to have a balanced representation of participants and perspectives. Make your participant group as representative and balanced as possible.

For our polarization forum, we identified individuals to invite through our own network of past Town Hall participants plus reaching out to a variety of leaders and organizations for recommendations. Possible sources to consider include:

- Government leaders and policy makers (State, County, City, Town)
- Community leaders (from for-profit, non-profit and volunteer organizations, business, and faith-based organizations)
- Subject matter experts
- Students - usually high-school and up. Students tend to inspire the "adults" in the group
- Voter-oriented organizations, such as the League of Women Voters, political parties, student political groups, political action groups
- Members of faith-based organizations
- Public servants, including first responders, medical personnel, government employees, teachers
- Military veterans, retirees, unsheltered people, disabled people, and other marginalized groups
- Community members who care about the topic, civic engagement, and respectful dialogue on matters of importance
- Service Organizations (Rotary, Elks, Junior League, Moose, Lions, Masons, etc.)
- Civic and educational organizations, such as Community Foundations, Chambers of Commerce, Boys and Girls Clubs, YMCA , YWCA, Girl Scouts, Boy Scouts, United Way, Food Banks, etc.

If you want to have an open registration process, consider some form of sorting survey to ensure an appropriate balance of participants.

PUBLICITY – EVENT PROMOTION

The type of publicity and/or promotion will depend on how visible you want the forum to be. We recommend that you begin promoting the Community Forum a minimum of 45 days before the event.

Event promotion begins with the Forum Convener, its partners, and their board members and supporters. Word of mouth can be a powerful tool in publicizing and building a successful Community Forum event.

INVITATIONS
- Personal invitations, whether in person, by phone, mail, or email, to possible participants are by far the most effective method of publicizing the event. It is the personal message and connection that delivers participants.
  - Follow-up invitations have garnered registrations.
  - Unfortunately, emails through Constant Contact and other services sometimes land in spam, junk, or promotions folders.
  - We suggest sending emails in small batches (20 addresses or so) to avoid spam filters.
- Maintain a master list of the people or groups of people invited to the event.
- Establish and maintain an online registration system or use a system like E-vite.

EVENT TEAM

There are a variety of organizational models for forming Event Teams.

STRONG LEAD FACILITATOR MODEL

The Lead Facilitator is the person responsible for the Community Forum. The Lead Facilitator works directly with Convener Staff members to coordinate all aspects of the Community Forum. This person organizes and leads a small event team to assist with the event as needed.

Lead Faciliator key functions include:
- Acts as the liaison between Convener and other entities regarding the Community Forum.
- Coordinates media coverage and publicity for the event.
- Selects Table Chairs and Recorders for the event. Holds a conference call to reaffirm commitments and discuss the details of the event no later than one week before the Community Forum.
- Coordinates day of event registration. Ensures that at least (2) volunteers are at the registration table. Confirms their availability the day before the event.
- Serves as the Event Facilitator, moderates the general discussion. Manages the agenda, ensures the conversations stay on point, and coordinates with the Recorder on "read outs." Serves as the official timekeeper for the event and as the "go to" person for any questions or situations that may arise during the table discussions.
- Works closely with the Recorder to ensure the integrity of all consensus statements and the final consenus report for the event. When necessary, the Lead Facilitator will "buy time" for the Recorder to give the Recorder time to finish the consensus statement.

- Introduces the "I WILL" cards, encourages participants to fill them out, and makes sure to record the "I WILL" statements for the official Town Hall record. Taking pictures of groups of cards is a very effective way to do this.

STEERING OR ORGANIZING COMMITTEE MODEL

Several individuals serve as a steering or organizing committee with a committee chair and share the responsibility of coordinating the Community Forum. The division of duties may be aligned with activities/tasks or oversight of the Community Forum.
- The committee chair acts as the liaison between the Convener and other cooperators and participants in the Community Forum
- Other committee members may oversee specific tasks such as:
  - Coordination of event volunteers (e.g., speakers, recorder(s), event facilitator (who will moderate the general discusssion), table facilitators, or table chairs, reception desk attendents, photographer).
  - Publicity and invitations – including maintaining master list of individuals and groups invited to attend.
  - Venue selection and coordination – working with facility management to contract for the venue, providing participant counts, coordinating audio-visual equipment, verifying arrangements. If on-site catering is available, this role may include food coordination.
  - Food and Beverage selection and coordination – working with a caterer or coordinating purchase and provision of food and serving materials.
  - Fundraising and grant writing – coordination of local fund development.
  - Media Contacts – coordination of pre- and post- event press releases and reporter coordination, social media posts, etc.
  - Event Registration – working with Convener to set-up online registration and receive registratant updates, as well as coordinating event reminder(s). Coordination of registration the day of the event. This may or may not include participant table assignments. More on this later.
  - Photography – at the event.

PARTNERSHIPS AND SPONSORSHIPS

Once a commitment has been made to host a Community Forum, the task is to determine who can we collaborate with to ensure the success of this event.

It is a good idea to seek several sponsors or partners to share the costs of the Community Forum. Event partners are named on all promotional materials related to the event. One strategy that might be useful would be to offer community partners the option of providing a specified amount of financial support or guaranteeing to assure a specific number of participants to attend the event.

In-kind gifts can also help offset the event cost. For example, venues may be willing to reduce or waive their usage fee as well as food and beverage costs. Other groups may be willing to cover mailing or printing costs.

When brainstorming partnership and funding sources, think about:
- Town or county governments
- For-profit and non-profit organizations which are involved or interested in the topic
- Service agencies
- High profile businesses
- Media outlets
- Foundations
- Partnerships that would provide scholarships for participant attendance, or in-kind services or venues, or food
- Partnerships that would assist in publicizing the event or in inviting participants
- Retailers and other organizations that offer community grants
- Service organizations: Junior League, Rotary, Lions, Moose, Elk, Mason's, etc.
- Faith communities
- Employer matching grants
- Friends, neighbors, and family
- Colleges and universities

COORDINATION, EVENT PLANNING AND OUTREACH

EVENT AGENDAS AND TIMING

Sample event agendas are available in the reference materials. Develop the event agenda by asking the basic planning questions oulined above: What is the longest time period for which you can get people to attend? What is the best day of the week and time of day to get people to attend? Based on time of day, will you be serving food? Food offers hospitality and may keep minds sharp. It is also an agenda consideration. The event agenda also typically includes the

questions the participants will be disucssing. The organizing committtee should make sure that all participants receive a copy of the event agenda at or before the event.

It is useful to also prepare a more detailed agenda for use by the event facilator, recorder, and others who are facilitating the discussion. The detailed agenda contains a more detailed breakdown of the time that should be alloted to each question, "report outs," "read backs," and suggested breaks. The detailed agenda helps the event facilitator and others involved in facilitating the disucssion to adjust the time spent by the participatants on each question so that the event runs on time. Because the detailed agenda is subject to change during the course of the event it should not be distriubted to the participants.

Example: Suggested agenda times
- Sign-in networking (30 minutes)
- Welcome (5-10 minutes)
- Key facts from the background research report (15-20 minutes)
- Brief self-introductions and first question (40 minutes)
- Read out by the Recorder (5-8 minutes/recorder)
- Each additional question discussion (30 minutes)
- Each additional question read out by the Recorder (5-8 minutes)
- Meal – if buffet (30 minutes if time is tight, otherwise 45-60 minutes)
- Closing (5-10 minutes)

TABLE ASSIGNMENTS

Table assignments are optional but encouraged when a group is large enough for more than one discussion table seating seven to ten people. This is to ensure that the table participants are not all from the same group (employer, organization, or family) or share the same background thus ensuring that the table participants have different backgrounds and reflect different perspectives. A seating assignment worksheet with instructions is in the Appendix.

SOCIAL MEDIA/WEBSITES

Post additional information as well as news and media coverage to an appropate website or social media page.

EVENT PLANNING

PLANNING CHECK LIST

A comprehensive check list of pre-event, event, and post-event planning tasks is included in the reference materials.

OVERVIEW OF THE PROCESS

Much of the success of the Arizona Town Halls lies in its process – a process that respects the knowledge, thoughts and ideas of all the participants. A detailed narrative overview of the process is included in the [Community Town Hall Training Resources](#) pamphlet in the Appendix.

OVERVIEW OF COMMUNITY TOWN HALL PROCESS

Select Topic – may use or adapt current Arizona Town Hall topic.

Develop neutral, open-ended discussion questions to guide the discussion.

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Address logistics: target audience, venue, partners, funding, marketing, food, agenda.

↓

Create discussion groups of roughly equal size and seat them at separate tables or spaces identified by a non-political name. Encourage people to join groups rather than sit separately and to sit with people they don't know.

↓

Engage in facilitated discussion. All groups simultaneously discuss the same questions. Each group has a table facilitator. If resources allow, each table has a moderator and a separate recorder who synthesizes the consensus of the group.

Saguaro	Agave	Cholla	Hedgehog	Ocotillo

↓ ↓ ↓ ↓ ↓

Report consensus of each discussion group to entire group.

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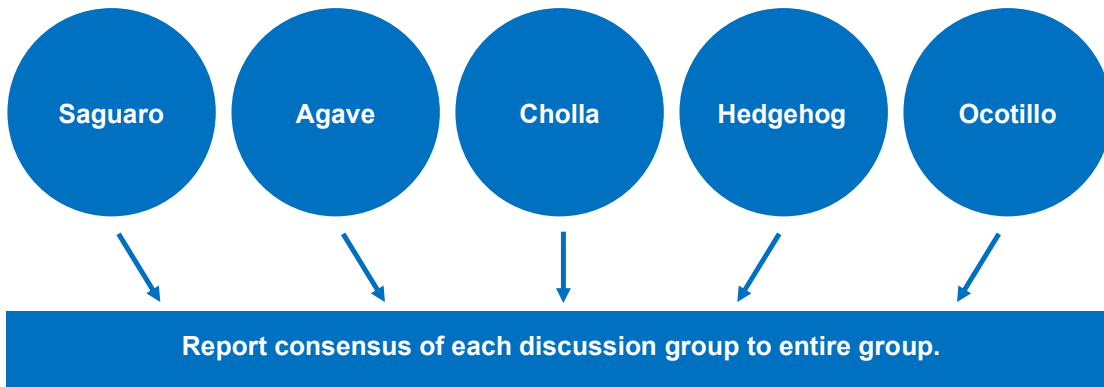
A lead recorder synthesizes the table reports into a single consensus statement for the entire group.

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Time permitting, the lead recorder reads the group consensus statement to the entire group, which may make edits or substantive changes.

↓

Consensus statement is published.

If the discussion was on a current Arizona Town Hall topic, it will be published on the Arizona Town Hall website and incorporated in the consolidated Community Town Hall report. Otherwise, publication is managed by event organizers.

ROUNDTABLE DISCUSSIONS

This process involves roundtable discussions during which the participants at each table discuss the same question at the same time and then report out to the larger group the consensus points of their discussion.

- Group Brainstorming and Ranking
- Individual Action Items
- Creation of a Recommendation Report Based on the Discussion
- Plenary Session for Consensus Edits to Recommendations

EXPECT THE UNEXPECTED!

Community Forums are dynamic events and unexpected things will come up! Being prepared for the unexpected will help ensure your event stays on track.

Some common "unexpected" things include:

- The room is not set up properly or missing equipment. The Event Chair or Lead Facilitator (or both) must be at the venue at least 45 minutes before the start of the event. This will give them ample time to reset the room, locate necessary equipment or make any other needed adjustments.
- Projection and sound systems failure. If after a brief check the system is still not working, it's time to move on. Cover the material verbally. Don't spend time apologizing to the group. Everyone will understand!
- A table chair or table recorder has not shown up! The first thing to do is look for someone in the room who has experience facilitating or recording group discussions. Ask them to fill the role. If such a person is not available, ask for table volunteers to take notes and moderate the discussion. You can spend time at this table to help the volunteer or volunteers better understand what needs to be done.
- Where's lunch? Although it doesn't happen often, food service may not be on time. If food service is running behind, let the group know and use this time to field questions related to the discussion questions. Try not to start a new question, but if you have to do so to remain on schedule, ask the participants to immediately return to their tables after they have been served lunch, and to continue discussing the question as they eat. A working lunch is just fine. The key is to stay on time.
- Fewer people arrive to participate than expected. *Be flexible and fluid!* The goal is to have a respectful discussion of questions. Combine tables and if necessary, ask table facilitators to be participants. If more people than expected arrive, arrange for more tables
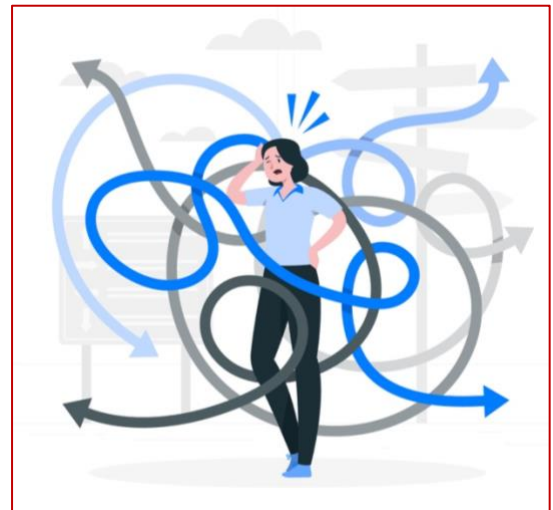
and chairs. Look for someone with the needed experience to fill the table facilitator and recorder role. If such a person is not available, ask for a table volunteer to take notes and moderate the discussion.

LOCATION FOR THE EVENT

Depending on the anticipated number of participants, plan on a large meeting room or hall with tables and chairs and good acoustics for conversations.

- accessible by public transportation
- accessible for those with disabilities
- easy to find
- free or low-cost usage fees
- with affordable catering or close to eateries that deliver
- a community building without partisan affiliation
- an audio/visual set-up for groups of more than 20
- Projector and screen for PowerPoint, and at least one hand held microphone for the Event Facilitator and Recorder to share, and which can be passed around the room if there are mulitple tables (if there are mulitple tables it is preferable to have a second microphone that can be passed from table to table for table report outs).
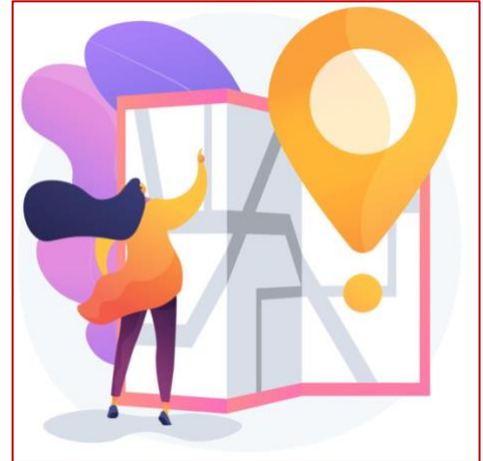
We have had success in going to places where people already gather:
- Neighborhood or community center
- Community health center
- Community colleges
- Universities
- Faith community social halls
- Corporate conference rooms/centers

Remember: Our goal is community participation and respectful conversation. Environment, accessibility, and cost are all important factors.
- If the facility is not accessible by public transportation, could rides be provided?
- Would the provision of child care increase participation?
- Are bilingual table facilitators needed?

FOOD

We suggest a duration of approximately three hours for Community Town Halls; therefore a hearty snack or meal is recommended. Food is often considered a form of hospitality, caring for our neighbors, and a reward for participation.

If you are holding a morning event, consider providing coffee, tea, and water. If starting at 9:00 am or later and are planning on lunch, consider some sort of snack rather than a full breakfast. We have also gone without a snack. Coffee, tea, and water seem essential—based on participant feedback. If you provide lunch, a buffet, self-sevice arrangment is more efficent and will save time.

Arizona Town Hall has had success with these food sources:
- Facilities with catering service
- Local food delivery businesses
    - Italian
    - Mexican
    - Deli platters
- Food stores with deli departments
    - Costco/Sam's Club
    - Grocery stores
- If utilizing home cooked food, be mindful of local food regulations and assess the risk of liability.

> **Remember:** We try to keep participant costs down to encourage participation and communities are largely responsible for fundraising.
>
> Consider community partners who might cover the cost of the food or provide food at a reduced cost.
>
> Be mindful of food preferences such as:
> - Vegetarian
> - Vegan
> - No Pork
> - No Fish
> - Kosher
> - Lactose-free
> - Gluten-free

Tips:
- A room near the bar in a country club or restaurant, an in-use basketball court ,or cheer leader practice, or other noisy activity is not recommended.
- Resorts or hotel ballrooms tend to be expensive and can be culturally off-putting.
- Consider partnerships for the provision of location or food.

REGISTRATION BEFORE AND AT THE EVENT

We recommend using an online registration system that can be accessed via email or text invitations. It is also helpful to use an established website with information about your event and access to the background materials.
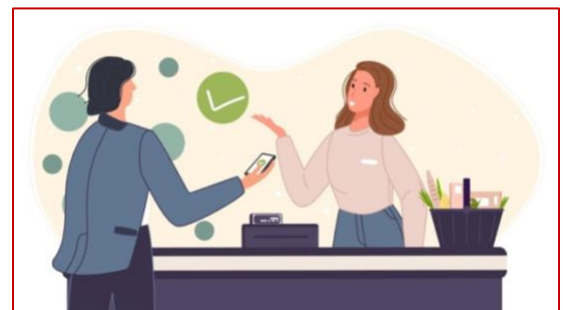
At the event, we recommend 30 minutes for sign-in and networking, with the sign-in table outside of the meeting room. If a fee is being charged, don't forget a cash box for collecting unpaid fees and providing change. Registration is also the time for providing name tags and seating assignments. Name tags are very important and the print should be large enough to read eaily. Consider making the participant's first name larger than his or her last name. Mark who attends and no-shows on the registration sheet. After the event, be sure the Event Facilitator receives a copy of the registration sheet, enabling it to track event participation.

SAMPLE TABLE LAYOUTS

For a Community Forum with 20 or more participants using round or rectangular tables of 7-10 participants (round tables are preferable simply because they enable better eye contact):
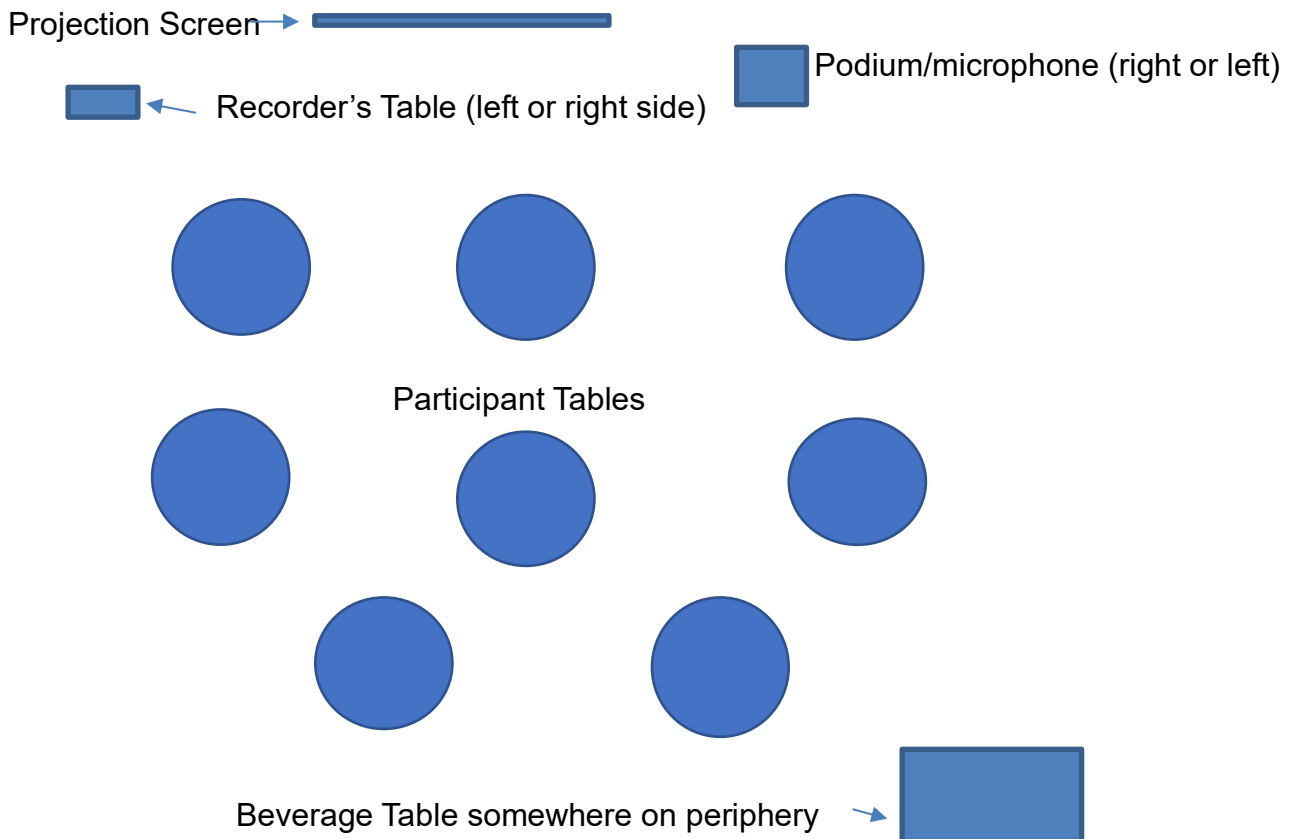
For a single group at a Community Forum with 20 or fewer participants or for a large – full day Community Forum with break-out rooms, set-up tables in a hollow square or U shape:

SPEAKERS – TOPIC BRIEFINGS

We frequently start Community Forums with a briefing by a subject matter expert. We may also have a subject matter expert speak during mealtime if the forum discussions will be continuing after the meal. The speaker may be one of the background research report authors, an expert in the topic's field, perhaps from the industry, a foundation that studies the subject or a university professor or researcher.

PHOTOGRAPHY

High resolution photographs (usually more than 8-12 megapixels) record your event visually and bring media publications to life. These days, you can capture great photos with cell phones.

We recommend:

- Ask participants to notify you if they do not want to be captured in photos
- Avoiding use of the camera flash if possible as it is distracting
- Taking a variety of full room, table, group and individual photos
- Capture name tags or name tents if possible (aids in identifying people later)

ROLE OF THE EVENT FACILITATOR

- The Event Facilitator moderates the general discussion, manages the agenda, seves as the official timekeeper for the event., and ensures that the conversations stay on point. The Event Facilitator serves as the "go to" person for any questions or situations that may arise during the table discussions.
- The Event Facilitator works closely with the Recorder to ensure the integrity of all consensus statements and the the final consensus reprot for the event. When necessary, the Event Facilitator will "buy time" for the Recorder to give the Recorder time to finish the consensus statement.
- The Event Facilitator will introduce the "I WILL" cards, encourage participants to fill them out, and will make sure to record the "I WILL" statements for the official Town Hall record. Taking pictures of groups of cards is effective.

- The Recorder will require approximately five to ten minutes to finalize the consensus statement for the group which he or she will read back following each discussion question.
- This five minute window is a great opportunity to engage the group. The Event Facilitator can review the timeline or process, share topic related resources, show a short topic related video, promote the upcoming events the group might be interested in, and encourage participants to promote their take aways from the Community Forum.

ROLE OF THE RECORDER

The Recorder is the voice of the participants, whether the participants are participating in a Community Town with one table or multiple tables. The Recorder listens and observes nonverbal cues and drafts a written statement that expresses the consensus of the participants (not the opinions of the Recorder or Event Facilitaor).

Procedural Tips, Hints and Suggestions

- Understand what the question is looking for, such as a list of examples, reasons for the examples, a comparison of pros and cons, or recommended action items.
- The Recorder's most important goal is to get the consensus statement in writing.
- Consider the reaction of participants in determining what statements have group support (head nods, etc.).
- Summarize and synthesize. Do not take minutes.
- Consider using the divided page method. Take notes on one side draft the statement on the other side. The important thing is to be able to read the statement back verbatim each time.
- Reflect the participants' opinions, not your own. Select key phrases from the discussion and use them in the consensus statement, but avoid taking dictation from one dominant participant.
- Be prepared to be the catalyst for discussion. Your first reading of the consensus statement may lead to another round of significant discussion over the topic at hand. Use that discussion to modify your statement to meet the consensus of the participants.
- Try to avoid a simple recitation of differing viewpoints (e.g., "Some thought taxes were too high, others thought they were too low, others thought they were just right."). Instead, write to bridge the gap (e.g., "Although tax increases are unpopular, a new revenue source must be identified to support the recommended programs.").
- Try to avoid simply reciting what the participants discussed (e.g. "We talked about homelessness. We talked about housing.")
- Look for strong statements that lead to conclusions and recommendations. If participants identify specific issues needing attention and discuss recommended actions to improve them, these should be in your consensus statement.
- If you use a computer be sure to save your statement frequently.

GUIDELINES FOR DISCUSSIONS WITH MULTIPLE TABLES

TABLE DISCUSSIONS

- This process involves roundtable discussions during which the participants at each table discuss the same question and then report out to the larger group.
- It is important to stick to the discussion topic and the question at hand. And, to stay on time.
- Viewpoints of all participants are considered of equal value regardless of the participant's title or position.
- No participant should dominate the discussion. Body language can be used to show assent or dissent and to ensure that all participant perspectives are being included.
- The table participants should strive for consensus and report on areas of agreement (votes should be taken only if absolutely necessary).
- Consensus is defined as being when no one feels strongly about adding something and no one objects strongly to the proposed wording.
- It is helpful to have someone volunteer to take notes of consensus items in case the person assigned to report out forgets something essential.
- Discussions should be lively while maintaining a respect for different viewpoints. Participants can criticize concepts and ideas, but not people.
- Someone should be selected to verbally report the table's consensus for each question.
- The process is as valuable as the recommendations.
- Event Staff and/or Event Facilitators will be circulating to assist with any questions.

CREATION OF A RECOMMENDATION REPORT BASED ON THE DISCUSSION TABLE REPORTS

After the particpatants at each table have discussed a question, a representative from the table will report to the entire group the consensus reached by the table participants to that question. After all of the tables have reported, the Recorder will prepare an overall, collective consensus statement to the question based on what the tables reported and will read it to the entire group. Event Staff should collect the collective consensus statements for all of the questions prepard by the Reocrder and the report team will create a report of those statements. You may need to edit the report for grammar and accuracy and may, if appropriate, cross-reference any table notes from each discussion table. However, do not change the substance of the collective consensus statements generated by the partipants.

INDIVIDUAL ACTION ITEMS – THE "I WILL" CARDS

When the discussions are complete, the Event Facilitator should ask all participants to complete "I Will" cards at the table specifiying what actions they plan to take as a result of the discussions.

COMPLETION OF EVENT EVALUATION SURVEYS

In addition to completing the "I Will" cards, the Event Facilitator should ask the participants to complete the event evaluation survey. It is a simple two page survey which provides useful feedback about the value of the event, areas for improvement and participant interest in future involvement. A sample survey is in the reference materials and should be included in participant packets.

DEVELOPMENT OF THE COMMUNITY FORUM REPORT

As noted above, Event Staff will collect the collective consensus statements for all of the questions prepard by the Recorder and will create a report of those statements. They may edit the report for grammar and accuracy and may, if appropriate, cross-reference any table notes from each discussion table. They do not change the substance of the collective consensus statements reached by the participants.

ENCOURAGE SOCIAL MEDIA POSTS

If you are looking to create a "social buzz" about the Forum and/or the topic, invite participants to post something about their personal experience of the event on Facebook, LinkedIn, Instagram or other social media. Or re-share posts from the the host's Facebook page and other social media.

OTHER ORGANIZATIONS' BROCHURES, POSTERS AND ASSORTED COLLATERAL

Arizona Town Hall's success is based on engaging people with differing points of view to discuss and resolve difficult issues through consensus. If a participant or partner wants to distribute material that independently discusses the topic consider having a side table on which the participant or partner may provide that material at the end of the event. We recommend you reivew the material in advance, however. If the material is one-sided, or is partisan in tenor and tone, or based on data or information that has not been objectivly gathered or reviewed, it may be best to ask the participant or partner to not distribute the material at the Community Forum event. It would not be fair to allow some participants, but not others, to distribute outside material. Words and diplomacy matter! One way to handle this situation is to announce to all the attendees that a participant or partner has brought additonal material to the session, and the attendees are free to ask the participant or partner for a copy of the material after the sesssion is over.

POST EVENT ACTIVITIES

COLLECT EVENT EVALUATION SURVEYS AND REGISTRATION TRACKING

Collect the event evaluation surveys from tables and provide to event staff or send them in to the office.

WRITE AN EDITORIAL FOR YOUR LOCAL NEWS OUTLETS

The Event Facilitator, member of the organizing committee, or another designated person who participated in the Community Forum is encoured to write an Op Ed to be submitted to the local newspaper or other news outlets. This article is designed to capture the essence of the Community Forum, share some of the recommendations, as well as share what steps can be taken by community leaders and policy makers to ensure that the Community Forum recommendations are implemented.

HOLD A COMMUNITY OUTREACH PROGRAM

Consider conducting a Community Forum Outreach Program where results and recommendations from the Community Forum are discussed. The outreach program agenda typically includes two or three presenters who participated in the Community Forum and represent different populations or perspectives, followed by a discussion of the recommendations which are seen as priorities within the community. Depending on whether the discussion is with attendees at one table or mulitple tables, a Recorder will note comments and points of consensus and compilye a consensus statement from the program. Community partners or event fees defray the cost of these outreach programs.

ARIZONA TOWN HALL CONSULTING SERVICES

ARIZONA TOWN HALL TRAINING

Arizona Town Hall conducts training sessions for discussion facilitators and recorders usually a few weeks before the Statewide Town Hall. From time to time , Arizona Town Hall will also offer a large group or master training session. In addition, Arizona Town Hall can provide customized training to meet the needs of a specific group.

REGISTRATION & LOGISTICS

Consistency and practicality are just two of the benefits of working with Arizona Town Hall Staff to develop registration fliers with a registration link to the Arizona Town Hall website. The fliers may be forwarded by email as invitations with personalized messages from committee members.

The software that powers the Arizona Town Hall website enables:
- Online registration
- A centralized participant database
- Updates on registrant counts and a registrant list for the event
- Receipt of Arizona Town Hall participant and supporters lists
- An online presence for your event
- Downloadable background research report and summary
- Downloadable Community Town Hall Reports
- Access to Arizona Town Hall Information (website)

Arizona Town Hall Staff can provide flier templates or fliers complete with registration link. The information included on the flier is customizable by Arizona Town Hall Staff while maintaining Arizona Town Hall branding and logo(s) for the current year's topic.

CHECKLISTS

PHASE ONE ACTIVITIES: EVENT PLANNING

1. Virtual meetings to confirm location, logistics, forum, partner commitments, etc.
2. Establish and meet with Research Committee to prepare research report for participants. Our research report is available to use as is or as a foundation for updates or expansion.
3. Solicit and confirm program presenters
4. Contact community leaders to recruit participants
5. Create tracker for participant recruitment
6. Draft invitation letter
7. Confirm all schedule and agendas for forum
8. Meet with organizations such as Rising Youth Theatre and/or Human Library to plan interactive activities

9. Recruit Human Library Volunteers if using this exercise
10. Meet with Academic Political Scientists/Psychologists to arrange for survey work
11. Organize intern and volunteer teams to work on preparation of written materials
12. Develop homework assignment for participants
13. Surveys and interview questions
14. Draft Program agenda
15. Confirmed keynote speaker
16. Invitations issued to participants
17. Draft research report
18. Create Research portal & set up Google Doc
19. Commitments from moderators and facilitators
20. Commitment from event photographer/videographer
21. Press releases
22. Social media notices/announcements
23. Financial incentive and assistance forms
24. Recruit volunteer facilitators
25. Draft Homework Assignment

PHASE TWO ACTIVITIES: OUTREACH & PREPARATION

26. Continue recruiting and confirming participants
27. Conduct pre-forum surveys and interviews of participants and others
28. Open registration (balance participants to include all voices) (ask about special accommodations)
29. send confirmation emails and reminders to participants with homework assignment
30. finalize background report and other conference materials
31. Prepare training session materials
32. Reconfirm all speakers and vendors/providers
33. Process requests for financial assistance
34. Research Report - finalize
35. Training session for facilitators
36. Finalize Discussion questions
37. Final Program Agenda
38. Draft of written How-To Materials
39. Arrange for meals and snacks for Forum
40. Solicit and organize raffles and goody bags for forum; draft donation request letter
41. Create evaluation form or questionnaire
42. Obtain and compile participant bios
43. Obtain and compile speaker bios
44. Arrange for hotel accommodations as needed
45. Arrange for babysitting subsidies as needed
46. Arrange for transportation subsidies/carpooling as needed
47. Speaker travel arrangements, if needed

48. Meet with PR consultant re: promotional opportunities, press releases
49. Social media announcements
50. Coordinate with videographer
51. Check in with lead from organization(s) who will be leading activities/exercises
52. Check in with Human Library Volunteers and Facilitators
53. Procure meeting supplies (tablets, post-its, markers, art supplies

PHASE THREE ACTIVITIES: FORUM

54. Print name tags, name tents, table name tents, participant lists, badges, other materials
55. On-Site Registration/Check-In
56. Friday Evening Opening session with activity (such as, Rising Youth Theatre)
57. Dinner program with keynote speaker or panel of speakers
58. Breakfast session with mini presentations
59. Participant discussions about polarization: causes, consequences, costs, benefits
60. Human Library experience (optional)
61. Lunch with mini presentations or panel discussion on strategies and case studies
62. Participant discussions: What will it take to reduce polarization
63. Large group brainstorming to identify and rank strategies
64. Small Group Working Sessions to refine strategies and develop implementation plans
65. Dinner with Group presentations, discussion about refined strategies, ranking of strategies, report back
66. Provide I Will cards to participants
67. Complete post-forum surveys and evaluations
68. Hand out Thank You gifts (optional)
69. Adjourn

PHASE FOUR ACTIVITIES: POST-FORUM ACTIVITIES

70. Email draft report to participants
71. Conduct optional online follow-up session with participants via Zoom to discuss draft report and incorporate
72. Publish Final Toolkit
73. Meet with PR consultant
74. Draft Op-Ed pieces
75. Participate in media activities, if appropriate
76. Post social media pieces
77. Conduct additional survey of participants
78. Publish final report on Town Hall website
79. Consider follow-up activities, if appropriate

APPENDIX OF FORMS AND REFERENCE MATERIALS

FORMS

PLANNING

1. Hosting a Community Town Hall
   https://aztownhall.org/resources/Documents/114%20Mental%20Health%20Substance%20Use%20and%20Homelessness/Hosting%20a%20community%20town%20hall%201%20pager%20(2).pdf

2. Project Tracker (includes Comprehensive Task List, tracking of invitees, inviter partners worksheet, and other forms)
   https://docs.google.com/spreadsheets/d/1Do3SA7IaeQRVtzhn4szBN68FTmYq_osS/edit?usp=sharing&ouid=114907417504507230524&rtpof=true&sd=true

3. Sample Letter or Email to Inviter Partners
   https://docs.google.com/document/d/1dhC3qavBRmghboofo70zTTxAQuFnsYl7/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

4. Overview of Town Hall Process
   https://drive.google.com/file/d/1GJ75QQurqeLY54FxVdTaLsEsAV2CGGW2/view?usp=drive_link

5. Guidelines for Discussions with One Group
   https://drive.google.com/file/d/1ORE7K8vBrfni7MJQib8DkJ8lewrIr5Zj/view?usp=drive_link

6. Guidelines for Discussions with Multiple Tables
   https://drive.google.com/file/d/1uboW0xjPxVZzHCON1B8roZ-k-4qSJQeZ/view?usp=drive_link

7. Designing Questions
   https://drive.google.com/file/d/1JEMfoZICC4U3JUNo6ApzBbJR3JNO2Hfi/view?usp=drive_link

Staff/Facilitators

8. Role of Lead Facilitator
   https://drive.google.com/file/d/1x_ZpZVyhZv1p16UEyclZDXrcJEe565B3/view?usp=drive_link

9. Role of Panel Recorder
   https://drive.google.com/file/d/1sCMh_AVUc8-o4kZZSTRjs2Inl-PQcxH9/view?usp=drive_link

10. Role of Table Facilitator
    https://drive.google.com/file/d/1Kdlfss9yqHS7uFYTewlCAn41Umxgc57-/view?usp=drive_link

Participants

11. What to Expect (Participant Guide)
    https://docs.google.com/document/d/1uzt6cEyNgr6JZHn7YwDN5RCOAKgXQeAx/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

12. Pre- and Post- Forum Activities (participant "homework" assignments)
https://docs.google.com/document/d/1boP-o41VOqT3t-nrjUavQtNQHH7TrqAu/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

13. Sample Confirmation Email or Letter
https://drive.google.com/file/d/11lW0t13s06gLFMSVx8_NzEjC3Za5GyIB/view?usp=drive_link

14. Seating Assignment Template
https://docs.google.com/document/d/1aYcTxHP4MmMpolbuRDorlhfKVsUorHL6/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

IMPLEMENTATION

15. Draft & Sample Flyers
- https://docs.google.com/document/d/1wENmXuy4OKJNfAiFB682204UOcZkiqDV/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
- https://docs.google.com/document/d/11Z4kYrbNzne4zPixni_1b6WcKvnZyJvB/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
- https://drive.google.com/file/d/1uUa2mKVk2s4fN3LtUfHaLniyvECkueY-/view?usp=drive_link

16. Sample Registration Form
https://drive.google.com/file/d/1GbiJCK6mAnecKJhJuwQM70Kz63VryfY0/view?usp=drive_link

17. Stipend Application Form
https://docs.google.com/document/d/13JtNksttWkLVkoVN7pmcjthgcVsWlkiv/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

18. Sample Email Invitations
https://drive.google.com/file/d/1O04P0fCS3cAMleSAqOmMq1GiuneFWPv9/view?usp=drive_link

19. Sample Invitation Letter
https://drive.google.com/file/d/1IxpLY__Fsuxny6I85MODuSnwRp9j3ocV/view?usp=drive_link

20. Sample Sponsor/Donation Request Letter
https://docs.google.com/document/d/1WYZkyIFK4IXYmuJKHTlNBPoJsvwGxu_q/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

21. Sample of Key Facts Document Used for Short Programs
https://aztownhall.org/resources/Documents/114%20Mental%20Health%20Substance%20Use%20and%20Homelessness/114%20Mental%20Health%20Substance%20Use%20and%20Homelessness%20Key%20Facts.pdf

22. Flyer for Training Session
https://docs.google.com/document/d/1S6geukO6Rs377zRUey5PTeXkgtj3lhWb/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

23. Sample Questions
https://drive.google.com/file/d/1JOp1kIpXPT5x1BDkyS54X19omkt-rcG_/view?usp=drive_link

24. Approach to facilitating strategy selection session (identifying strategies, consolidating related strategies, coming to consensus about top 5)
https://docs.google.com/document/d/1-k8m71IgFEfFTmHuVs5z2sOqTgvSYfSs/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

25. Detailed Facilitator "Run of Show" Agenda
https://docs.google.com/document/d/1Hr26gEx49NyHQx61XANBc-oErJssF1io/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

26. Sample Instructions to Speakers/Panelists
https://docs.google.com/document/d/1gbiUIP8Y-CmYjuEDsm9XS_r4JPT2-RDw/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

27. The Box Exercise
https://docs.google.com/document/d/1_etXZXhU46IYkjUYu1oj3FSwx_0jnpzR/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

28. The Lifeboat Exercise
https://docs.google.com/document/d/1_ovZ9w2e-4NePzJtTWEnFcExG_tpv46r/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

Program Materials and Handouts

29. Pre-Event (short) Agenda
   - https://docs.google.com/document/d/13V70F028ZTECqcNkd_GM2kuTka2KEM51/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
   - https://aztownhall.org/resources/Documents/Bridging%20Divides%20to%20Build%20Community/Bridging%20Divides%20to%20Build%20Community%20Brief%20Agenda.pdf

30. Full Background Report
https://aztownhall.org/resources/Documents/Bridging%20Divides%20to%20Build%20Community/Stuck%20in%20the%20Middle%20-%20The%20Extremes%20Pulling%20America%20Apart.pdf

31. Short/Summary Background Report
https://aztownhall.org/resources/Documents/Bridging%20Divides%20to%20Build%20Community/Stuck%20in%20the%20Middle%20-%20The%20Extremes%20Pulling%20America%20Apart%20Summary.pdf

32. Strategy Capture Form
https://docs.google.com/document/d/1qAfp-zgND1baTnEDGIkXXCq6TA4JhRHp/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

33. Strategy Planning and Implementation Form
https://docs.google.com/document/d/1ztS6Hy2aMPp7byCWQ8eMXaPDu9_-w2TH/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

34. Meet the Speakers
https://docs.google.com/document/d/1uqla0u8V5ktkc_dIQq5RPO0rHfdeWiTi/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

35. Individual Action or "I Will…" Card
https://drive.google.com/file/d/1wDP_6eOFhX-lji7r4G26ryVTTLMxvEQE/view?usp=drive_link
36. Agenda for Training Session
https://docs.google.com/document/d/1kjui_RZZY31M4cisawHuR91lrDXZmvDx/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
37. Training Materials for Facilitators: Community Town Hall Training Resources
https://drive.google.com/file/d/1ES5JT6NIAHA6DWTuepALYdC0PladkD01/view?usp=drive_link
38. Agenda for Plenary Session
https://docs.google.com/document/d/1gbiUIP8Y-CmYjuEDsm9XS_r4JPT2-RDw/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

MEDIA
Traditional Media (prior)
39. Draft Media Release
https://drive.google.com/file/d/1Np1Nyzw33nDkYy83kOyChQUGKC1OjnN_/view?usp=drive_link
40. Opinion/Editorial Samples
- https://www.pinalcentral.com/opinion/local_columns/mcfarland-casuga-helping-ourselves-out-of-homelessness/article_a3afe0f4-6ebb-550e-83a3-c149527b4c23.html
- https://www.azcentral.com/story/opinion/op-ed/2022/03/03/what-pandemic-taught-us-creating-vibrant-communities/9344540002/

Social Media (during)

SURVEYS
41. Sample Survey Questions
https://docs.google.com/document/d/1lcsCpLz-NCoy4KyjIQ4YxtOXdj-Xr1EZ/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
Pre-Survey
42. Demographic Analysis Worksheet
https://docs.google.com/spreadsheets/d/1H8ukhYuRGQ1kaJhBMwkrzvbyoWHRL6BL/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true
Post-Survey
43. Event Evaluation Survey
https://docs.google.com/document/d/1tdTM_XXnQlS12KJhFAkpR8uVewnubGbn/edit?usp=drive_link&ouid=114907417504507230524&rtpof=true&sd=true

DOCUMENT DOWNLOADS
44. Final Report of the forum
https://www.aztownhall.org/resources/Documents/Bridging%20Divides%20to%20Build%20Community/Bridging%20Divides%20to%20Build%20Community%20Final%20Report.pdf

45. Sample Executive Summary or "Highlights Report"
https://aztownhall.org/resources/Documents/114%20Mental%20Health%20Substance%20Use%20and%20Homelessness/114%20Mental%20Health%20Substance%20Use%20and%20Homelessness%20Highlights.pdf

REFERENCE MATERIALS

1. AARP, Book 2, Roadmap to Livability – Listening (another toolkit for community listening sessions)
https://drive.google.com/file/d/1pDCxFmDj1djLF02zHfYVzcNG32FmY6S3/view?usp=drive_link

2. Greater Good Science Center, Bridging Differences Playbook (evidence-based strategies for individuals to employ in bridging differences)
https://drive.google.com/file/d/1A6APADDq7dNdRUlxdp9-TjCcu73hqXXk/view?usp=drive_link

3. Maricopa Community Colleges—Creating Community: Civic Skills for Career College and Life Toolkit and Materials
https://learn.maricopa.edu/courses/1102445
   a. Facilitator's Guide
   https://learn.maricopa.edu/courses/1102445/files/104931040?module_item_id=31873138
   b. Participant Workbook
   https://learn.maricopa.edu/courses/1102445/files/104931026?module_item_id=31873137
   c. Questionnaire
   https://learn.maricopa.edu/courses/1102445/files/104931062?module_item_id=31873140
   d. I WILL Sheet
   https://learn.maricopa.edu/courses/1102445/files/104931055?module_item_id=31873139