

the
eastside

BLUE LINE
MANIFESTO

University of Oregon
School of Journalism and
Communication
Creative Strategists
A Team Dedicated to Solving
Problems
for People and Brands in a
Changing World

April 2015

The Eastside Blue Line Manifesto

*Strategies for Building Community and Moving People
on TriMet's Eastside Blue Line to Gresham*

Presented to

**TriMet Strategic Communication Leadership
& City of Gresham Partners
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Submitted by

**University of Oregon
School of Journalism and Communication
Creative Strategists**

A Team Dedicated to Solving Problems for People and Brands
in a Changing World

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In partnership with



FORWARD FOREWORD

“ WORK FOR
SOMETHING BECAUSE IT IS GOOD,
NOT JUST BECAUSE IT HAS A CHANCE
TO SUCCEED. ”

—VÁCLAV HAVEL

How can TriMet better communicate with the people of Gresham and the Eastside with the goal of creating a better user experience?

With this question as our starting point, our team agreed on two things to move forward. First, this project would be about the people of Gresham and making life better through connections. Second, we realized this project is bigger than a few students working on a communications system. This project could have real impact on lives and communities.

Before we could consider solutions, we had to begin to understand the relationship between TriMet and the people of the Eastside, all the way to Gresham. After preliminary research, our team took trips to Gresham to immerse ourselves. We rode buses, walked streets, ate food, and asked questions. But more importantly, we listened, and we connected the dots.

Out of our research and experiences, we recognized that the people of the Eastside are as divided as they are diverse. This divide is to be recognized as an opportunity for TriMet to connect, lead, and unite the people of Gresham Oregon.

In this report we share our research, insights, and ideas in the hope of helping TriMet adopt an even stronger, more indispensable stance in the community. This will be the era that tells the enduring story of TriMet, how it worked beyond obligation to make a community stronger and give the city of Portland the gift of a better future.

And the Eastside Blue Line is the place to do this. Here is our manifesto.

NICK AHRENS
Project Manager
The Eastside Blue Line Manifesto

April 2015

PROJECT STATEMENT & MISSION

OUR PROJECT MISSION IS TO EXPLORE creative & strategic communication opportunities for TriMet as it serves the people of the Eastside Blue Line Powell-Division corridor and Gresham area with bus and light rail transportation.

IN November 2014, University of Oregon Sustainable Cities Program Manager Bob Choquette approached University of Oregon School of Journalism and Communication Professor Deborah Morrison about the possibility of a project involving creative strategists from the University of Oregon's School of Journalism and Communication and Portland's TriMet agency.

The SOJC Advertising program is built upon the Creative Strategist model of advertising education. Critical, conceptual, and creative skills are used to solve problems responsibly for people and brands in a changing global economy. Students take classes in creative strategy, interactivity and media approaches, strategic planning, design and user experience, ideasmithing and idea development, conceptual writing, green brand strategy, and mobile technologies. Those skill clusters can be applied to solve problems for the type of user engagement needed in this TriMet Eastside Blue Line / Gresham Transit Center initiative. The experimental project was planned for Winter term 2015.

The project was framed by Bob Hastings, TriMet's Agency Architect; and Stacy Humphrey, from the City of Gresham's Department of Urban Design and Planning, who served as consultant. From there, a team of eleven undergraduates (mostly juniors) from the SOJC and one from Planning, Public Planning and Management, formed, led by Account Manager Nick Ahrens. Skills of the team range from strategic planning,

policy writing and leadership, user experience strategy and design, brand management, and conceptual writing. The team visited Gresham and the Powell-Division corridor multiple times in formal and informal settings. They rode the Blue Line east from Portland and the Max through the area, conducted interviews in grocery stores and businesses along the corridor, talked to a school principal and police officer in the area, and talked to bus riders and users on the route. As the TriMet and Gresham client team know, we also spent a day asking questions and thinking through the challenges with them in Portland.

Therefore, this report should not be taken as a set of data built on quantitative research. Instead, for this short term project, the team used observation, immersion, and secondary research to build recommendations, creative content and insights, strategic ideas and toolbox suggestions for next steps.

PROBLEMS & OPPORTUNITIES

From this exploration and our reading of the TriMet site plus various secondary sources in the area, we offer the following perspective on problems associated with this communication challenge:

1. There exists a lack of compelling positive messages surrounding the Eastside TriMet experience. On the bus or in the car, in the shelters, on the site, or on the apps: institutional messages for riders seem disconnected from the facts of living and working in the area. Few engagement messages exist at shelters or at stations. Buses often offer only fear-driven safety messages. There exists no system of messages around experience and few useful tools to engage and build community.

2. There exists little formal research and creative content concerning how transit and transportation entities practices, suggesting that other transit and transportation entities deal with some of these same issues. Secondary research show that some innovative transit communication ideas happen around the globe when the synergy of leadership, opportunity, and brave institutional dedication to solving problems all work in unison.

3. Recent reports from then Secretary of State Kate Brown and The Oregonian's Worst Bus Stop crowdsourcing (as examples) suggest that TriMet is seen as unresponsive and not available to rider and community concerns. Even as TriMet works to solve ridership issues and provide services, the eastern Powell-Division corridor to Gresham appears to be plagued with small to large problems for riders. As a vital anchor institution in the region, TriMet has a responsibility to offer value to all riders: safety, useful information, community platforms, and connection.

4. The Eastside Powell-Division corridor and Gresham area's diverse populations have shifted quickly, causing gaps and challenges in building community in this area.

5. TriMet's overall digital presence is unfocused and seems to be not useful to riders and community. Serving a broad range of users -- some who are digital natives and others who are not -- means taking on an innovative approach to messaging and user experience. New social media accounts @TriMetTiquette (as example) are interesting and begin to build a conversation.

GUIDING QUESTIONS

From these perspectives and subsequent conversations around the project, a set of directing questions were crafted:

> How can TriMet engage Eastside riders along the Powell-Division corridor and specifically at the Gresham Transit Center with communication strategies that solve problems and help through transition times?

> How is the existing communication system working and what can be done to build community throughout this system?

> What area resources or cultural hubs exist that can be a useful part of renewed engagement in the area?

> How can the Gresham Transit Center serve as a hub for the community and drive value?

> Where are communication opportunities for communication innovation from TriMet that could directly affect community and livability in Gresham?

> What types of user experiences could increase community and engagement in the Eastside area and thereby serve riders and drive TriMet success as an anchor institution in the area?

PROJECT GOALS

These questions gave us direction and strategic goals for the 10-week project.

> Explore the Powell-Division area and the Gresham Transit Center and better understand the community. Use secondary research, informal interviews, and experience to understand the opportunities and challenges.

> Develop themes and insights around these observations that explore key community needs and relate those to TriMet realities and opportunities.

> Develop a set of strategic ideas and toolbox approaches based on these themes and focusing on rider engagement, creative messaging, community leadership, livability, and useful technologies for living and working in the area.

> Outline a direction for work and creative content to be crafted for the area around TriMet's active engagement in rider experience.

> Develop this thinking and content around a feeling of heroism, the core concept that TriMet must act and communicate in brave and generous fashion.

OUR SIMPLE BELIEF

TriMet should be seen as the heroic part of public life, a brave and generous institution which supports the people of the area in multiple ways. This support should prove itself through innovative approaches to the problems at hand and through generous offerings around the core concept of "moving people" on a daily basis. Our strategic ideas are based on this important belief.

We have established the following themes as important to this strategy:

- > **Gathering Places**
- > **Living & Working Here**
- > **Safety**
- > **Pride of Ownership**
- > **Trust & Respect**

POLICY & TRENDS

Our review of policy and trends in transit and innovative concepts led us to consider how important institutions work and support people.

ANCHOR INSTITUTIONS are well-established organizations that cannot easily move locations because their stake in a community is too immense. These organizations offer necessity goods and are often key employers. Because of the size and importance of Anchor Institutions, they occupy unique and influential space within local economies.

Public transportation is a necessity good that is linked to personal and community-wide prosperity. The purveyors of public transportation are constantly working to ameliorate rider experience, expand services, and maintain quality. Yet, these incremental changes go beyond growth and convenience, they have the ability to transform patrons' quality of life.

TriMet is an Anchor Institution. As the transportation authority for the Portland-Metro area, TriMet has significant responsibilities in all areas but certainly in the Eastside corridor. With significant investments in the region - real estate, employment, maintenance costs and other resources - TriMet also has immense influence in how the community continues to shape identity, how it creates goals for the next chapter of growth, and how community members identify their community.

THE CITY OF GRESHAM is extremely diverse - with over 17 languages spoken at Hartley Elementary School, one indicator of the breadth of community diversity. Many neighborhoods have easy access to schools and grocery stores; however, many do not. The livability of parts of Gresham often is at risk; disenfranchised neighborhoods suffer from poor walking routes and decaying infrastructure.

Specific neighborhoods are registered food deserts, meaning residents are at or below 20% of the Federal Poverty Line, and at least 500 people live more than one mile away from a grocery

store. Food deserts are a clear sign of poverty and negatively impact livability. Rockwood is an official food desert and has gained much local media attention because of this.

When mapping all major grocery stores in the Portland-Metro area, the red dots signaling Whole Foods, Safeway, Albertson's etc. dwindle as they reach Gresham city lines. Although Gresham has high numbers of ethnic food stores that cater to diverse populations, the lack of chain grocery stores is a sign of underlying poverty.

Farmers markets and buying clubs are gaining popularity to help fill the void, however they are an unsustainable answer to a systemic problem. Chain grocery stores represent more than access to food. They are an integral link in a wide interdependent web of local economic growth and prosperity. Chain grocery stores mean, less travel time, better health, lower carbon emissions and a shift in perceptions of certain neighborhoods. Public transportation has a similar, large impact on the livelihood and perception of neighborhoods.

Many residents see Gresham as a gateway to a higher quality of life. However, because Gresham is predominantly a commuter community it loses the kind of investment that is made in big metropolitan cities. This lack of investment can spur poor connectivity and communication between planners and residents.

As an Anchor Institution, TriMet has the unique influence in the community to spark interest and start a dialogue. TriMet has a clear stake in Gresham and has the potential to change not only ridership experience, but quality of life for Gresham residents.

TRANSIT TRENDS

• Luckily for riders, transit innovation is at an all time high. There has been a flurry of transit systems creating unique experiences for their riders, so that the many hours they spend in transit can be an interesting experience. Take for example the Metro system in Moscow, where select cars double as art galleries, with framed pieces of art lining the walls. Other trains show extracts of literary pieces painted on the walls, and another features poetry.

• Another brilliant example comes from King County, Washington, featuring the Poetry on Buses program. The idea behind the program is to encourage riders to write poetry in their time on the bus, and submit their work for a chance to be showcased on the buses themselves. The important concept is creating a strong experience for riders during their travel. By being innovative and strategic any institution might create those experiences for their own transit system.

• Chicago Metropolitan Agency for Planning (CMAP) realized this key to success in their quest for increased ridership. In their recent mobility plan they express their belief that, "Taxpayers will support investing in a transportation system that improves their quality of life. To accomplish this, Illinois needs innovative approaches to achieve measurable outcomes" CMAP hopes to enhance rider experiences from beginning to end by creating innovative solutions to problems they currently face. One of such problems is the rail crossings, which cause delays or infrequent service that deters ridership. In an effort to restore trust, CMAP created a data visualization exploration of the system. The beautifully designed data visualization maps out their mobility plan in a smart and visually compelling way, friendly to the public. Their hope is that the data visualization will create public support, added with the enhanced rider experience to increase ridership from 2.12 million in 2012 to 4 million in 2040.

• Like many transportation systems, Utah's UTA TRAX received a very unfriendly welcome when it first came to be. In 1992 voters rejected a tax measure that would have funded the first rail in Salt Lake Valley. Up until 1999 when TRAX finally started running,

citizens feverishly protested the systems arrival. (SITE 4.) So how did TRAX become one of the most loved and heavily used public transit systems in the U.S.? "We had a strong spirit of cooperation," says Steve Meyer, chief capital development officer of UTA, "We tried to get ... everybody on the 'us' side" and did so through communication.

UTA is just one example of many transit systems understanding that building trust is key to engaging communities and developing useful policy. To do so, it is important that corporations come to the public's level and explain what they want to do, and more importantly why it will benefit them. Not surprisingly, UTA found that explaining to non-riders, normally most against the implementation of rail lines, how it would benefit them too yielded the best results. If transit corporations can find unique ways to show non-riders benefits of light rails, such as reduced traffic on freeways, public support will grow.

1. <http://www.telegraph.co.uk/sponsored/rbth/culture/8799170/Moscow-Metro-Russia-history-architecture.html>
2. <http://poetryonbuses.org/collection/>
3. <http://www.cmap.illinois.gov/mobility/explore/>
4. <http://www.citylab.com/cityfixer/2013/10/how-utah-turned-its-unpopular-public-transit-system-hit/7298/>

LIVABILITY

When it comes to livability, there is a sum of factors that add up to make somewhere a perfect place to call home. Two factors at the top of that list are a friendly neighborhood atmosphere, and the accessibility to food. It is not possible to create a thriving city without first tackling those two factors. Therefore, any city looking to invest in their future should focus on their ability to create community, and ways to prevent food deserts.

Creating community is the first step in creating a sustainable city. In creating community you open the doors for civic engagement, and better communication between city officials and their citizens. However, the first steps to creating a thriving community are often the hardest and most misunderstood. Consider the Project for Public Spaces guide and the "Eleven Principles for Creating Great Community Places" as an example: an interesting perspective on how many institutions and cities fail to create community. The article stresses the importance of identifying the community's pre-existing assets, and the difference between designing for a space and creating place.

THEMES &
INSIGHTS

GATHER

IT IS HERE WHERE WE GATHER. NOT OVER THERE OR SOMEWHERE ACROSS TOWN.

BUT HERE.

IT IS ON THESE HALLOWED GROUNDS WE CAN DO WHAT WE WILL AND BE WHO WE ARE.

IT IS HERE WHERE WE CAN COME TOGETHER AND SOLVE PROBLEMS.

IT IS HERE WHERE WE CAN MAKE NEW FRIENDS AND BE WITH OLD ONES.

IT IS HERE WHERE WE CAN HONOR OUR BELIEFS AND OPEN OUR HEARTS.

IT IS HERE WHERE WE CAN FEEL SAFE AND ACCEPTED.

IT IS HERE WHERE WE GATHER TOGETHER.

GATHERING PLACES

"THE STREET IS THE RIVER OF LIFE OF THE CITY, THE PLACE WHERE WE COME TOGETHER, THE PATHWAY TO THE CENTER."

-- WILLIAM H. WHYTE, URBAN PLANNER

THE PLACES WE GATHER HELP DEFINE LIVABILITY AND COMMUNITY

A gathering place is any place where people are able to congregate. Whether it be public or private, gathering places make people feel safe, welcomed, and accepted in order to be successful. Whether it be schools, parks, bus stops, grocery stores, libraries, churches, community centers, movie theaters and more, the places we gather help define livability and community. In order to have fair access to these gathering places, there must be reliable public transportation options. If residents cannot travel to a specific gathering place, then sadly it ceases to exist.

Public transportation plays a vital role in where gathering takes place along the Powell-Division corridor and the Blue Line all the way to Gresham. We often take for granted how crucial reliable transportation is for our day-to-day connectivity. Without it, our world would become much smaller. Going to church or the store or work becomes an obstacle. Reliable transportation means livability: If you cannot easily walk, for example, you cannot get your favorite karovkas at the Russian grocery store down the block. People depend on public transportation for the essential

elements that enrich their lives. Every Sunday night for the past decade, you've been gathering at your family's mexican restaurant for tapas and chilaquiles and good conversation. Without transportation options, that beloved tradition will come to an end. You decline your dream job offer because you have no way of getting to their office. With 18,000 people riding the bus on Powell and Division every day, that freedom of exploration opens up a big world full of big opportunities, goals, and possibilities.

Without reliable transportation, our world becomes limited to just our immediate surroundings. Without a robust, dependable transportation system, the gathering places that once made our lives rich and full are gone. Our beloved common places taken away due to problems of policy we cannot solve. By using transit, we can stay connected with new parts of the community and maintain relationships with old favorites.

Public transportation hubs have the potential to be fantastic gathering places for community members. When transit stations harbor a dangerous, unwelcoming, and unpleasant environment, the user experience becomes negative. In order for transit stations to create a positive environment for users, they must strive to enhance

community connections, promote positive travel experiences and advocate tolerance for all community members. The design elements of the space should promote safety, be aesthetically pleasing, and conducive for connectivity. Instead of the current "destination driven" mindset, transit stations should strive to be the beginning of the destination, not just the means to get there. Transit stations have the ability to be much more than a station; they have the potential to foster positive community interactions and create a new space for gathering. Gathering places are an essential element in transforming a city of individualistic residents into a community; without easily accessible gathering places, people are unable to connect with one another outside of a private setting.

INSIGHTS

- > Public signs posted in multiple languages allow for higher rates of communication and comprehension among users, thereby increasing opportunities for social connectivity.
- > Gathering places highlighting public interest eliminate hostile environments, and are conducive for interaction.
- > Gathering places are essential in giving residents a sense of belonging.
- > Public transportation providers and users are codependent; they thrive upon each other.
- > Individuals who gather in places to build community depend on public transportation systems to act as anchor institutions. This allows for planning and investing in healthier practices for more dependable means of transporting and engaging the masses.

LIVING HERE

YOU DO NOT CHOOSE WHERE YOU COME FROM.
YOU DO NOT CHOOSE YOUR FAMILY OR YOUR HERITAGE.
YOU DO NOT CHOOSE YOUR SKIN COLOR.
BUT THOSE THINGS BECOME YOU.

YOU CHOOSE WHO YOU WILL BECOME AND HOW FAR YOU
WILL GO.

YOU CHOOSE TO SEARCH FOR A NEW BEGINNING, TO
BETTER YOURSELF, TO TAKE A CHANCE.

YOU CHOOSE TO BEGIN AGAIN.

YOU CHOOSE TO WIPE AWAY THE HATE AND THE STEREOTYPE,
TO TAKE A STAND.

YOU CHOOSE TO BE A FIGHTER, BECAUSE FIGHTERS
SURVIVE AND TO NOT SURVIVE IS TO DISAPPEAR.

YOU CHOOSE TO EMBRACE THIS PLACE, TO GATHER HERE
AND GROW TOGETHER.

YOU CHOOSE TO ADAPT BUT NOT LOSE YOUR IDENTITY.

YOU HAVE THE POWER TO BEGIN AGAIN.
YOU ARE THE FUTURE.

LIVING HERE

"THIS IS THE POWER OF GATHERING: IT INSPIRES US, DELIGHTFULLY, TO BE MORE HOPEFUL, MORE JOYFUL, MORE
THOUGHTFUL: IN A WORD, MORE ALIVE." -- ALICE WATERS

As Vera goes to work at the Roman Russian food store on Division Street in eastern Portland, she can't help but notice the amount of people bustling around. She and her neighbors have found a home here, bringing their tastes in music, commerce, churches, and food. The Russian food store is on such a busy street; Vera sees public transportation constantly moving people in front of her. The transportation system is good, she knows, because it brings more customers and allows the store to become a cultural hub for her community.

GRESHAM DOESN'T
HAVE ONE IDENTITY;
IT HAS MULTIPLE
IDENTITIES

It is evident from the moment you step into Oregon's fourth largest city that Gresham is home to a diverse community. Gresham is located about twenty-five minutes east of Portland and home to many commuters who rely on the TriMet system. There is a stigma and stereotype that surrounds Gresham, even as there is a strong sense of diversity and community. The rapid changes in language, culture, ritual, food, communication, and people grows opportunities and challenges for community members like Vera.

Without reliable transportation, Gresham consists of over 105,000 people and an increasing population that includes

Hispanics, Russians, Ukrainians, African-Americans as well as Asians and Pacific Islanders. According to census data in 2010 the population breakdown was: 76.0% of Gresham identified as white, 3.5% identified as African American, 1.3% identified as Asian, 0.7% identified as Pacific Islander, and 18.9% identified as Hispanic. To be sure, a visitor can hear Swahili, Cuban, Arabic, Thai, Karen, and Balachka within a few blocks of the Rockwood station.

Much like the population of the city, Gresham doesn't have one identity; it has multiple identities all trying to coexist in one community. Anecdotal evidence and team observation shows this. The diversity of Gresham can be seen in all parts of the city including: SE Powell/SE Chavez, Jade District, SE Division/SE 162nd, SE Division/SE 182nd, Division/Eastman/Main, Stark/242nd. Each of these multicultural hubs include bus stops, some with shelters, many without.

These stops and different areas show an abundance of cultures as well as different high traffic and low traffic areas. The areas include people that rely heavily on transit for transportation including the 18,000 people that use the transit system in Gresham on a daily basis. These users

Along the streets and stops of the bus and Max line you see the diversity come to full bloom. There is modern age design near the city hall; yet more rundown areas where design is lacking. Living in Gresham very much seems to be defined by area of Gresham that you live in. Areas like Rockwood are known for a higher crime rate as well as more gang related activity. Principal Larry Conley of Hartley Elementary confirmed that Rockwood does indeed have a stigma that surrounds it. It is a very diverse community with over 19 languages spoken at Hartley Elementary School. Areas like these are plagued with turf wars and drug use that make it difficult to bring people together.

On the other hand, as you ride the bus or Max down the corridor you'll see an abundance of markets and culture come to life. Automotive stores in many different languages, grocery stores with themes from all around the world, small businesses with food and ritual attached: all have become a hub for the members of the community. While they are all part of the Gresham community, these hubs allow the people to escape to their own world and embrace the culture they trying so hard to keep even as they acculturate to Oregon. This appears to be a commonality for all of those living in Gresham; the desire to hold on to culture while giving family and children the opportunity of this new place. There is both openness to the idea of more community as well as distrust and wariness for change.

Living in Gresham is either a choice or a necessity, and regardless of how it is viewed it is a place that people call home. Vera lives in Gresham and that is her home, she is proud of the community that she has found there. She came to the United States from Novosibirsk, Russia decades ago and formed bonds in Gresham. For Vera, this move was a choice and a necessity. She is home now, living here and watching the buses move people along the street she knows.

INSIGHTS

- > Ethnic grocery stores around the corridor become a community hub for each ethnicity as well as a place to gather. Even as they exist, parts of the Eastside areas experience food deserts and lack of access to healthy food.
- > Gresham is filled with families, commuters, work professionals, youth, and retired seniors, all who use the transit system. There is a common bond that exists amongst all ridership.
- > It is difficult for people to accept new means of communication and step outside their community when they feel like outsiders. Language and culture connectors are important.
- > Minorities, immigrants, and English language learners feel disconnected to the people/ government of the community because there are lapses in communication and clashes of culture.
- > Research tell us that diverse populations are impactful in tackling issues such as education and problem solving, all while enhancing creativity and building community skills.

SAFETY

THE MOMENT WE LEAVE OUR HOME,
IS THE MOMENT WE LEAVE OUR COMFORT ZONE.

UNTIL WE RETURN AGAIN,
WE SHARE A COMMON HUMAN NEED,
TO FEEL SAFE.

SAFE IS A PLACE

WITH LIGHT
AND EDGES
AND STRONG WALLS
AND PEOPLE WHO ARE PRESENT,
READY TO HELP AND LIFT.

SAFE IS HOW A PLACE FEELS

WHEN THE DOORS OPEN AND CLOSE
AND THE SEAT NEXT TO YOU IS FILLED
AND THE PEOPLE IN FRONT OF YOU
HAVE YOUR BACK.

SAFE MAKES A STATEMENT
WHERE WE GATHER.

“AT THE END OF THE DAY, THE GOALS ARE SIMPLE: SAFETY AND SECURITY.”

-JODY RELL

THE PEOPLE FEEL
AS IF THEIR SAFETY
CONCERNS ARE
FALLING ON DEAF EARS

The east side of Portland is a cultural melting pot. People of different colors, backgrounds, and lifestyles call Gresham home, the place where they exist and build lives. With a city area of 23.43 miles, and a current population of 105,000 people, Gresham is the fourth biggest city in Oregon. In highly populated urban areas such as Gresham, public transportation is turned to in order to effectively and safely get around. TriMet's Eastside Blue Line is the leading transportation options for the people of Gresham. There are over 18,000 Powell and Division riders everyday. Take this impressive number plus the numerous TriMet employees and you begin to understand how personal safety becomes TriMet's responsibility on a daily basis.

With great responsibility comes great opportunity. TriMet has the opportunity, and the possibility to become the leading national expert on public transit safety. Moving people safely is TriMet's corporate responsibility and it is crucial to the people of Gresham that TriMet works to innovatively and continuously solve safety issues. The people of Gresham have and continue to be very vocal about the changes that they feel TriMet needs to

make in order to improve their services. It is vital that TriMet takes these concerns and addresses them or the disconnect between the people of Gresham and TriMet will continue to grow. From collected research and trips into Gresham, our team was able to pinpoint key issues that should be highlighted and addressed in the upcoming Blue Line improvement. The key issues that should be focused on are as follows: improving shelters, lighting concerns, lack of clear signage, and equal safety opportunities for disabled and elderly passengers. Last but not least, the people of Gresham feel as if their safety concerns often fall on deaf ears.

It is a popular public opinion in Gresham that the shelters located on the Blue Line leave much to be desired. The shelters are small, do not contain enough seating for those waiting for the bus, and do not protect the people of Gresham against the weather. However, the real problem with the current shelters is the lack of safety opportunities they provide. The bus shelters are often unpatrolled (other than fare regulators) and do not offer any TriMet representation in case of emergency. Another problem with the shelters is the lack of a comprehensive lighting system or clock at all shelters. As a result, people feel uneasy and are not comfortable

during their time spent at the shelters. Crime rates aside, people psychologically need light to feel safe.

Another problem discussed was the lack of clear signage at the Gresham stops. Bus schedules and TriMet information need to be displayed at all times in a form understandable by all. With a quickly growing diverse community, many people have limited English proficiency. Signage should address and be understandable for all audiences in order to prevent accidents or safety misunderstandings. This includes disabled and handicapped passengers who might often feel as if their existence is overlooked thus putting them in danger. For example, disabled passengers expressed that it was difficult boarding and departing the buses and Max cars. Safety precautions must be taken to include these passengers. TriMet must also address passenger needs or at least let passengers know that their complaints or concerns are not falling on deaf ears. Luckily, social media and the internet make it easier than ever to communicate with the people of Gresham about safety opportunities. By listening to this input, TriMet can innovate and improve in key issue areas.

Overall, TriMet should continue on working to adhere and maintain basic safety standards at all times while creating stronger relationships with the people of Gresham. If these safety concerns are addressed, and a safe and sustainable system is innovated, TriMet will be heroic in the eyes of the public. When people feel like they are being taken care of, they return the sentiment. The people of Gresham and TriMet share a connection daily on the Blue Line as a community. Anchor institutions such as TriMet should provide safety opportunities for all.

INSIGHTS

- > Safety is a human need and a priority for families and communities.
- > Without a sense of security, people cannot relax, focus, understand, trust, grow, or invest themselves.
- > It is difficult for people to accept new means of communication and step outside their community when they feel like outsiders. Language and culture connectors are important.
- > People must see proof of safety, before believing they are safe.
- > Open communication channels leave people feeling as if their voice matters.
- > Ensuring safety grows from policy, training, community investment, and doing the right thing for neighbors and friends. Safety is personal.
- > People are drawn to safe spaces. If a safe environment is created, people will gladly return.

PRIDE

WHEREVER THERE IS PRIDE, HAPPINESS WILL FOLLOW.

PRIDE IS INVESTMENT, TO BE SHARED AND NURTURED AND CELEBRATED AND PASSED ON.

IT HAPPENS IN A SONG "O SAY CAN YOU SEE"
AND A PLACE "LOOK THERE, THAT'S OURS"
AND A MOMENT THAT SMILES FOR YEARS AS A MEMORY.

PRIDE BECOMES.

IT ASKS US TO BELIEVE
ABOUT THE CORNER STORE
THE VIEW FROM THE BUS
THE PLACE WHERE WE GATHER
THE PEOPLE WE TRUST.

PRIDE WANTS A CLEAN SEAT AND A CLEAN WINDOW
AND A NEW IDEA THAT HELPS PEOPLE.

PRIDE IS OPTIMISTIC.

PRIDE IS FINDING OURSELVES TOGETHER.

THERE IS A CERTAIN
AMOUNT OF PRIDE
INSTILLED INTO
THESE STOPS

As one rides the bus towards Gresham along the Powell Division corridor, they may notice that things begin to change. The clean, symmetrical shapes of downtown fade away as shapes with more character begin to cast their shadows into the streets. Colors of silver and grey transform into neons and pastels, as the signs in storefronts present the English language less and less. As these things change, more bus shelters become just bus stops, graffiti invades and infects the area around them, and many of the helpful directions and signs begin to disappear.

When traveling through Gresham, it is apparent that some of the stops have had more work put into them, as compared to others. The Rockwood station has a nice, user friendly environment that displays bus arrival times in an aesthetically pleasing environment. Meanwhile, the Civic Center stop does not display any arrival times, nor does it have any features that make it feel safer, more aesthetically pleasing, or more convenient. It's also apparent that much of the stops had sheltered benches. Many had both benches and sheltered areas, but these two features rarely work in unison. When people that have mobility

issues use TriMet, a sheltered area where they don't have to stand is beneficial. Moreover, defacement has become an issue around the stops, which pushed some patrons to spend their free time scraping graffiti off of the features, in order to maintain their local destinations. Bus stops say so much about a public transportation company, and when there is a certain amount of pride instilled into these stops it becomes evident to not just those that use the stops, but all who see them.

Pride should be evident on the buses and light rails as well. A large issue that presents itself is that the handicapped area is often not marked or accessible enough for those that need to use it. Many people will sit in the handicapped area unaware that it is meant for those with special needs, which makes it harder for people with limited mobility to reach their designated areas. In addition, on the light rails there isn't a driver that can help better accommodate those with special needs, which makes getting on and off of the light rail difficult for some. A man in a wheelchair will often not be able to get to the handicapped area of the light rail before it begins moving, and he often does not have enough time to get off of the light rail in time, often causing such people to be left behind and miss their stops.

On the buses, drivers are able to help those that need assistance, which makes the bus much more user friendly for people with disabilities.

While on the bus or light rail, the diverse language that represents Gresham fails to be seen on the vehicles. Especially when dealing with diverse areas, it is important that public transportation services provide more than one language when they display instructions and make announcements. Displays such as the emergency advice plan and bus stops destinations are only displayed in English, even in areas such as Rockwood, where there are more people that use English as a secondary language, when compared to those that used it as a primary language. When multiple languages are displayed on certain areas in and around the bus it can create convenience and a sense of pride in diversity.

When using TriMet services it is often hard to tell when the next vehicle will arrive, what time it will get you to your destination, and how to simply reach your destination. Some light rail stations, such as the Gresham City Center stop, don't display arrival times, which makes it difficult to manage and plan your day. TriMet's apps can help one figure out arrival and destination times, but due to that there are three different apps, they can often become confusing and difficult to use. Also, many of TriMet's users do not have devices that allow them to use TriMet's apps, often forcing them to call the TriMet hotline to find when the next light rail vehicle will arrive. Even if one can figure out when the light rail or bus will arrive, it can be difficult to determine the best route to get you to your destination. Many of TriMet's maps only show the route, without any surrounding streets or landmarks, which can cause confusion for those who are not familiar with the Portland suburb area.

Pride is an important element for building a strong brand and useful communication strategies. TriMet must show pride in what it does for the Eastside in order to ensure pride from the community. TriMet has the opportunity to show that it takes pride in not just moving people, but pride truly caring about people. People rely on TriMet to provide so much for them, and it is often difficult to make accommodations for all of those that use the public transportation service. However, if TriMet can begin to show that they are aware of the issues that many Eastside patrons face, it can begin to instill a sense of pride to those that use the service. People that visit the Portland area should be envious of the services and accommodations that TriMet has created for all of its patrons. TriMet is well known for its success as a public transportation service, but it should show that it cares about maintaining its place amongst elite transportation services, not because it looks to transport people, but because it looks to improve the lives of those that use it. That becomes the heroic stance needed for us all to feel proud.

INSIGHTS

- > Pride works synergistically between TriMet and the people of the community. The more effort and investment in Eastside communities, amenities, and people, the more pride is shown for the transit system so vital to the area.
- > Pride is developed through shared spaces and shared successes. New ideas and new initiatives can be drivers for a proud community.
- > Bus drivers and Max operators should be proud of their importance to the community. If they are, this should be celebrated. If they are not, why not?
- > Being proud of one's community grows investment in that community.
- > Pride and the stories that grow from it should be part of all ridership; disabled patrons or elderly riders should see TriMet, the buses and Max, and the bus drivers as part of a system of pride.
- > Messages should show and not tell why a community or an organization takes pride in the place it lives and works. Research tell us that diverse populations are impactful in tackling issues such as education and problem solving, all while enhancing creativity and building community skills.

TRUST

TRUST & RESPECT

"TRUST IS THE HARDEST THING TO FIND AND THE EASIEST THING TO LOSE."

--ANONYMOUS

TRUST IS A MIRROR.

SEEING EVERYTHING AND TELLING ALL.
KEEPING NO SECRETS AND REFLECTING NO WRONGS.
REVEALING THE FLAWS, THE BEAUTY,
THE ESSENCE THAT KEEPS US HUMAN.
DECLARING THE COLORS OF SKINS AND HEARING THE TONES OF
TONGUES.

TRUST IS A MIRROR.
EXPECTATIONS HIGH, BUT LIMITATIONS LOW.
TILL ONE DAY IT BROKE.
SLIPPED BETWEEN FINGERS.
ACCIDENTALLY SHOOK ON THE WALL.
THE FALL WAS FELT AND LOUDLY MADE KNOWN.
ONCE A PERFECT REFLECTION AND NOW A DISTORTED VIEW.
IT MUST HAVE BEEN CHEAP.
IT MUST HAVE BEEN THEIR FAULT.
AND CERTAINLY NOT OURS.
LOSING OUR INVESTMENT.
IT WAS RESPECTFULLY BUILT.
AND SO EASILY BROKEN.

TRUST IS A MIRROR.
THAT WE'LL NOW GLUE TOGETHER.
AND WHAT GOOD VIEW WAS LOST,
WILL BE FOUND AGAIN.

The people of Gresham trust what they understand and those who understand them. Typically, understanding stems from a certain amount of similarity or likeness, the sense of accountability that comes from connection. In other words, trust and respect is more attainable when it is among those that are most like you. In Gresham's case, likeness is categorized mainly by culture - skin color, language, and nationality. However, despite the difference between cultures, not one individual can escape the natural traits of being human. Everyone wants to protect, to help, to stand for the ones they love and know. This leaves each culture, group, and individual with one common theme: no matter the difference, we all love just the same.

TRIMET MUST
SPEAK TO THE
WHOLE AS ONE THAT
ENCOMPASSES ALL

As Gresham's main transportation system, TriMet struggles to capitalize on the opportunity of showing how differences can be our greatest similarity. The evidence of this struggle shows in simple things: languages spoken on the bus, the lack of safety at some shelters and stations and stops, crime on or near bus stops, the tone and trustworthiness of messages. This has led to a lack of trust

not only between the people of Gresham, but between those people and TriMet. In the past, leaders and planners of TriMet and the city have viewed Gresham by distinguishing as three main categories: farm, urban, and suburban. It is true that Gresham has those three different characteristics; however, for TriMet to bring a sense of unity it must speak to the whole as one that encompasses all people.

The lack of understanding leads to TriMet's involvement in two main problems: high crime rates and language barriers. Much of the crime within the city happens at train stations, as witnessed by reports of gangs and tagging at several stops. After speaking with the police department, we found that typically high crime rates happen between Hispanics and African Americans. The two groups have a tendency to be the most aggressive, whereas the more European cultures stick close together and stay away from others. No matter the group, cultures have increasingly become more divided. The need for mediating structures and connecting purpose is real.

The second issue seen between TriMet and the people of Gresham is the language barrier. Most of the TriMet employees that our SOJC team met were Caucasian, their primary language was English.

Gresham is a city that houses over 70 different languages. Organizations such as the Immigrant Refugee and Community Organization (IRCO) and Sponsors Organized to Assist Refugees (SOAR) need institutional support.

Trust and respect are constructs which must be nurtured. To be leaders in the community, anchor institutions have the responsibility of building trust and respect through their own work and within the network of people and organizations vital to the area.

INSIGHTS

- > The people of Gresham are focused on differences rather than celebrating similarities and connections.
- > Language barriers are obstacles to trust and connection, limiting connectivity and community growth. Those communication barriers are formidable.
- > Trust means working to understand the perspective of others. TriMet, as an anchor institution, should broker trust by facilitating communication and community.
- > Bureacracy and institutional language are barriers to trust, especially in immigrant communities.
- > Tone of any message is important to building trust. If trust is built, all parties can work to move forward.

IDEAS & TOOLBOX

STRATEGIC IDEAS FOR BUILDING COMMUNITY & CONNECTION

TOOLBOX SPACES FOR NOTES & NEW ASSOCIATIONS

GOALS & GUIDING PRINCIPLES FOR STRATEGIC IDEAS OF THE EASTSIDE BLUE LINE MANIFESTO

As with any urban transit institution, TriMet has challenges around crime and safety, budget considerations, growing populations, and institutional innovation. At the same time, energy and success around social media outreach, new building and systems communication, and planning efforts in communities are happening. All of these affect the shape and scope of strategic communication tasks.

We address this communication with a set of optimistic strategic approaches focusing on engaging the community and building connection and opportunity for this Eastside area.

These ideas grow from communication's role in civic engagement, safety and security, welcoming communities, and innovative executions.

We approached these ideas with these broad goals:

Offer ideas that connect TriMet to the community in new ways.

Steer away from advertising and social media ideas

Leverage language and culture and in doing so, solve community problems.

Consider how people feel in shared spaces.

Build strategic platforms that can serve as discussion points for TriMet and Gresham planners.

Work in the "what if?" space that lives outside budgets and strict policy.

Build off a simple strategy based on tone and human need.

All photos are used as examples only for educational purposes. These should not be published or circulated broadly.

ONE TONE & MISSION

BUILD AND INSPIRE AN HEROIC TONE AND MISSION FOR MESSAGES AND ACTIONS ON THE EASTSIDE BLUE LINE.

From secondary research, in place exploration, and anecdotal reports, our team believes TriMet often communicates as a far-removed institution. This results in accusations of arrogance, ineptitude, lack of safety; though indeed, we believe TriMet

IT IS IMPORTANT
FOR THE EASTSIDE
TO SEE HEROISM

people care deeply about these issues and the important mission of the organization. New initiatives concerning safety and improvements in the area prove this.

We offer this message and tone framing as a strategic place to begin communicating both online and in place: in buses and cars, on platforms and stations, via apps and website. This represents the tone and persona – and the actions and behavior – of TriMet for the Eastside.

And it is especially important for the geographic and cultural community of the Eastside to understand a true heroism on the part of TriMet: increasing ridership, increasing diversity in the already most diverse community of the state, compelling stories that can be part of the TriMet story. These important considerations suggest TriMet has an opportunity to grow a new chapter of investment in the Eastside and Gresham areas.

TOOLBOX

"Understanding Heroism" The Heroic Imagination Project
http://b.3cdn.net/raproject/ed834126c9c0786ble_93m6i2aqj.pdf

Good Magazine
<http://magazine.good.is/>

HEROIC

TO BE HEROIC IS TO STAND TALL AND PROUD WITH REASON.

HEROIC IS BRIGHT AND NOT INSTITUTIONAL, SMART AND NOT ARROGANT, TRUSTWORTHY AND NOT DUPLICITOUS, STEADFAST AND NEVER TURNS AWAY FROM THE PROBLEM.

HEROIC GOES BEYOND OBLIGATION.
HEROIC BRINGS PEOPLE TOGETHER.
HEROIC MAKES MISTAKES AND FINDS WAYS TO FIX THOSE PROBLEMS BECAUSE IT'S THE RIGHT THING TO DO.

HEROIC DOES NOT SPEAK ABOUT ITSELF IN THESE TERMS. IT SHOWS RATHER THAN TELLS. IT CONNECTS. IT ANTICIPATES, MAKES THINGS HAPPEN BEFORE THERE IS NEED.

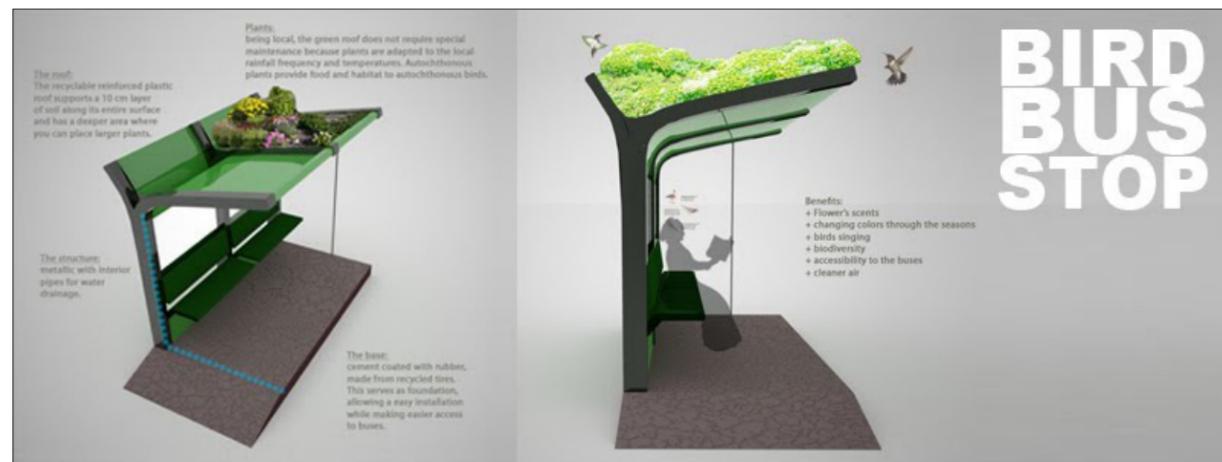
HEROIC IS OPTIMISTIC. HEROIC IS HUMAN.
HEROIC MOVES PEOPLE.

TWO PLACE

USE TRIMET'S BUILT-IN COMMUNITY GATHERING SPACES AND CONNECTIVE COMMUNICATION TO HELP SOLVE REAL PROBLEMS OF THE AREA.

Make shelters and stations more useful. Realizing that some of these improvements are part of the Eastside improvement plan, we want to emphasize the importance of place in building a strong and authentic communication system to inform livability..

<http://walyou.com/innovative-bus-stop-concepts/>



Useful means shelters serve as mini-parks, community info spaces, language tutorial. Create in place community boards that represent certain stops, stations, and specific gathering places along Powell-Division and into Gresham.

TOOLBOX

Make shelters and stops do double duty as TriMet-owned parks. Beautiful.

Improve bus stops and bus shelters for safety measures. As they are complete, offer aspirational messages at each stop. Let each stop be ownable and in place.

Each shelter and station should have strong lighting, clocks, charging stations for phones.



Sponsor school fairs, yearbooks, newsletters. Connect those sponsorships to specific stops with posters and community boards.

Schools are the heart of any community. Place TriMet and City of Gresham messages and support where it belongs. Schools win, TriMet wins.

Bring music and food to Friday afternoons at shelters and stations.

Maybe it's only at Gresham Transit Center this summer, maybe it grows. But the sense of festivities when music and food ends the work week shows that TriMet knows people live here.



communitymusicworks.org archive



Hold smaller community meetings at select churches, community centers, and community grocery stores in key areas. Partner with organizations such as IRCO and SOAR. Those community meetings should include graphic recording of discussions.

Graphic recordings are large poster-like visuals that note and curate meetings. By using facilitators fluent in languages, the recordings could become long-lasting connectors between TriMet and the community.

As example, Sarah Moyle creates large graphic recordings around Portland. Here's one she did for Design PDX. The finished work is 4' x 7'. This is a representation of an hour long speech to a roomful of 70 people. People love to see what they have said make the poster. Delivering this type of graphic recording in multiple languages could be a strong connector with the audience. It could be a piece of evidence that stays up in the church or community center after the meeting, reminding participants of what TriMet says and does, how it listens.



TOOLBOX

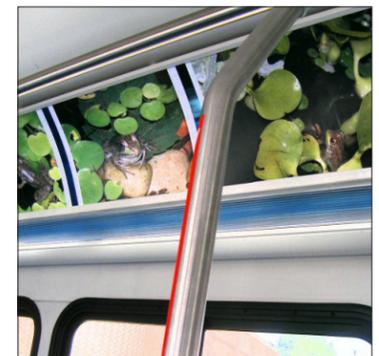
PDX Graphic Meetings Recorder
 Sarah Moyle
 sarah.d.moyle@intel.com



Hold competitions for mural and bus wrap art. Involve multiple cultures and voices, using different stops and shelters for ownership of multiple themes around a core idea. Maybe that idea is FAMILY or COURAGE or other themes common to being people living in a shared place.



Pentagram Design in New York created this huge mural from community and historical themes for the National Center for Civil and Human Rights. When seen from across the street, the mural still lets viewers interact by placing their hand "on" the mural.



Art can refocus communities, bring them into focus to share what is important. With smart project management, other partners -- design studios, advertising agencies, art centers and schools -- can join the effort and find artists and vendors willing to help the cause.

The murals and buses could use similar themes, letting the story offered be told from different perspectives: on building walls, at shelters and stations and stops, in the bus. Purposeful art that depicts cultural forms and language works as a community hub for pride and trust.



THREE EXPERIENCE

CREATE A MESSAGE AND USER EXPERIENCE TO ENGAGE AND DELIGHT RIDERS, MAKING THE EASTSIDE EXPERIENCE INNOVATIVE AND A MODEL FOR OTHER PDX AREAS AND TRANSIT SYSTEMS.

Develop a robust TriMet Cloud offering.

This might include:

TriMet playlists downloadable and mixed with local artists

TriMet playlists on Spotify that art part of culture

Downloadable ebooks for free

Downloadable language tutorials and recipe exchange for different neighborhoods

A synchronized app for bus and Max schedules

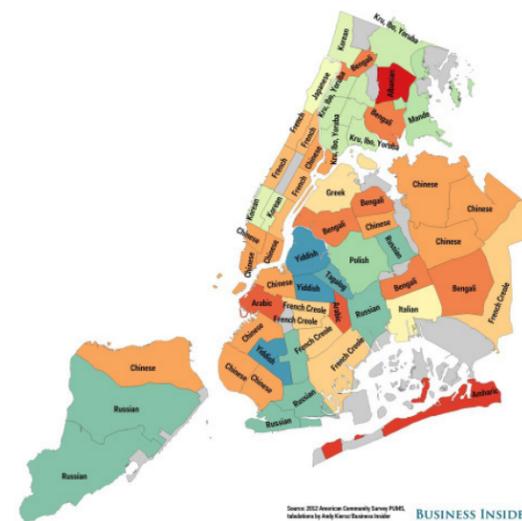
In bus offerings on screens of 30-second films

TOOLBOX

Develop a language-based campaign using all languages of the Eastside in a celebratory way. Channels would include bus shelter and inside bus and Max cars, t-shirts, murals, bus wraps, and maps.

Consider what happens if TriMet facilitates real communication, better understanding, family pride. Language posters could become basis for food gatherings and music or poetry gatherings.

A language map could be an interesting cultural artifact that serves to connect people as the design shows lines blurring. Language maps like the one below for New York should be purposeful curated and connective offerings.



안녕하세요
HOLA
Olá SVEIKI
SALUTON
HELLO
SALAM! ابحرم
BONJOUR
CIAO SALVE
你好 **AHOJ**
BOK Helló
HALLO chào
MERHABA **HEI**



Create content and stories around bus drivers and Max conductors.
Show the drivers as ambassadors and partners, personalities.

Building content around your best ambassadors is a good way to build community and connection. In our trip along the Powell-Division corridor, we witnessed many times where the bus driver was the heroic helper, where patrons called thank you to the driver by name, where riders turned to the driver for help and received it.

By building stories in a strategic way around drivers, goodwill and community is fostered.

This might include:

Photo collections.

Gallery exhibits in schools and community centers.

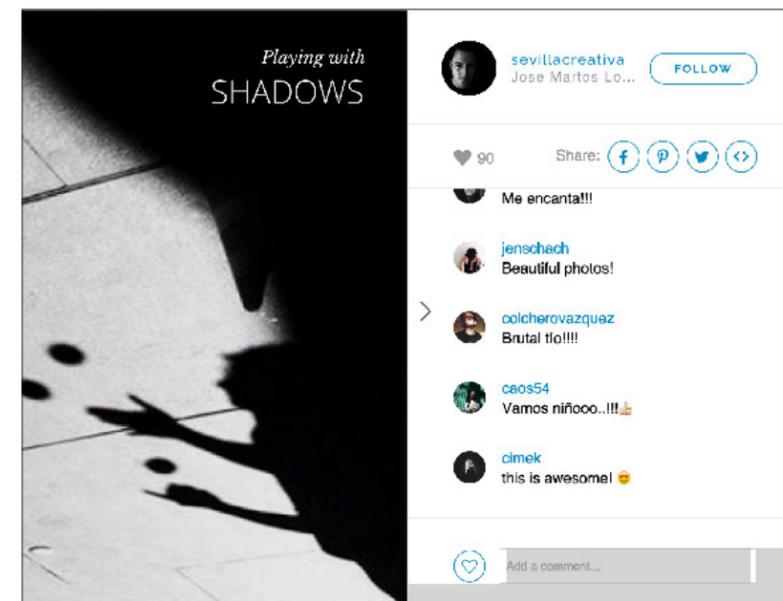
In-place posters about the driver.

Short film contests around drivers and their day.



Joel James Devlin

Continue a strong social media presence. Build on new apps such as Stellar for storytelling and use old favorite Vine for quick and positive stories.



Stellar is a quick and elegant way to share photo stories on social media. Connecting this to @Trimettiquette and @TriMetDiaries is a good way to build more social capital, find humor and humanity.

Design the last of the paper tickets to be collectors' items, dated and crafted with local art. These might highlight stops, celebrated bus drivers, community leaders, or history of the area in authentic ways.

TOOLBOX

Driving Richmond: Stories and Portraits
<http://drivingrichmond.net/>

Heartwarming Portraits of Bus Drivers
<http://www.fastcodesign.com/3024706/exposure/heartwarming-portraits-of-london-bus-drivers>

FOUR WHAT IF?

CREATE COMMUNITY BY PARTNERING WITH COMMUNITY EXPERTS AND PROFESSIONAL STUDIOS TO GROW EXPERIENCE AND OPPORTUNITY FOR EASTSIDE RIDERS.

Co-sponsor food gardens safely near stations. Plan and help community members manage them as part of a healthy community.

With the reality of food deserts plaguing much of the Eastside experience, TriMet could act heroically to co-sponsor and develop tracts to be used as community gardens and urban farms. As a strategic tool, this action communicates that TriMet is an anchor institution dedicated to community.

As a smart and human action, food gardens develop pride in the area around what is done together. They foster shared identity. As an anchor institution, TriMet should be part of community partnerships.

The Transit Garden of Brooklyn, for example, is owned by MTA and tended and managed by community activists.



Images from Tel Aviv, Denver, Atlanta, Brooklyn.



TOOLBOX

"The Role of Community Gardens in Sustaining Healthy Communities"
<http://designinghealthycommunities.org/role-community-gardens/>

Urban Garden Project Research
<http://ljlawson.rutgers.edu/html/UrbanGardenResearch.html>

Re-invent the trend toward co-working spaces by bringing creative workers, job seekers, and entrepreneurs to the Gresham Transit Center and its immediate location.

The trend of co-working spaces continues to increase across the nation and in Portland each year.

The Gresham Transit Center (GTC) is sited next to a set of buildings that could hold a working space dedicated to the co-working experience. Two main audiences might work in this space: the first is Gresham area community members looking for a workspace for job seeking, creative work, studying. The space would include desks and wifi and some amenities. The second major audience are those creative entrepreneurs now renting space in Portland. At least 5 co-working spaces exist in Portland, two have moved eastward.

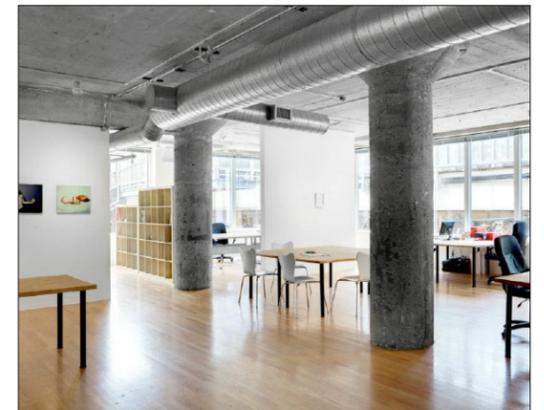
The Gresham Transit Center and the downtown Gresham area could become a vibrant community based on entrepreneurship. This would bring coffee shops, food carts, small businesses to the GTC site. It would also be a hub for the different sections of Gresham to converge rather than stay disconnected.

Portland is consistently named as one of the most entrepreneurial and creative cities: creative workers and artists, freelancers, educators, and makers thrive here, many who need dedicated office space. Gresham could offer lower prices than the downtown PDX co-working spaces. Buildings around the Gresham Transit Center could be used as co-working space, sponsored in part by TriMet. Partners such as Portland Incubator Experience (PIE) and established co-working organizations such as Tenfold and WeWork could be instigators for this initiative.

The GTC co-working space could provide:

- lower cost work space than those in downtown Portland
- partner with Mt Hood Community College
- space for digital tutorials, job banks, as well space for makers and entrepreneurs who live in different sections of Portland but want affordable space
- community garden space across from the GTC and co-working space
- beacon for food carts, small businesses in the area

TriMet has absolute connection to this initiative. TriMet becomes an economic driver in the area, a community builder. Pride and trust are inherent. TriMet acts heroically.



CO-WORKING SPACES ARE ECONOMIC AND CREATIVE DRIVERS

TOOLBOX

THE TEAM



DEBORAH MORRISON // WRITER + PROFESSOR



NICK AHRENS // PROJECT MANAGER



JASON MURRAY // ART DIRECTOR & DESIGNER



BENTON LINCOLN // WRITER



CAMILLE LIEURANCE // WRITER



JASMINE MINOR // WRITER



MADELEINE MCNALLY // POLICY PLANNER



HANNA ELLIOT // ACCOUNT PLANNER



REAGAN KASTNER // RESEARCHER

WITH NATASHA GURETSKIY // STRATEGIST
ELORA OVERBEY // PHOTOGRAPHER

Thanks for this opportunity. We
learned so much and appreciate
the work, challenges, and
opportunities you face.

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