

Community & Regional Planning Masters Terminal Project

**Increasing Latino participation in local government processes:
An examination of Latino resident participation in the Trainsong Neighborhood Association**

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Contents

Acknowledgements	i
Abstract	ii
Chapter 1. Introduction	1
Chapter 2. Selected Literature	3
Participatory Governance.....	3
Participatory Approaches for Diversified Groups.....	4
Chapter 3. Methods	7
Setting	7
Sample.....	8
Design.....	8
Analysis.....	9
Chapter 4. Findings	10
Latino Needs That Can Influence Outreach.....	10
Outreach Efforts.....	12
Outreach to Increase Participation in Neighborhood Associations.....	15
Chapter 5. Recommendations and Conclusions	17
Recommendations.....	18
Implications.....	19
Bibliography	20

Appendices

Appendix A:

Setting	22
Municipal Government Framework.....	23
City of Eugene Neighborhood Association Policy	24
Trainsong Neighborhood Association Charter.....	30
City of Eugene Neighborhood Map	34
Trainsong Neighborhood Map	35

Appendix B:

Methodology	36
Recruitment Materials	37
Interview Questions	39

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Abstract

The City of Eugene acknowledges the benefits that neighborhood organizations bring to the community (City of Eugene, 1981). Although the City of Eugene's Neighborhood Organization Policy states that neighborhood organizations are open to the diversified interests of the neighborhood residents, cultural and language barriers often prevent Latino residents from participating. Eugene's Trainsong neighborhood has the highest percentage (17.2%) of Latino residents, in comparison to the total number of its residents, among Eugene's 21 recognized neighborhoods (City of Eugene, 2003). Due to the high Latino resident population in Trainsong and the lack of Latino resident involvement with the Trainsong Neighborhood Association, an examination of the cultural and language barriers that impact Latino residents' participation with the Trainsong Neighborhood Association is the focus of this research. Using a snowball sampling approach, eleven semi-structured interviews were conducted with people believed to be familiar with Latino and/or Trainsong neighborhood residents and effective outreach strategies. Interviews were used to gather information on effective outreach strategies to increase Latino participation in neighborhood associations and the Eugene Municipal government. Results of interviews with knowledgeable citizens indicate that specific strategies can be implemented by the Trainsong Neighborhood Association and by Eugene Neighborhood Associations to effectively engage Latino residents, and by City of Eugene Neighborhood Services to support Latino participation in Neighborhood Associations in general.

Chapter 1: Introduction

Communities in the United States are becoming increasingly diverse. According to the Pew Research Center, 16% of the U.S. population was Hispanic¹ in 2010. It is estimated that in 2050, there will be a 13% increase of Hispanics living in the United States (Passel & Cohn, 2008). Immigration will be a major contributor to the population growth. Over three-fourths of the projected increase (82%) will be attributed to immigrants (Myers, 2005). Latinos, in particular, are projected to be a dominant presence in the future immigration population of the United States. Latinos will make up 60% of the United States population increase by the year 2050, and will account for 29% of the total population (Passel & Cohn, 2008).

Historically, Latino immigrants have primarily settled in major cities such as Los Angeles, New York and Chicago. However, between 1990 and 2000, Hispanic immigration patterns shifted from cities to medium size towns (Nelson, 2007). In 2000, there were fewer than 7,000 (5% of the Eugene population) Hispanics or Latinos living in Eugene, Oregon (U.S. Census Bureau, 2000). This population increased 2.8% by 2010, totaling 12,200 (7.8% of the population) (U.S. Census Bureau, 2010). As occurs throughout the country, the Latino population is not evenly spread around the community. Among Eugene's 21 recognized neighborhoods, the Trainsong neighborhood has the highest percentage (17%) of Latino residents (City of Eugene, 2003).

The City of Eugene acknowledges the benefits that public participation in neighborhood organizations brings to the community (City of Eugene, 1981). Although the City of Eugene's Neighborhood Organization Policy states that neighborhood organizations are open to the diversified interests of the neighborhood residents, cultural and language barriers often prevent Latino residents from participating (City of Eugene, 1981). Due to the high Latino resident population in Trainsong and the lack of Latino residents' involvement with the Trainsong Neighborhood Association, City staff believed that an examination of the cultural and language barriers that impact Latino residents' participation with the Trainsong Neighborhood Association was needed. As the population becomes increasingly more diverse, they believed that a wide-range and strategic set of engagement strategies might need to be implemented to reach the diverse population in Trainsong and in Eugene. In 2009, the City of Eugene Neighborhood Services launched a neighborhood survey project to assess the assets and challenges of each of Eugene's neighborhoods by gathering input from residents living and/or working in Eugene. The Neighborhood Survey was designed to gather base-line data from the public on livability issues including traffic management, housing, natural resources, community building, land use, parks, public safety, and economic development. Efforts to collect data from Latino residents consisted of offering the survey in

¹ **Latino & Hispanic:** There are a variety of terms used to indicate Spanish-speaking residents or individuals that identify with Latin American, Caribbean, or Iberian culture. These terms are not consistent among Spanish-speaking residents or individuals that identify with Latin American, Caribbean, or Iberian culture, nor will all residents personally identify with these terms. It is important to consider personal identification preferences and refrain from generalizations. Latino and Hispanic are popular terms often used to identify Spanish-speaking residents or individuals that identify with Latin American, Caribbean, or Iberian culture. The Merriam-Webster Dictionary defines *Latino* as a native of Latin America or a person of Latin-American origin living in the United States. *Hispanic* is defined as a native or an individual related to Spain and Portugal or a native of Latin America or an individual of Latin American descent living in the United States. In this report, I've chosen to refer to Spanish-speaking residents as Latinos, unless citing information from another source. These terms are meaningless labels without a more thorough understanding of a person's cultural and ethnic background.

Spanish and conducting outreach efforts with community leaders and local organizations that provide services to Latino residents in Eugene.

The data collected from the Eugene Neighborhood Survey informed the Strategic Neighborhood Assessment and Planning (SNAP) process. The SNAP process is an opportunity for Neighborhood Services staff to provide assistance in assessing neighborhood needs in collaboration with neighborhood leadership. The information gathered from the assessment is used to develop a plan to address the identified neighborhood needs. The Trainsong Neighborhood Association was chosen for the pilot SNAP process. Because of the Trainsong neighborhood's relatively large Latino resident population, it seemed to be an appropriate case study and a neighborhood that could benefit from the information gathered from this project.

The general area of focus related to this study is developing effective strategies to engage Latino² residents in Neighborhood Associations as an avenue to increase Latino residents' participation in local government processes. Thus, the primary question of this study is: How can cities increase Latino participation in local government processes? My specific question is related to the City of Eugene and examines: Why aren't Latino residents participating in the Trainsong Neighborhood Associations and how might their participation be increased?

Chapter 2 presents *literature* related to these research questions, examining participatory governance and participatory approaches for diverse communities. Chapter 3 identifies the *methods* applied to answer these questions, while Chapter 4 presents the *findings* of the interviews conducted for the study. This report concludes with specific recommended *strategies* that can be implemented by the Trainsong Neighborhood Association to effectively engage Latino residents, by Eugene Neighborhood Associations to effectively engage Latino residents, and by City of Eugene Neighborhood Services to support Latino participation in Neighborhood Associations in general.

² There are various dimensions of culture that should be accounted for, as noted in Edward T. Hall's Iceberg Theory. Because people vary on an individual basis, it's necessary to avoid stereotypes that assume that everyone can be grouped into one category. However, specific cultures have a tendency towards certain beliefs so making cultural generalizations can provide context for developing culturally appropriate participation approaches (Ting-Toomey & Chung, 2005).

Chapter 2: Selected Literature

This chapter examines various factors that may contribute to the level of Latino resident participation in local government processes. The first major section of this chapter examines selected literature related to citizen participation in governance, including theoretical frameworks that describe this process and specific issues related to participation in neighborhood organizations. To understand how cities can improve Latino engagement efforts, the second major section specifically highlights barriers and opportunities to more inclusive engagement practices. Moreover, because these practices must be adapted to the culture of a particular group they are targeting, approaches to engaging diverse groups, specifically Latinos, that are sensitive to and appropriate for their culture are reviewed.

Participatory Governance

Sherry Arnstein's ladder of participation is a metaphor for citizen participation in which the various levels of participation range from manipulating citizens to not participate in planning or conducting programs to citizen control over programs, decisions, and processes that impact the public. The framework of the ladder demonstrates the influence power structures have on affecting change in society and excluding citizens from public processes. According to Arnstein's ladder of participation, citizen power results from partnership, delegated power, and citizen control (1969). Partnership suggests that power is shared with residents while delegated power implies residents' control over some aspects of the process. The transfer of power from government to citizens enables citizens to have decision-making power and ultimately citizen control (Arnstein, 1969).

It could be suggested that traditional local government processes tend to fall within Arnstein's nonparticipation ladder rungs. In local government processes, decisions tend to be based on goals selected by elected officials, data collection, plans and policies established by experts, and implementation carried out by elected officials. Public officials often assume that they have the right and responsibility to make decisions. The public participation approaches in place tend to be a stage for disagreement between angry citizens and elected officials. Due to these decision-making approaches, citizens often distrust the U.S. government (Chaskin, 2003).

Neighborhood level organization is one aspect of local government that can instill power among citizens. Localized organizational structures can achieve this by incorporating neighborhood stakeholders in the planning and implementation phase and, most importantly, in the decision-making process. Neighborhood planning originated in the 1960s when citizens in urban neighborhoods protested urban decline and housing revitalization. In 1974, the Housing and Community Development Act shifted federally controlled regulations to local municipalities and municipalities further delegated responsibility to organizations at the neighborhood level (Peterman, 2000). These formalized structures at the neighborhood level, such as neighborhood associations, are intended to promote informed decisions about resource distribution, improve relationships between citizens and government, and instill a sense of community among residents (Chaskin, 2003).

Due to their emphasis on resident participation, neighborhood level organizations are often viewed as speaking on behalf of the entire neighborhood. This can become problematic because, often times, efforts to communicate with the public, such as public meetings and newsletters, are ineffective. In addition, neighborhood association elections for leadership occur at their meetings which usually have low turnout. Additionally, participation in meetings tends to be issue-dependent, causing certain issues to stimulate more interest than others (Chaskin, 2003). A further limitation is that neighborhood associations are often viewed as a group for homeowners addressing land use and planning concerns, rather than other issues that could concern residents. Lastly, neighborhood organizations are restricted to boundaries that may create barriers to their effectiveness. Jane Jacobs stated that neighborhoods should be fluid and defined by

people's interest, associations, and purpose (Jacobs, 1961), yet neighborhood organizations are defined geographically.

Chaskin conducted a study, across Portland, Baltimore, and Boston, of organizations and systems in place for working with neighborhood-based governance. The three cities had well established neighborhoods, neighborhood decision-making mechanisms, and community-building initiatives. He found a strong correlation between resident involvement and the legitimacy an organization had for making decisions on behalf of the neighborhood. He also found that there are some factors that can enable an organization to gain credibility with residents. An organization's ability to mobilize the community can demonstrate community support, exemplify the importance of an issue to the public, and establish legitimacy with the community. Overall, a neighborhood organization's efforts for transparent and inclusive outreach process are critical for establishing a positive reputation among external actors. In general, literature suggests that, due to the importance community participation has in legitimizing a neighborhood organization, establishing an accessible participation process is critical.

Chaskin's study suggests that effective engagement comes from interacting directly with residents, in addition to reaching out to a large number of people. One way of achieving this is through door-to-door canvassing. To sustain engagement and establish continuous participation, neighborhood associations must have clear roles for residents, establish productive and educational meetings and events and develop short-term projects with positive outcomes (Chaskin, 2003). This may be especially important when encouraging participation of diverse groups.

Participatory Approaches for Diversified Groups

Neighborhood-level organization can give citizens power in local government decision-making processes in addition to building social capital and increasing access to social and economic resources. However, the participatory approaches used to engage citizens in local government process can put some individuals at a disadvantage. One approach to account for cultural differences is to develop a framework that balances decision-making authority among those that represent neighborhood residents, including neighborhood associations and other nongovernmental, private and nonprofit, organizations. Another option is to have representatives from ethnic or issue-based groups and formal organizations serve on boards or committees that have decision-making power. Another solution can be to develop participatory approaches that are tailored to specific groups. Research has indicated that these various approaches can be effective in increasing Latino participation in neighborhood organizations (Day, 2003), and basic elements of each are briefly described in the following sections.

DECISION-MAKING AUTHORITY

Studies examining the influence of racial-ethnic differences and socioeconomic status on participation in voluntary associations indicate that both factors are important influences on participation patterns. A study conducted in the 1960s and 1970s found that whites participated in voluntary associations more than Latinos. The difference in participation level was due to Latinos' low socioeconomic status (Stoll, 2001). Recent research using data obtained from the 1993-1994 Los Angeles Survey of Urban Inequality also demonstrated the importance of socio-economic status and found that when socioeconomic differences are accounted for, Latinos and whites participate in associations equally. Evidence also suggests that Latinos may participate in different organizations than members of other groups. They may be particularly likely to participate in Church-related organizations, sports organizations and Parent Teacher Associations (Stoll, 2001).

Some municipalities have utilized alternative approaches to promote minority involvement. For instance, the City of Portland established a framework by which officially recognized neighborhood organizations, such as neighborhood associations, and nongovernmental, private and nonprofit organizations, share responsibilities (Chaskin, 2003). Although neighborhood associations fall within the Portland Municipal

Government framework, they aren't given the authority to speak on behalf of the neighborhood on planning, decision-making, and implementation-related issues. While organizations are often service providers, they tend to become associated with ethnic, income or interest-based groups. Therefore, they are familiar with neighborhood interests and stakeholders. Instead of giving neighborhood associations' sole decision-making authority, the framework used in Portland has these groups being one of several institutions representing neighborhoods so their representation remains partial.

DESCRIPTIVE REPRESENTATION

A possible avenue to insuring representation of diverse communities in decision-making processes is to apply descriptive representation through which representatives from ethnic or issue-based groups and formal organizations serve on boards or committees. In other words, representation is increased by requiring that boards and committees have diverse memberships. Although this approach seeks to give decision-making power to minorities that may have limited access due to language differences, racism, and cultural barriers, these very same differences could discourage individuals from participating equally or could prevent consensus from being reached (Chaskin, 2003). In addition, this approach may not address the lack of participation from those in the lower ends of the socio-economic scale.

STRATEGIC ENGAGEMENT METHODS

Another method for addressing low participation and diverse communities is by developing participatory approaches that are tailored to the identities in a group. This work builds on the understanding that certain participatory methods can be more suitable for one group than another, creating an unequal playing field. For instance, facilitators may be perceived differently among certain ethnic groups or individuals. A city employee facilitating a meeting may create an adverse reaction for some individuals. However, if diversity among participants is assumed from the beginning, then specific approaches can be developed (Day, 2003).

The application of participatory approaches tailored to Latinos was illustrated in Day's (2003) study of the Costa Mesa Westside Specific Plan process. For many Westside homeowners, improving the built environment was a primary concern. In contrast, Latino residents of the area were primarily concerned with communication with city staff, public safety, and youth education and recreation (Day, 2003). For the Westside Specific Plan, public participation was solicited through focus groups with stakeholders and public meetings at the Neighborhood Community Center. Although the events were promoted through flyers in English and Spanish and a translator was available at the meetings, there was low Latino attendance. For a higher Latino turnout, recruitment methods, form of participation, location, language and content could have been tailored specifically for Latinos (Day, 2003). Additionally, some residents may have been unfamiliar with the official public meetings and bureaucratic process or were discouraged from participating by racist comments and derogatory comments made about renters in other meetings.

Given the low participation rate, additional efforts were made to accommodate diversity and engage Latinos. These efforts stressed the role of family and important relationships. Rather than inviting participation through flyers, a recognizable faith-based group recruited Latinos to host informal gatherings with friends, neighbors, and their children in their homes over two months. In some instances, food was provided to the attendees. Trained individuals facilitated the dialogue and informed participants about the Specific Plan and its potential impact and identified their concerns and priorities. To further aid participants in understanding the plan, important sections of the plan were translated into Spanish. Due to the culturally sensitive approaches, over fifty Latinos participated in the dialogues. In addition, over 300 one-on-one conversations, the majority of which involved Latino residents, occurred, demonstrating a positive response to personalized approaches to gather input (Day, 2003).

In general, studies suggest that implementing participatory approaches can increase participation rates of diverse groups such as Latinos. Various approaches, such as expanding decision-making power beyond

neighborhood associations, having diverse representation in decision-making positions, and developing culturally adapted engagement strategies, can give citizen power to residents of a diverse community. The findings from these studies parallel results gathered from the research summarized in the following chapters.

Chapter 3: Methods

The literature reviewed in Chapter 2 suggests that Latino resident participation in local government can increase through the development and implementation of effective engagement strategies. A potential avenue to increase Latino participation in Eugene's Municipal Government is through neighborhood associations. This study was designed to try to identify ways in which the Trainsong Neighborhood Association and the City of Eugene's Neighborhood Services office could better support and involve Latino residents. This chapter outlines the research setting, sample, study design, and analysis procedures.

Setting

Within the Eugene Municipal Government framework, Neighborhood Services falls under Central Services and reports directly to the City Manager's Office. Other offices in Central Services include, but are not limited to, Human Resources, Facilities, Budget and Finance, Human Rights, and Sustainability. Neighborhood Services provides direct service to the public as highlighted by their mission statement:

"Building a healthy, equitable and prosperous community by connecting people and resources, creating opportunities, and providing support for neighborhood associations, the City organization and the broader community" (City of Eugene, 2011).

Neighborhood Services serves as a resource to neighborhood residents living within Eugene's 21 neighborhoods. The City of Eugene neighborhood associations are volunteer organizations located within city designated boundaries and are intended to allow residents to partner with each other, the City, and other organizations to improve the livability of the neighborhood. Neighborhood Services supports Neighborhood Associations by sponsoring neighborhood improvement projects and social events, providing a forum to identify, discuss, and resolve neighborhood issues, and by establishing communication between neighborhoods and the City. Neighborhood Associations can educate neighbors on issues, public processes, City services, and elections in addition to advocating the neighborhood's position on issues. The City of Eugene adopted the Neighborhood Organization Policy in August 1976 to provide specific requirements for neighborhood organization charters. The policy establishes the recognition of neighborhood organizations and their involvement with the local government's decision-making processes. According to the Neighborhood Organization Policy Section 2a, "Neighborhood organizations will be advisory to the City Council, Planning Commission, and other city boards, commissions and officials on matters affecting their neighborhoods" including land use, zoning, parks, open space and recreation, annexation, housing, community facilities, transportation and traffic, public safety, and sanitation among others. Neighborhood associations will serve to coordinate among residents and between the neighborhood and city departments and elected and appointed officials (City of Eugene, 1976). At the time of this study, there were 19 recognized neighborhood associations in the City of Eugene.

One of Eugene's nineteen active Neighborhood Associations is the Trainsong Neighborhood Association. The Trainsong neighborhood is bounded by Highway 99N on the west, Southern Pacific's Coos Bay Line on the south and the Union Pacific switching yards on the east. According to 1999 Census data, the population in Trainsong was 1.1% of Eugene (1,775 residents). As noted above, almost one-fifth of the residents in Trainsong (17%) were Latinos, the highest representation within any Eugene neighborhood. In addition, over one-third of the residents (38.4%) had incomes below the poverty level, with 67.3% of the residents housed in rental housing.

The Trainsong Neighborhood Association Charter states that all actions must be in conformance with the City of Eugene's Neighborhood Recognition Policies (City of Eugene, 1981). Its officers include a president, vice president, secretary, and treasurer. The Executive Committee is made up of no more than 9 elected officers, committee chairs, and members. General membership is open to all residents, property

and business owners, and employees within the neighborhood boundaries. Residents are notified of General Meetings that occur at least twice a year as determined by the Executive Committee. The membership attending the general meetings is the policy making body but must meet the quorum of 10 voting members. Although the Neighborhood Organization Policy states that a “neighborhood organization is open to the diversity of interests present in the neighborhood and participation shall be open to any property owner or tenant within the neighborhood” (City of Eugene, 1976, 1e, 1c), observers of the group suggest that the participation is not representative of the Latino composition of the neighborhood (City of Eugene, 2003). Additional details on the setting can be found in Appendix A.

Sample

Interviews were used to gather information on effective outreach strategies to increase Latino participation in the neighborhood organization and Eugene Municipal government. In total, 11 semi-structured interviews were conducted with people believed to be familiar with residents and effective outreach strategies. The sample size was limited because the interviews aimed to gather information from individuals familiar with Latino outreach efforts with the Trainsong neighborhood. Finding individuals familiar with Latino outreach efforts in the Trainsong neighborhood association proved to be challenging, which could suggest that these efforts are not prevalent. When it wasn't possible to collect information specific to Latino outreach in the Trainsong neighborhood, information was sought from individuals with knowledge of Latino outreach in general or neighborhood outreach in the Trainsong area. For these reasons, five interview subjects were Latino. One non-Latino interview subject carried out outreach specifically with the Trainsong neighborhood, while another non-Latino interview subject conducted outreach in West Eugene, which includes the Trainsong neighborhood.

Of the 11 interviews, three respondents were male, and eight were female. Five were Latino. Seven interview subjects worked with agencies or independently in social services, and three of these people provided social services specifically to Latinos. While none of the social service providers exclusively provided services to the Trainsong neighborhood, 2 interview subjects worked with programs or projects specifically for Trainsong neighborhood residents. The remaining interview subjects identified with a faith-based organization (2), Education (1) and the Municipal Government (1). Among the 11 respondents, the service areas they worked with included West Eugene (2); Eugene (2); Eugene, Springfield and outlying rural areas (4); and Lane County (2).

A snowball sampling approach was used to develop the sample. Although it wasn't completely a linear process, data collection began with interview subjects who were believed to have a general knowledge of Latino residents in the community, then became more specific with interview subjects who had knowledge of residents living in the Trainsong neighborhood. The first interview subject was determined based on his or her well-known efforts working with Latino residents in the community. Each interview subject was asked to recommend other potential subjects to interview. Interview subjects were selected based on these recommendations, availability, and willingness to participate in the study. A copy of the interview subject recruitment materials can be found in Appendix B.

Design

Semi-structured interviews were used to gather information on effective strategies to increase Latino participation in the Eugene Municipal government. Interviews were designed to gather information on Eugene's Latino residents and respondents' views of the best ways to overcome cultural and language barriers and promote Latino involvement with Neighborhood Associations. The interview questions covered 3 general areas: Latino Organization, Latino Outreach, and Latino involvement in neighborhood associations. Probes were used to encourage respondents to provide details, and follow-up questions were used as appropriate to acquire additional details. The interviews lasted 1-2 hours and were recorded by tape.

Interview subjects were questioned about Latino culture, needs, and issues. Questions included participation in activities or locations of organization (e.g. Based on your experiences, what activities do Latinos participate in at the community level?); cultural norms, communication, and the relationship between Latino country of origin and duration living in the United States with engagement strategies (e.g. In your opinion, how does the manner in which Latinos organize themselves vary depending on country of origin, duration living in the U.S., or duration living in Eugene?). To learn strategies for effective Latino outreach efforts, subjects were asked to share success stories, ineffective efforts, barriers, and approaches. They provided details and reflections on outreach efforts that they had implemented in the community. Finally, interview subjects were asked to share their thoughts on neighborhood associations (e.g. What is your opinion of the neighborhood-level governing approach?), neighborhood boundaries, and approaches to identify Latino residents' interests and concerns (e.g. What approaches do you think can be used to engage Latinos in neighborhood associations/what approaches can neighborhood association members use to engage Latinos?). A copy of the interview schedule can be found in Appendix B.

Analysis

The in-depth interviews were recorded for qualitative analysis. Although interview subjects remained anonymous, the subjects' sex, ethnicity, employment affiliation and employment service area were noted. All interviews were transcribed, and interviewees' responses were analyzed based on themes, commonalities, and differences in responses related to each of the three major areas of the interview schedule. In the following Chapter, coding information, A, B, C, D, E, F, G, H, indicates a response provided by an interview subject.

Chapter 4: Findings

Responses were analyzed regarding three general areas: 1) needs and issues facing Latinos and ways these may influence outreach efforts, 2) experiences and recommendations related to outreach in the Trainsong neighborhood, and 3) experiences and recommendations related to Latino involvement in neighborhood associations in general. Common themes were revealed by reading and re-reading the interview transcripts. At times, when variations appeared, factors underlying these differences were examined. Most often, these differences were related to the geographic area of reference, and these differences were examined.

Latino Needs & Issues That Can Influence Outreach

Interview responses suggest that Latinos often participate in education, such as schools or ELL programs, and churches. Latinos also come into contact often with social service agencies that serve the community (A). These responses probably reflect professions of the interview subjects that resulted from the snow ball method for this study for, as noted above, participants worked with a variety of social service agencies, education, faith-based, and municipal government groups. Analysis of the interview responses identified three recurring themes regarding Latino needs and issues that may impact participation in community groups: immigration, gaining trust, and communication.

IMMIGRATION

Three respondents stressed that issues experienced by Latinos are often related to immigration (A, B, D). Because these experiences and related concerns are often so central to their lives it is important to understand them if efforts to encourage participation are to be effective.

Generally, Latinos will immigrate if they already have family established in the United States. If there are no family members already living in the US, males will usually immigrate first. Once they have settled in an area where they can earn a living, their family immigrates in whatever manner is necessary or possible. (B) One respondent said that some of her clients were traumatized from their travels (B). One way agencies have provided assistance is through an informal support group for women who experienced trauma during their travels from their country of origin to the United States. An opportunity for women to crochet and exchange recipes transitioned into an opportunity for them to share stories and receive support from others who had similar experiences. Although this environment was a safe space for women to share their traumas, there is a need for these women and others with similar experiences to receive psychological help from professionals. (B) Psychological support is also necessary for adults and youth as they transition to living in the United States. (B)

Although one respondent suggested that the majority of families in this locale have documentation (B), another issue some Latinos are confronted with is deportation due to not having proper documentation. Some individuals are even afraid to ask how to get proper documentation. (D) If individuals are deported then their children who remain in the United States must take care of each other. There is a need to provide more information to Latinos about immigration law and what to do with their children in the case of deportation. (B) In addition, some Latinos fear they could be deported if they go to court for a violation. To avoid the risk, some individuals won't appear at a court hearing, creating further consequences. (A) Individuals cannot access a driver's license without documentation, causing limited employment opportunities and barriers to education beyond high school (D). Documentation for youth is particularly challenging. (D) While there are some scholarships available for undocumented students, many funding opportunities require documentation creating a barrier to further education.

There is distrust for the government, specifically with the Police Department. (A, B) This can be seen in Latinos' tendency to not participate in the Census because it's used for government purposes. (A) Reasons for distrust may be due to deportation and perceptions of government based on negative

experiences in the United States (e.g. deportation or lack of results) and their country of origin (e.g. paramilitary). (A, B) As a result, Latinos may be afraid to utilize Police services and may even avoid them altogether. (A) The issue of immigration seems to be the greatest concern. Although Oregon law prohibits police from working with immigration authorities, there have been cases in Lane County in which they have worked together. Immigration law varies by state causing further confusion. (A)

The Springfield and Eugene Police Departments are making efforts to address Latino distrust for government. Mano a Mano de la Comunidad is a program developed through the Eugene Police Department to educate Latino residents and create opportunities for positive interactions. The Springfield Police Department is working on building trust and strengthening relationships with Latino residents. To be visible and connect with Latino residents they take time to meet the families and pass out pencils to children. In addition, they've hired a bilingual and bicultural liaison. (A)

Another issue identified from the interviews is that Latino renters, in Springfield, Eugene and in other areas of Lane County, are experiencing mistreatment by their landlords. (A) To avoid these charges, one respondent assisted Latino tenants in documenting the rental condition prior to moving into the rental. One respondent suggested that in some instances, without reason, landlords did not return Latino tenants' cleaning deposits. In other incidences, Latino tenants have found it difficult to get repairs made or, when repairs are made, they are charged. Many tenants are unaware of their tenant rights or are afraid to pursue issues due to their documentation status. One family chose to address an issue with their landlord and was consequently forced to vacate their rental. In addition, the landlord forced all the other Latino families living in the apartment complex to vacate their rentals as well. (A)

Another housing related issue Latinos experience occurs while families are living in shelters. Some Latino students that attend Fairfield and Mailbon schools live in family shelters on Highway 99 located near the Trainsong neighborhood. Because this is transitional housing, students living in the shelters will move, ultimately creating a high turnover rate in the schools. One person working with the shelters developed a policy for children staying in shelters to attend school the entire year and have transportation provided, regardless whether or not they move. (D)

In general, major issues and needs identified in the interviews relate to immigration. Individuals' experiences immigrating to the United States and fear of being deported to their country of origin can cause psychological harm that should be addressed by a professional. Documentation status can put Latino residents at a disadvantage and sometimes in a position of fear. This is demonstrated in pursuing their rights as a renter, accessing higher education and employment. In addition to these issues, there is a common misunderstanding of immigration law in Oregon further impacting Latino residents' actions. Overall, immigration concerns and issues greatly impact Latinos' behaviors and actions and should be taken into consideration at all times, including during attempts to increase their involvement in government-related organizations.

GAINING TRUST

Respondents stressed that trust plays a major role in successfully engaging with Latino residents. (A, B, C, D) It will take time, but developing a relationship with people is necessary for them to trust you. (B, C) This is sometimes more difficult for non-Latino residents as some Latinos are wary of those they don't know and neither look like them nor speak as they do. (B) One way people gained trust from Latino residents was by making efforts to meet families in the community. (B) One respondent gained trust by attending conferences, visiting schools and making home visits to engage in one-on-one interactions. (B) Schools prove to be a good place to gain trust. (B) This same respondent said that some Latino residents need help but are unwilling to share their problem. This is particularly true with immigration issues. (B)

One bilingual and bicultural respondent has been working with Latinos for 7 years and suggested it took time to build trust with Latino residents. For instance, when the respondent sought to provide social services to Latino residents, two Latino residents initially showed interest; however, it took much longer for others to follow. The respondent suggested that participants that followed did so because of their relationship with the two individuals that initially demonstrated interest. (B) The same interview subject said in some instances, after establishing relationships with Latino residents, he or she could carry those relationships to their other social service related positions.

COMMUNICATION

Related to the issue of establishing trust is the way in which communications are handled. An avenue that has proven successful for the respondents for communicating information to Latino residents is through direct communication, either face-to-face, by making phone calls, or with a letter. (A, B) Media sources for relaying information to Latino residents have also been successful means of communication. Although radio stations have been effective, the success of this strategy depends on which radio station is utilized. Churchill radio proved successful in the Eugene area, although it no longer exists. (B)

One respondent suggested that content is important as well. The kind of information shared with Latino residents plays a role in whether it is well received. If an individual can relate to the information, it is more likely to be shared. (B) Once information is relayed to the public, Latino residents often share information by word of mouth. (B) When families gather for an event, they tend to inform others about the event by word of mouth. (A) Not providing information in Spanish can serve as a barrier to communication so having access to a translator or being bilingual is essential. (B)

Finally, the most effective means of communication may depend on individuals' characteristics and concerns. According to one respondent, an individual's country of origin and urban or rural background create different experiences and ideas. Respondents also noted that when families are recent immigrants, they tend not to be as involved as other Latino residents. (A) Latinos who have been living in the United States may feel more comfortable speaking up and getting involved. In addition, the longer residents have lived in the United States, the more they become familiar with the resources available to them. (A) One respondent addressed this issue by providing more direct outreach to families that are recent immigrants. Because he or she knew which families were recent immigrants, he or she would communicate directly with them as opposed to sending letters as he or she did to other Latino residents who had been living in the United States for a longer period. (A)

The way in which respondents tried to address Latino needs and issues identified in this chapter, are illustrated in outreach efforts in Lane County, West Eugene and the Trainsong Neighborhood. These efforts show, to at least some extent, ways in which outreach efforts can be sensitive to issues surrounding immigration, building trust, and variable ways of establishing communication.

Outreach Efforts

Interview respondents shared outreach stories that may help identify effective Latino engagement strategies. They described three separate outreach efforts to Latinos in the community. All projects were health-related. The first was a county-wide project, while the other two were more focused. One involved the entire west Eugene area, which includes the Trainsong neighborhood, while the third focused only on the Trainsong area. This section describes the Latino outreach efforts that were used. Overlapping efforts are highlighted and their ability to address the Latino needs and issues identified earlier in the chapter are described in this section.

LATINO COUNTY HEALTH AGENCY OUTREACH

One agency providing health services to residents in Lane County has had success in its outreach efforts to Latino residents. A major shift in its effectiveness came once it developed a dedicated Multicultural

Liaison position. The 20 hours a week position focused on outreach and the people in the position were bilingual in English and Spanish, but not necessarily bi-cultural. The first person to hold the position had an existing network due to earlier efforts in the community and had experience working with Latino residents in the community. There was someone at the agency's front desk to answer calls coming in Spanish. The agency also adjusted the services it provided to be more culturally appropriate for Latinos. The commitment to this effort came from leadership in the agency.

Another outreach effort of this organization occurred at a school. Latino families had not participated in the PTO, partly due to unfamiliarity with the concept and also due to an English-only format. Latino residents tend to be grateful their children can attend school and don't question the authority of school staff. Yet, some Latino families learned that members of the PTO had made negative comments about their lack of involvement with the PTO. Latino families addressed this issue by attending the meeting and engaging in conversation with the PTO members. In attendance were key people in the PTO and the psychology counselor as well as parents. People were encouraged to attend the meeting with photos of their children. This was an effort to humanize everyone and recognize that they had a commonality. In the end, a commitment was made to have PTO meetings in Spanish and English. (A)

WEST EUGENE POLLUTION PROJECT

A second project focused on air pollution in the West Eugene area, which includes the Trainsong neighborhood. According to one respondent, West Eugene residents were unaware of the development of the Seneca biomass facility in the area. This new pollution source would add to the chronic pollution and groundwater contamination from the rail yard to which Trainsong residents were already exposed. One respondent shared that the project gave West Eugene residents an opportunity to weigh in on the permitting process.

Neighborhood canvassing and online communication (e.g., websites, Facebook, etc.) were used as outreach mechanisms for the West Eugene air pollution project. Canvassing efforts were intended to educate West Eugene residents about pollutants and inform them of opportunities to weigh in during the public hearing process. These efforts provided residents with access to letters and petitions that they could sign on the spot. Most people were receptive to these efforts and many were unaware of the pollution issue. Outreach resulted in getting many people to the public hearing to give testimony in addition to getting many petition signatures against the permit. There was an effort made to speak with the River Road neighborhood association and some people attended the forums as a result. One effort to present information to the Whiteaker neighborhood association was unsuccessful due to the agency's resource constraints.

The Latino component of the West Eugene pollution project didn't surface until 1-2 months after the project began. Once the demographics of the area were realized, a partnership with a Latino-based agency was formed, and both agencies solicited and were awarded a grant for their efforts. The Latino-based agency focused on hiring bilingual employees to canvass in West Eugene. At the time of this interview, the Latino-based agency was forming a focus group to determine the canvassing questions. Prior to this partnership, efforts made by the agency were made in Spanish and English when possible. The Latino-based agency also shared information on other avenues to provide information to Latino residents in West Eugene. One method was a free PSA on a Spanish radio station (the radio station no longer exists). Another avenue through which to share information was a local Spanish newspaper, *Adelante Latino*, which was published once a month (this paper also no longer exists).

Overall, the description of this effort indicates how outreach can take a great deal of time and effort. For instance, developing the partnership between the two agencies has been a long process. Developing appropriate ways to canvass and reach out to others can also be time-intensive. The respondent shared information about efforts from a previous job in which he or she worked on a project that canvassed in a

dense Latino neighborhood. In preparation, he or she practiced role-plays to be prepared to talk, listen, and answer questions related to the issue. The respondent stressed that it was important that canvassers spoke Spanish and used the proper terms and idioms. The intention was to speak with residents in a manner that established trust.

TRAINSONG HEALTHY FOODS PROJECT

The third outreach project described by respondents occurred in the Trainsong area and examined healthy food options and access to food options to address obesity. The project entailed 3 months of coalition building with partnering agencies, a 3-month assessment performed by neighbors, and neighborhood meetings occurring over a 1-year period. This project was developed in partnership with non-profit and government agencies. One partner was a Latino-based social service agency. Partners assisted in determining the most effective tools to collect information from the neighbors and neighbors were involved throughout the entire process. One issue addressed during the process was the revitalization of the neighborhood park to keep drug users away and make it more inviting for people to use for play and exercise.

An observation made by the respondent suggested that many Trainsong neighborhood residents distrust the police. One respondent said that there is a lot of mistrust in the neighborhood about how they view each other and how they view outsiders. There had been negative experiences in the past with the City or others who had attempted to help with issues such as the park, and the perception was that the interactions had created more of a problem. Thus, building trust between residents and those seen as representatives of the government was essential for success of the project.

The healthy food project organization representatives initiated project interest by spending time in the local park to meet families that utilized the park. The park was heavily used at the time because it was a site for an agency to provide food to children during the summer. Door-to-door efforts with fliers were used to invite residents to meetings and events. The first opportunity for participation was a meeting that eighteen people attended. Neighbors had the opportunity to learn and share their ideas about the project and identify top concerns to work on. After the first forum, some residents from the neighborhood took on leadership roles with the project.

To help increase attendance, and because they perceived that email or U.S. post did not seem especially effective in the neighborhood, pairs of volunteers also went door-to-door after the first forum, focusing on the same designated area each time. People coordinating the project were present in the community and consistent efforts contributed to becoming recognized by neighborhood residents. One aspect of the project used 15-minute surveys to gather information. The manner in which people had been approached to take the survey, how it was explained to them, and a \$10 incentive increased responses. A \$10 Winco gift card, dinner, and childcare were used to increase attendance at the forums. At a Celebrate Trainsong event, neighbors had access to lunch, music, a blowup bouncing house, a physical activity course for kids, a reading table, and a table with information about the City of Eugene Strategic Neighborhood Assessment and Planning.

Outreach to Latino residents for the obesity prevention project in Trainsong was organized and carried out by 2 individuals who worked with Latino residents. However, although both individuals were bilingual and bicultural, their efforts, to promote participation through door-to-door efforts and through connections from a Latino-based agency that provides resources to residents, were unsuccessful.

According to the respondent, the project resulted in a neighborhood walking club, a neighborhood produce stand, a park cleanup, a back to school softball game with teachers from the Bethel school district, and movie night in the park. Celebrate Trainsong was also developed, an event for entertainment and education. The Trainsong Neighborhood Association leadership team has continued the efforts of the

project. (F) However, according to the respondent, outreach efforts targeting Latinos were generally unsuccessful. The respondent suggested that the work would have been more successful if efforts were made to connect with Latino residents at Latino family night at the neighborhood school.

LESSONS LEARNED

As described in the first section of this chapter, common issues facing Latinos identified by respondents were immigration, gaining trust, and communication. The respondents suggested that documentation status can put Latino residents at a disadvantage and sometimes in a position of fear greatly impacting their behaviors. Immigration status should be taken into consideration at all times. Although it can be a lengthy process, establishing trust plays a major role in successfully engaging with Latino residents. Communication that has proven most effective is speaking directly to residents either face-to-face or through phone calls. The information being relayed also plays a major role in whether the information is well received. Lastly, mechanisms to address the Spanish/English language barrier are necessary for effective communication.

The Trainsong related projects both responded to a need for healthy living. Each project's outreach efforts involved door-to-door, education, outreach efforts to the Latino residents. Both agencies formed partnerships with the same Latino-based agency but under different directorship. The Healthy Foods project also formed a partnership with a Latino resident who was active in the Eugene community. Each Latino outreach effort appeared to address communication and trust concerns but neither appeared to address the immigration issue. Additionally, it was revealed that Trainsong residents similarly distrust authority but only the Healthy Foods project acknowledged residents' potential distrust of authority, such as the police.

A major difference between the partnerships formed for the Latino outreach efforts involved funding. The Pollution project Latino outreach efforts were funded while the Healthy Food project was based on volunteer efforts or was performed within existing employee duties. Notably, the non-funded Latino outreach efforts performed for the Healthy Food project proved unsuccessful. It could be suggested that funding for efforts can play a major role in their success. Lessons learned from outreach cases in Lane County, West Eugene, and the Trainsong neighborhood can be considered when providing outreach to increase participation in neighborhood associations in general, which is examined in the next section of this chapter.

Outreach to Increase Participation in Neighborhood Associations

At the time of the interviews, only one of the eleven interview respondents had worked with the Trainsong neighborhood association, while one person had worked with another neighborhood association in west Eugene and another had been invited to the Neighborhood Association summit brainstorming sessions. (C) None of the interview subjects were involved with their own neighborhood association. Some of the interview subjects expressed concerns about neighborhood associations and suggested potential roles and alternatives to Latino involvement in neighborhood associations.

CONCERNS

According to one respondent, Latino residents may not be comfortable taking problems to an arena of people they don't know and that look differently they do. (A) There was a perception that neighborhood associations serve predominately white residents and only meet the needs of those who are aware of and attend meetings. (A) One respondent even expressed concerns that neighborhood associations may be window dressing for the city and their purpose is insignificant (A). One respondent expressed a concern that neighborhood associations may not be prepared to address some of the issues that Latinos are experiencing or may not know the area well enough to know the needs of the community (A). Because neighborhood associations are an organized activity and not affiliated with schools and family, some interview subjects questioned whether neighborhood associations could serve Latino residents. (C)

Despite these concerns, respondents noted areas for which neighborhood associations could provide assistance or alternative arrangements. For instance, a respondent suggested that neighborhood associations could potentially address issues and concerns tenants are experiencing with their rental property landlords. (A) However, the respondent also suggested that social service agencies may better address Latinos' needs, making neighborhood associations unnecessary. (A) This response could support earlier research described in Chapter 2, which suggests a framework that balances decision-making authority among those that represent neighborhood residents, including neighborhood associations and other nongovernmental, private and nonprofit, organizations (Chaskin, 2003). Other options could be for Latinos to advocate for themselves rather than get involved with neighborhood associations or develop a Spanish language subgroup as part of the larger neighborhood association. (A, D) This could be an option if neighborhood associations are not open to meeting altogether or having translators at hand. (D)

The neighborhood association boundaries also seemed to be an issue of concern for some interview respondents, reflecting the views of Jane Jacobs noted above. A challenge related neighborhood boundaries is that Latinos live and work in various areas of Eugene and Springfield. In addition, there aren't any neighborhood associations in Springfield. While most social service agencies provide services on a county-wide scale, neighborhood boundaries impose restrictions to serving people beyond their boundary.

OUTREACH

Because neighborhood associations may be a new concept to individuals, respondents noted that it is important to first take time to educate residents about the purpose and how to become involved. (A) One interview subject suggested that neighborhood associations will need to do more than invite residents to meetings. (B) With time and trust, they might get one person to help spread the word and bring attention to it and engage others. A party, music, or some entertainment may draw people to a meeting or event. On the other hand, if there is something educational at an event or meeting, one respondent believed that Latino residents might attend. A respondent stressed that it is necessary to demonstrate a willingness to learn about Latino residents, however, Latino residents may be more willing to attend meetings if there are people in attendance who speak and look like them. (B)

To better address residents' needs, a respondent suggested that NAs need to conduct outreach and find out who lives in the neighborhoods and what's occurring in the neighborhood. This could be done by learning about other resources in the area such as the Girl Scouts, agencies, churches, and schools. (A) One respondent suggested that neighborhood associations speak with businesses, churches, schools, and families to find out the problems being experienced by residents. (A)

Summary

This chapter has categorized the respondents' reflections into three major areas: needs and issues that can impact Latino involvement in neighborhood groups, experiences with outreach to Latinos, and outreach to increase Latino resident participation in neighborhood associations. Common needs and issues identified were concerns with immigration, gaining trust and communication. The examination of previous Latino outreach efforts suggested that they could be more successful when the efforts are funded and involve bi-lingual and bi-cultural outreach workers. Lastly, respondents indicated that neighborhood associations' desires, capabilities, and boundaries could serve as a barrier to Latino resident participation in neighborhood associations. Based on these findings, the following chapter offers recommendations to increase Latino participation in the Trainsong neighborhood association and the Eugene municipal government as well as suggestions for future research.

Chapter 5: Recommendations and Conclusions

Arnstein's ladder of participation demonstrates the influence power structures have on affecting change in society and excluding citizens from public processes (1969). For local government to instill citizen power, stakeholders must be incorporated in decisions and processes that impact the public (Chaskin, 2003). Neighborhood-level organization is one avenue by which local government can instill citizen power among its residents in decision-making processes. The City of Eugene recognizes that public participation through neighborhood associations can produce benefits to the community (City of Eugene, 1981). Eugene Neighborhood Associations are open to the diversified interests of the neighborhood residents (City of Eugene, 1981); however, cultural differences could influence an individual's ability to participate in neighborhood associations. To study how cities can increase Latino participation in local government processes, an examination of the Latino resident involvement with the Trainsong Neighborhood Association has been conducted. A snowball sampling approach was applied to gather information on effective outreach strategies to increase Latino participation in the neighborhood organization and Eugene Municipal government. In total, 11 semi-structured interviews were conducted with people believed to be familiar with Latino and/or Trainsong neighborhood residents and effective outreach strategies.

This study was, of course, limited by a small number of respondents and its focus on just one community. Respondents were engaged in both formal leadership positions (e.g. management) and less formal (on-the-ground) positions. Interestingly, the 3 interview subjects who held formal positions in working with the Latino community, currently and in the past, provided the least information that could be used in the study. The interviews with these subjects suggest that information for this study could be better obtained from individuals in less formal positions. Aside from these 3 interview subjects, the Latino interview subjects provided the most information to understanding the Latino community.

Thus, much additional research could help us better understand Latino participation in local government processes. For instance, an extension of this study could examine views of renters, homeowners, and people of different racial/ethnic and socioeconomic status. Additional, but related studies, could include an evaluation of neighborhood associations and neighborhood offices that have implemented practices to become more accessible to Latino residents. This study could serve as a comparison and source of information for the Trainsong Neighborhood Association and the City of Eugene Neighborhood Services. In addition, a study should be conducted of the effectiveness of neighborhood organizations, including neighborhood associations and nongovernmental, private and nonprofit organizations, to promote informed decisions of local government processes, improve relationships between citizens and government, and instill a sense of community among residents.

Despite these limitations, the study produced findings that could be useful and important for the City of Eugene and other groups interested in promoting Latino involvement. Results of interviews indicate that specific strategies can be implemented by the Trainsong Neighborhood Association and by the City of Eugene Neighborhood Services to effectively engage Latino residents in local government processes. Responses suggest that implementing participatory approaches for diversified groups can increase participation rates. Another method for addressing Latino engagement in local government processes is by expanding decision-making authority to other groups and organizations familiar with Latinos needs (Day, 2003). Given that neighborhood associations have limited capabilities and Latinos tend to participate in Church-related organizations, sports organizations and Parent Teacher Associations (Stoll, 2001), another avenue to give citizen power to residents of a diverse community is to expand decision-making power beyond neighborhood associations. A framework that balances decision-making authority among those that represent neighborhood residents, including minorities, would allow diverse representation in decision-making positions and address the constraints neighborhood boundaries impose. Decision-making power could be divided among recognized neighborhood organizations, such as

neighborhood associations, and nongovernmental, private and nonprofit organizations (Chaskin, 2003). It could be suggested that balancing decision-making power among groups and organizations that represent neighborhood residents' interests in addition to developing participatory approaches that are tailored to cultural identities should be pursued simultaneously, rather than exclusively.

Recommendations

The analysis of responses gathered from interview subjects regarding Latino needs and issues, Latino outreach efforts, and Latino participation in neighborhood associations described in the previous chapter have informed the following recommendations to improve Latino engagement efforts with the Eugene municipal government.

1. Provide Cross-Cultural Awareness Training to Neighborhood Association members and Eugene Neighborhood Services staff to support the development of culturally sensitive practices to reduce barriers to engagement.

As the Latino population continues to increase, new approaches to engagement will be necessary to address cultural differences among the population. Based on Latino needs and issues identified in this study, the training should include education on: Latino culture (e.g. communication); working with people who speak English as a second language, Immigration Laws in Oregon and the United States and their impact on residents' behavior. Although language could serve as a barrier, cultural differences could create misunderstanding of a Latino individual's needs, interests, and intentions. Major issues and needs identified throughout the study relate to immigration. Through interviews, it became apparent that there is a common misunderstanding of immigration law, which may lead some Latino immigrants to act in fear, especially in interactions with those who represent government agencies. It is essential that outreach efforts take into consideration immigration impacts on Latinos and become more familiar with resources available to educate Latino residents of their rights.

2. The Trainsong Neighborhood Association and Eugene Neighborhood Services should develop varied and simultaneous approaches to engage Latino residents in local government processes.

The purpose of the outreach and the intended target for the outreach will determine the appropriate measure for engagement. However, this study revealed some approaches to consider when engaging Latino residents such as outreach efforts directed at Latino residents in addition to a local government framework that expands decision-making power beyond neighborhood associations. Responses suggest that implementing participatory approaches for diversified groups can increase participation rates. Developing relationships with residents, acknowledging their potential distrust for authority, and identifying immigration concerns will improve engagement approaches. Interview subjects suggested that trust could be gained from Latino residents by making efforts to meet families in the community and engaging in one-on-one interactions. Communication through face-to-face contact or verbally, such as by phone, were found by several respondents to be effective means of informing Latino residents. The content of the communication and relevancy to the resident in addition to efforts made in Spanish are necessary approaches for engagement. Duration living in the United States is a factor that should be taken into consideration when conducting outreach to Latino residents. As one interview subject indicated, Latinos that have immigrated to the United States more recently may be less familiar with the resources available to them. To overcome this barrier, one interview subject implemented face-to-face communication, a letter, and a phone call to invite a Latino resident to a function. Lastly, because neighborhood associations may be a new concept to individuals, it may take time to educate them about its purpose and its benefits before seeing results. One study demonstrated a higher Latino participation rate by utilizing a trusted faith-based group to recruit Latinos to host informal gatherings in their homes in addition to one-on-one conversations with individuals. The informal gatherings were held in Spanish and intended for friends, neighbors, and children to be educated on an issue and have an opportunity to provide input (Day, 2003).

Implementing approaches for specific outreach targets may not be sufficient to increase Latino participation in local government processes. Neighborhood boundaries, Latino distrust for government, an unfamiliar organizational concept, and neighborhood associations' limited resources may serve as barriers for neighborhood associations to effectively engage Latino residents. Additionally, as one study indicated, Latinos tend to participate in Church-related organizations, sports organizations and Parent Teacher Associations (Stoll, 2001), further creating barriers to participation in neighborhood groups. As demonstrated in Chaskin's study of Portland (2003), balancing decision-making power among organizations other than neighborhood associations may provide the necessary framework to engage Latino residents in local government processes.

3. Neighborhood Associations and Eugene Neighborhood Services should develop and strengthen relationships with individuals, institutions, and organizations to streamline engagement efforts.

Efforts that draw in Latino residents involve education, churches, and social service agencies. Other efforts seem to be issue-based such as Trainsong-related pollution and obesity issues. Developing partnerships with these existing structures will allow efforts to build off of existing information. In addition, the interview responses highlight trust and communication as important factors for engaging with Latino residents. According to the interview respondents, for a more successful outcome, developing relationships and communicating with Latino residents directly, either face-to-face or by making phone calls, is necessary. These efforts will require substantial resources to implement and a skill set that Latinos or individuals and organizations that have established relationships with Latinos, such as leaders, churches, schools and certain social service agencies, may be most familiar with. If neighborhood associations develop partnerships with certain groups or individuals conducting efforts, such as the Lane County Health Agency, the organization working on the West Eugene Air Pollution project and the organization working on the Trainsong Healthy Foods project, more information can be shared and built upon, making engagement with Latino residents more likely.

4. Establish a formal position within Eugene Neighborhood Services to ensure consistent and dedicated engagement efforts are carried out.

To ensure consistent and professional Latino outreach efforts are carried out by neighborhood associations, a position within Eugene Neighborhood Services must be dedicated to providing support. This can be demonstrated in the Lane County Health Agency's major shift in Latino contacts once it created a part time multicultural liaison position. Similarly, although the efforts were in progress at the time of this study, Latino outreach efforts conducted for the West Eugene Air Pollution project indicated more successful results than the Trainsong Healthy Food project. A major difference between the two projects was dedicated funding for the West Eugene Air Pollution project. Without providing neighborhood associations with support, a further barrier will exist.

Implications

The United States population, including Eugene, is becoming increasingly more diverse. It is estimated that in 2050, there will be a 13% increase of Hispanics living in the United States with Latinos making up 60% of the United States population increase (Passel & Cohn, 2008). The population of Latinos in Eugene, Oregon increased 2.8% from 2000-2010, totaling 7.8% of the population by 2010 (U.S. Census Bureau, 2010). There is a benefit and need for local governments to continue to develop and strengthen relationship with its residents. It is essential for local governments to be proactive in developing measures to successfully reach the 29% of Latinos that are expected to make up the total population in the United States in 2050 rather than developing reactive strategies to address the demand (Passel & Cohn, 2008). This study and the resulting recommendations should be considered by the Trainsong neighborhood association, neighborhood associations in general and the City of Eugene Neighborhood Services office.

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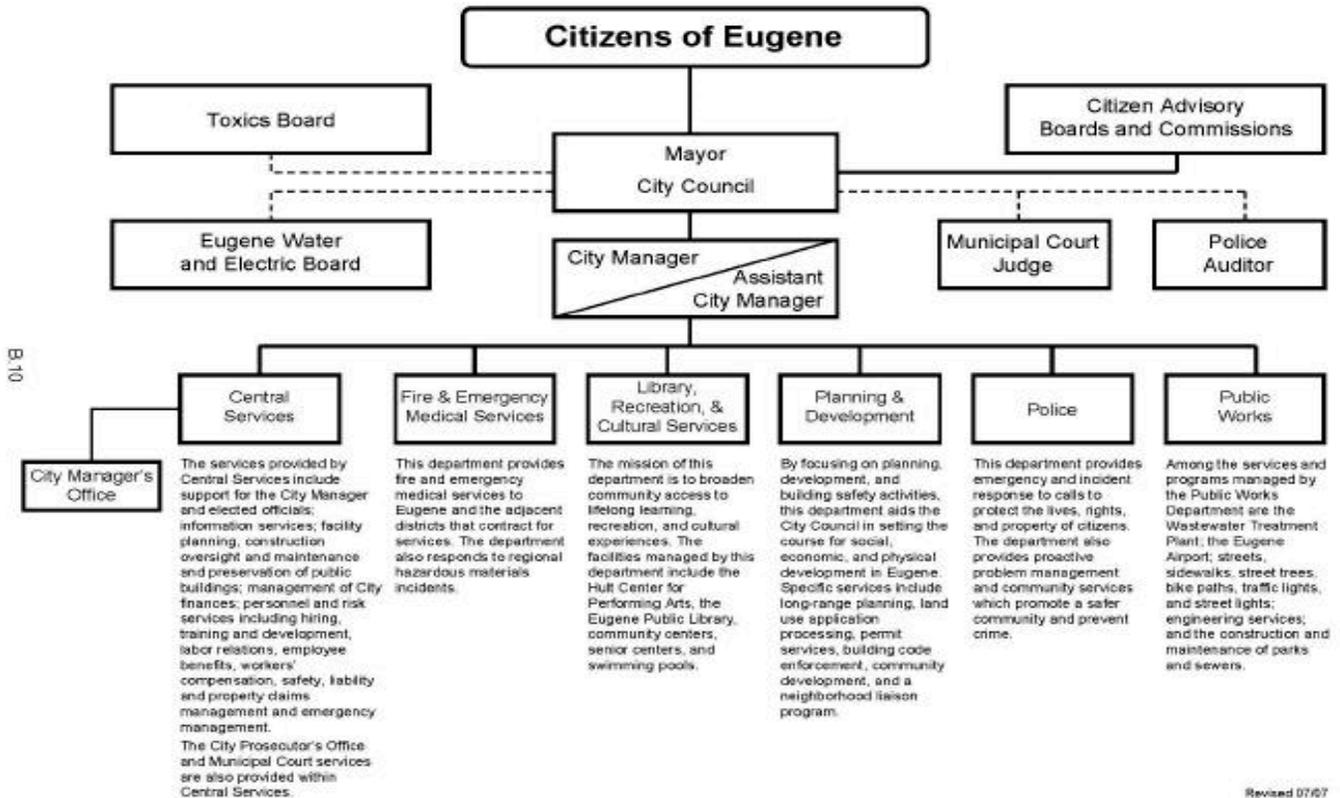
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Appendix A

Setting

Municipal Government Framework

City of Eugene Organizational Chart



City of Eugene Neighborhood Association Policy

NEIGHBORHOOD ASSOCIATION PUBLICATION POLICIES with guidelines (*in italics*)

This document contains the policies governing Eugene’s neighborhood association publications that utilize City funds in their production and/or distribution. While originally developed with paper newsletters in mind, these policies apply to all publications, including those that are web-based, if funded in whole or part by the City. The policies have been developed in consultation with neighborhood associations through the Neighborhood Leaders Council and the Neighborhood Empowerment Initiative. City Council input has occurred through a series of work sessions in 1999, 2000 and 2009. In addition, some of the policies are codified in other policy documents (Neighborhood Organization Recognition Policy, 1976 and Model Charter, 1983).

Guidelines were developed in 1976 to help explain the intent of the policies and how they can be implemented most satisfactorily. They were revised and expanded in 2009 to provide additional clarification and reduce or eliminate some of the problems or concerns that have arisen in the past. The guidelines are inserted in this document in italics.

The goal of the policies is to maintain the independence of the neighborhood associations while protecting the public from possible misuse of the newsletters. Since public funds are used for printing and mailing and for personnel time, there are restrictions as to how information can be presented. There are also laws pertaining to libelous content, ballot measures and elections that must be adhered to. Public funds belong to proponents and opponents of a proposition; therefore, the format of the newsletters where opinions are expressed must meet the requirements of fairness for both sides of an issue. In addition, the city and neighborhood organizations are interested in encouraging effective citizen participation in which decisions are made by informed members, which means that members should have the opportunity to study all sides of an issue.

Neighborhood Services is responsible for reviewing the newsletters before printing to assure that the policies are being followed. For questions about the policies, your neighborhood’s public information budget, the publication process or the format and design of your publication, please contact Cindy Clarke, Neighborhood Services Program Coordinator at 682-5272 or cindy.j.clarke@ci.eugene.or.us.

I. City Role and Purpose of Newsletters

The City shall finance the printing and mailing of neighborhood newsletters and communications, within budgetary allowances set by the City. Neighborhood organizations may raise funds to finance their own publications.

The main purposes of City-funded neighborhood communications are to distribute information to neighborhood members on matters affecting their areas and to provide a forum for the free expression of the opinions of neighborhood members on issues of interest to the neighborhood.

Purpose was further clarified by Neighborhood Leaders Council on September 27, 1999 and approved at City Council Work Session, March 15, 2000:

- Provide notification on upcoming meetings
- Facilitating discussion of local neighborhood issues
- Promoting neighborhood, community, and city events
- Sharing neighborhood –specific information

- Fostering dialogue on elections and ballot measures
- Building community
- Recognizing people and businesses for their volunteer efforts
- Assisting in organizing non-active neighborhood associations
- Distributing City public information

Guidelines: The City has budgeted funds for neighborhood communications, allocating an amount based on the number of postal addresses within the boundary of each neighborhood association. The neighborhood associations determine the distribution times, publication type (newsletter, postcard, etc.), length, duplication process and distribution method (mail or hand delivered).

If City funds are used for any portion of the printing or mailing costs of a publication by the neighborhood association, the policies must be followed. If funds are used to cover web-hosting fees for neighborhood association maintained websites, the policies apply to the content of the website. For publications or websites which are financed entirely by neighborhood organizations or private sources, these policies do not apply.

II. Output

Each neighborhood association should produce 4 public information items per year, 2 of which are to be mailed to every address in the neighborhood boundaries. Examples of public information items are newsletters, postcards, flyers, posters, or advertisements in the local paper.

Guidelines: Newsletters are a very effective means of keeping members informed about the work of neighborhood associations. City surveys consistently show a high percentage of community members read their neighborhood association's newsletters. While postcards and flyers are useful in advertising individual events, they do not provide an opportunity to address multiple topics, discuss important issues or serve as a forum for an exchange of ideas. Newsletters are simply a better way to stay connected to your membership. Neighborhood Associations are strongly encouraged to produce at least 2 mailed newsletters each year, consistent with the Council's output goals.

III. Content

- A) Neighborhood Associations are responsible for the content of their publications.
- B) Advocacy positions may be included in the publication in an editorial format
- C) Publications shall clearly indicate editorial material and guarantee space for timely printing of differing viewpoints.

Guidelines: Publication content should strive for balance, fairness and accuracy in reporting so that readers can form their own opinions on matters affecting the neighborhood. Publications should not be used to further the agenda of one group over another in the neighborhood.

Reports of positions taken by neighborhood associations on issues are appropriate. However, if positions or advocacy involve election issues or candidates the policies under IV.D, must be followed.

Advocacy or editorial material must be clearly labeled as such. For the purposes of these guidelines, advocacy or editorial material is that which contains an opinion and is presented in a manner that is biased in content or tone and meant to sway the reader or encourage them to think or act in a particular way through persuasive or emotional language or selective omission of facts. It is recommended that newsletters have a separate page or section labeled as "Opinion" so that editorial content is clear to the reader.

To provide a forum for differing opinions, members of the groups should be informed that they may express opinions through the newsletter according to City and neighborhood policies. A statement to this effect should be included in each newsletter as well as the standards for length, placement and selection of content.

On issues of controversy, differing points of view should be permitted and encouraged. Space should be allowed for rebuttal of opinion pieces.

“Timely” means that there should be an opportunity in a future publication to express an opposing viewpoint to an opinion piece, letter to the editor, or position reported by the neighborhood association before the issue is resolved. If this appears not to be possible, (i.e. a public hearing, city council meeting, etc. will occur before the next issue) and there is known opposition, the opposing side should be advised that space is available and given reasonable deadlines for submission of information within the same publication. Space should be provided in the same issue if the distribution method or medium is to be different for the next issue of the publication (i.e. hand delivered, or posted on the web vs. mailed).

D) Publications may not be used to promote or oppose a candidate or issue to be voted on in a general or special election.

1. Articles which are completely neutral and factual may be included.
2. Candidate statements or opinions on a candidate or election issue must meet the requirement of fairness for all sides.

Guidelines: While newsletters may include information on City election issues and on other elections of interest to Eugene residents, ORS 260.432(1) prohibits public monies – printing, postage, staff time – being expended to promote or oppose any political committee or any initiative, referendum or recall petition, ballot measure or candidate. The following information is provided to ensure neighborhood association communication funded by the City does not violate state election laws.

Information articles about candidates or election issues must be impartial (i.e. equitable, fair, unbiased and dispassionate). The material needs to contain a balance of factual information and should not lead voters to support or oppose a candidate or measure. The reader should conclude “I have learned something about the measure/candidate,” not “Now I know why I should support (or oppose) the measure or candidate.”

Neighborhood associations may include the results of a vote taking a position on a ballot measure (including candidates) if it is reported in a neutral manner (e.g., the executive committee voted 6-2 to support measure XYZ). The text from a resolution that advocates for or against a ballot measure or candidate may not be included.

Requirements of fairness include providing the same opportunity (preparation time and space) for all in the same publication. All candidates and those representing both sides of an issue should be advised that space is available and given reasonable deadlines for submission of information. When available, Political Action Committees should be asked to participate when an alternative perspective is needed. If candidates or issue advocates do not respond by the established deadline then it is okay to publish the information that has been submitted as long as a statement is included that clarifies who was invited to submit content and whether they declined or did not respond.

E) Promotion of or fund-raising for political purposes are not permitted.

F) Printing something false about an identified or identifiable person that subjects him/her to ridicule, hatred or contempt, or tends to diminish his/her reputation in the community is prohibited.

Guidelines: Defaming someone in print is called libel. It includes cartoons and photographs as well as written words. Generally speaking, if a City-funded publication printed, for example, “John Doe is an incompetent neighborhood president,” John Doe might sue the author, the editor and the City in civil court. The author and/or editor would be responsible for paying for and defending themselves. While truth is a defense in a libel suit, the cost of proving that the statement was correct could be high.

More latitude is given to criticize public officials. However, generally, you can be held responsible for libel against a public official if it can be shown that defamatory information was knowingly printed with no effort to verify that information.

When any question arises as to whether or not material may be libelous, the material will be submitted to the City Attorney for an opinion, whose decision shall be final.

G. Content that is inconsistent with the City’s interest in eradicating and preventing discrimination is prohibited (see Eugene City Code, Section 4.613)

H. Commercial advertising is not permitted in publications that are financed in whole or in part with City funds.

Guidelines: Commercial advertising of the type that is normally found in the classified section and display advertisements of a newspaper is not permitted. Trademarked logos are considered a form of advertising. Stories may be written about new businesses in a neighborhood; however, care should be taken to keep such stories "news items" rather than advertising. Business sponsors may be acknowledged in print as long as patronage is not suggested and amounts contributed are not identified.

Public service announcements are not considered commercial advertising and may be included.

A factual news story or calendar listing is appropriate if there is an event that involves the sale of goods which would benefit the neighborhood association or the greater neighborhood (e.g., neighborhood-wide garage sale) Care should be exercised when promoting fundraising events so that the cause being promoted is supported by the neighborhood association and provides a clear neighborhood benefit.

I) No copyrighted material from other publications may be reprinted except with written permission of the appropriate party or where it specifically states that the material may be reprinted without permission.

J) The City shall have access to neighborhood newsletters for City information.

Guidelines: Neighborhood Services coordinates with City departments on making City information available to newsletter editors in a manner that fits with production schedules and space availability. Editors may also work directly with City department to solicit articles. It is expected that editors will make good faith efforts to regularly include City information in their newsletters and may exercise judgment on relevancy, timeliness and conciseness.

The principles of balance and fairness should be applied when opinion or advocacy pieces are written in opposition to proposed City policies or proposals so that the relevant department is provided an opportunity to include an informational article in a timely manner. City information required to provide a balanced view that exceeds 15% of the space available in a newsletter will be covered by funds other than those in the neighborhood association's budget to offset additional printing costs.

K) Newsletter Components (does not apply to postcards, flyers, posters, etc.)

The following are required to be included in all newsletters funded by the City:

1. Date of publication.
2. Contact information for neighborhood association (may include link to website if latter provides means of contacting the elected officer(s)).
3. Schedule and location of upcoming board and general meetings or information on how to keep current on meeting schedules and locations.
4. Information on how to submit articles or letters to the editor, including standards for length, placement and selection.
5. Author byline for all articles.
6. City of Eugene policy statement: *This is the official newsletter of the [insert Neighborhood Association name]. Funds for the printing and mailing of newsletters are provided by the City of Eugene. Newsletters are produced by neighborhood volunteers and are free to residents and businesses of the neighborhood. Space is available for letters to the editor or articles from neighbors and will be published as space permits. The information provided and the views expressed in this publication do not necessarily represent the position of the City of Eugene or the [insert Neighborhood Association name.]*

Guidelines: In addition to those items required to be in every newsletter, there are other types of information that, if included, will help keep your membership informed of the activities of the association. Examples of additional information that should be considered include:

- *Agenda items for scheduled meetings*
- *Calendar of neighborhood events*
- *List of current board officers*
- *Summary of neighborhood association actions and activities.*

- *How to obtain additional information about the neighborhood association such as meeting summaries, financial records, charter, etc.*

IV. Timelines & Requirements for Submitting Publications

- A) Publications must be submitted to Neighborhood Services 21 days in advance of the date of delivery.

Guidelines: Experience has shown that three weeks for the editing, printing and mailing process is needed to ensure the publication is delivered before the next meeting or event. However, please keep in mind that the USPS does not provide a guaranteed schedule for delivery of bulk mail items and Neighborhood Services has no control of postal operations. Ideally, editors will provide Neighborhood Services with their publication schedules for the entire fiscal year in advance so that financial resources can be assured for planned publications.

- B) The following information must be provided for each submitted publication:
- Size (11 x 17, 8 ½ x 11, half page, or post card, or tabloid print - # of pages)
 - Paper Color (if not newsprint)
 - Print/bindery specifications (printed on both sides, folded in half or thirds, special cuts)
 - How it will be distributed (U.S. mail or hand delivery)
 - Neighborhood association deadline for article submission
- C) Publications needing to be mailed must meet the formatting requirements established by the USPS.

Guidelines: Consult Neighborhood Services for a layout sheet with this information.

V. Roles for Neighborhood Editor and Neighborhood Services

Neighborhood Editor	Neighborhood Services
Budget	
<ol style="list-style-type: none"> Plans number and type of public information items to meet Council output goals within budget. 	<ol style="list-style-type: none"> Tracks each neighborhood association public information budget and provides periodic updates on use of funds and consistency with Council output goals.
Coordination	
<ol style="list-style-type: none"> Coordinates the work of volunteers Assigns articles, graphics. Follows up on deadlines. Coordinates non-postal service delivery methods. 	<ol style="list-style-type: none"> Coordinates the collection of City information from other departments for publication in newsletters. Makes City information available to editors for inclusion consistent with current City policy. Establishes and communicates timelines for publication process.
Format	
<ol style="list-style-type: none"> Chooses format ("look") of the publication. Makes decisions on design and layout Selects graphics to accompany articles. Edits articles and headlines to fit space requirements. Ensures required publication components are included. 	<ol style="list-style-type: none"> Communicates vendor requirement for different publication formats.
Content Compliance	
Production	
<ol style="list-style-type: none"> Notifies Neighborhood Services of print schedule, format and distribution method. Responsible for meeting City-established timelines for the purposes of printing and mailing. 	<ol style="list-style-type: none"> Responsible for publication production. Schedules and coordinates printing process with appropriate vendors. If mailed, handles postage logistics. Coordinates other means of distribution with editor.
Accountability	
<ol style="list-style-type: none"> Accountable to executive board per neighborhood charter. Tracks feedback received from readers and shares with the executive board. Accountable for any libelous content or content that violates state elections law requirements. 	<ol style="list-style-type: none"> Accountable for use of funds for their intended purpose as directed by Council. Keeps up-to-date records using acceptable fiscal procedures. Compiles annual reports on compliance with output goals, and feedback received and shares with executive board.

Source:

http://www.eugene-or.gov/portal/server.pt/gateway/PTARGS_0_2_361200_0_0_18/RevisedPublicationPolicyGuidelines.pdf

Trainsong Neighborhood Association Charter

CHARTER FOR TRAINSONG NEIGHBORS

Recognition – October 14, 1981, Resolution No. 3597

Amended October 2000, effective April 2001.

Amended January 2009, effective August 1st, 2009.

Article I. **Name**

Section 1. The name of this organization is Trainsong Neighbors; (formerly *Bethel Triangle Neighbors*)

Article II. **Geographic Boundaries**

Section 1. Trainsong Neighbors will encompass that property bounded on the west by Highway 99N, on the south by Southern Pacific’s Coos Bay Line, and on the east by the Union Pacific switching yards extending north to a line even with Barger Drive.

Section 2. Areas adjacent to the current boundaries may join Trainsong Neighbors if the residents of such areas so request and if such a change is approved by Trainsong Neighbors and the Eugene City Council.

Article III. **Purpose**

Section 1. Trainsong Neighbors has been formed to help resolve the concerns of the people in the Old Bethel and Bethel Triangle neighborhood. The organization shall be advisory to the City Council, Planning Commission, other City boards, commissions, and officials on matters affecting the growth and development of the neighborhood. These matters include, but are not limited to: land use planning, social, recreational, educational, and economic development, and transportation needs; and to promote a sense of community cohesiveness and self-reliance.

Section 2. Trainsong Neighbors will also serve in an educational capacity to inform the residents in the neighborhood, and encourage and facilitate communication among the members on matters of common concern.

Section 3. Trainsong Neighbors will continue the planning process by periodically reevaluating its goals, objectives, and recommendations.

Section 4. Trainsong Neighbors may receive funds and employ persons to further its purposes, and may own property and dispose of it.

Section 5. All actions of Trainsong Neighbors shall be in conformance with the City of Eugene’s “Neighborhood Recognition Policies,” including newsletter policies when publishing is funded by the City of Eugene.

Article IV. Membership and Voting

Section 1. The general membership shall be open to all residents, property and business owners (or their legal representatives) within the neighborhood boundary. Membership is also granted to people who work for Trainsong Neighbors or its agencies, and non-resident committee members who have demonstrated an interest and willingness to contribute time and effort to the objectives of Trainsong Neighbors.

Section 2. Each member, 18 years of age or older, shall be entitled to one vote. Each business shall be limited to one vote.

Section 3. There shall be no voting by proxy except in hardship cases where prior application for a designated proxy has been approved by the general membership.

Article V. Officers

Section 1. The officers shall consist of a president, vice president, secretary, and treasurer.

Section 2. Duties of the President. It shall be the function of the president to call meetings, plan the agenda, chair those meetings, and generally oversee the activities of Trainsong Neighbors. This individual may appoint people to represent Trainsong Neighbors before any public agency, and may appoint special committees. The president shall be the primary contact person for, and liaison with, the City of Eugene and the Bethel School District.

Section 3. Duties of the Vice President. The vice president shall be responsible for the duties of the president in case of their temporary absence. The primary duty of the vice president is to promote cooperation among neighborhood groups and community organizations as it serves the interest of Trainsong Neighbors.

Section 4. Duties of the Secretary. The secretary is to take minutes at each meeting of Trainsong Neighbors and report them to the membership for their information and approval. This individual will maintain the attendance roll and other records of Trainsong Neighbors.

Section 5. Duties of the Treasurer. The treasurer shall supervise the financial affairs of Trainsong Neighbors and make periodic reports to the membership.

Article VI. The Executive Committee

Section 1. The executive committee shall consist of the elected officers, committee chairs and/or at-large members, and shall not exceed 9 members in total.

Section 2. The majority of executive committee members shall constitute a quorum for the transaction of business. In the event that vacancies exist on the executive committee, a quorum shall consist of no less than three members.

Section 3. The executive committee shall hold regularly scheduled meetings and the membership shall be given reasonable, advance notice of such schedule. The executive committee shall report the minutes of their meetings to the membership. Meetings of the executive committee are open to the membership and the general public.

Section 4. Special meetings of the executive committee may be called by the President or by one-half of the executive committee members, after notice has been provided to all executive committee members.

Section 5. The executive committee may conduct such business and take such action as may be necessary to accomplish the purposes of Trainsong Neighbors. Executive committee positions representing the view of the neighborhood on an issue where the general membership has not yet voted shall be presented to the membership at the next general meeting. The membership may override the executive committee by two-thirds vote.

Section 6. The executive committee shall represent the neighborhood's position to the City Council, Planning Commission, Budget Committee, or other appropriate elected or appointed officials. Such positions must specify if the position is one of the general membership, the executive committee, an appointed sub-committee, or by organization members present and lacking a quorum. If there is a minority position on the issue, represented by at least 1/3 of those voting, this shall also be represented.

Section 7. The executive committee is responsible for establishing the time, place and agenda for general meetings and insuring reasonable advance notice to members of such meetings.

Article VII. Nomination, Election and Removal of Officers and Executive Committee Members

Section 1. The officers shall be elected for a one-year term by the general membership at each annual meeting in March. Persons may serve more than one term of office. Nominations will begin at the previous meeting and continue until elections. If an officer has three consecutive unexcused absences or resigns, that office shall be declared vacant by the executive committee and a new officer will be elected. If a vacancy exists during the period from March through November, the executive committee shall schedule nominations and elections at the next two general membership meetings. If a vacancy exists during the period from December through March, the executive committee may choose to wait until the next regularly scheduled election. A plurality of votes is necessary to be elected to an office.

Article VIII. General Membership Meetings

Section 1. The assembled membership attending the general meetings shall be the policy making body.

Section 2. Trainsong Neighbors shall meet at least twice a year, at a time and place designated by the executive committee. The meeting for the month of March shall be the annual meeting.

Section 3. A quorum of the general membership shall be 10 voting members.

Section 4. The resident membership shall be notified of each scheduled meeting. At a minimum, all business and non-resident owners of property within the neighborhood boundaries will be made aware of meetings through publication in the local newspaper.

Article IX. Neighborhood Newsletters

Section 1. The purposes of the neighborhood newsletter are to distribute information to the organization's members and to provide a forum for free expression of opinions by neighborhood members on issues of interest to the neighborhood.

Section 2. Advocacy positions may be included in the newsletter in an editorial format. Newsletters shall clearly indicate editorial material and guarantee space for timely printing of differing viewpoints.

Section 3. Commercial advertising will not be permitted in newsletters.

Section 4. The executive committee shall appoint an editor for the newsletter. The executive committee shall have the ultimate responsibility for contents of the newsletter.

Article X. Committees

Section 1. Trainsong Neighbors may appoint the committees it finds necessary. These appointments may include a statement of purpose, criteria for membership, meeting requirements, and committee authority, including permission to speak publicly on issues within the committee's specific concern. Representatives of such committees may be involved in executive committee meetings as directed by Trainsong Neighbors.

Article XI. Finances

Section 1. All general Trainsong Neighbors' fund expenditures must be approved by a vote of the general membership, except that the executive committee may be allowed to authorize expenditures below \$200.00. Grants or moneys secured to fund specified projects or programs which have itemized budgets will not require Trainsong Neighbors approval for expenditures within their budgets. Budgets for funds from grants and other sources shall be approved by Trainsong Neighbors before expenditures commence. In addition, the executive committee shall establish a fiscal process including budget expenditures authorization and an internal fiscal control system.

Article XII. Amendments and Charter Review

Section 1. This charter may be amended by a two-thirds vote at any general membership meeting. Written notice of the proposed charter change shall be given to the general membership prior to the meeting.

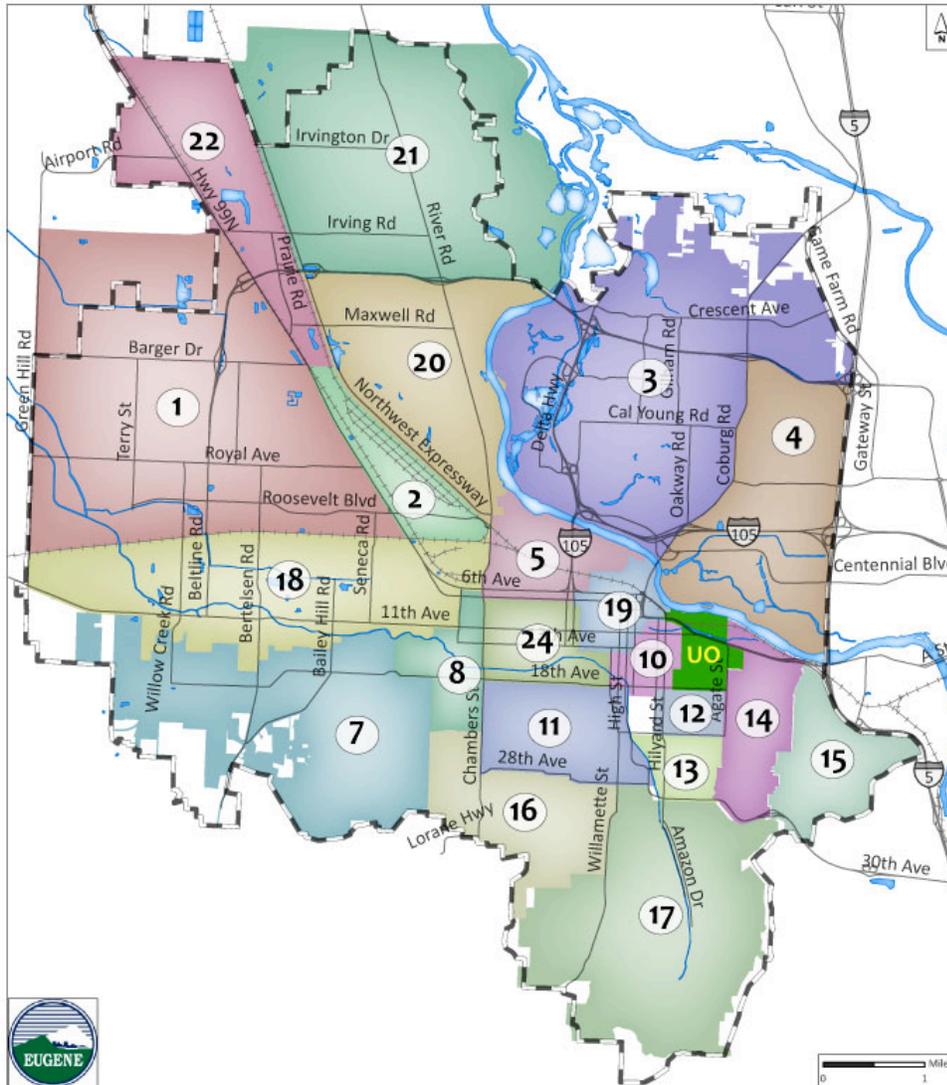
Section 2. The executive committee shall periodically review the organization's charter and propose amendments, as necessary.

Source:

http://www.eugene-or.gov/portal/server.pt/gateway/PTARGS_0_2_361553_0_0_18/Trainsong.pdf

City of Eugene Neighborhood Map

City of Eugene Neighborhood Associations



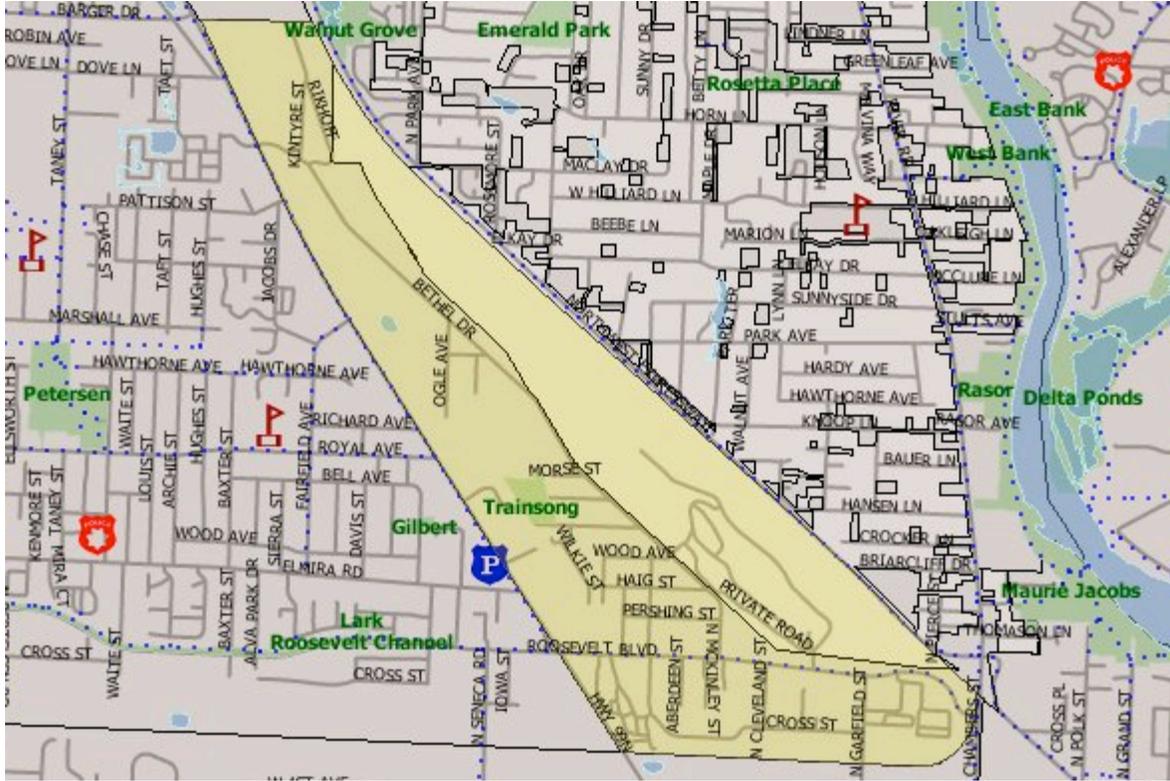
1 Active Bethel Citizens	11 Friendly Area Neighbors	19 Downtown Neighborhood Assoc
2 Trainsong Neighbors	12 South University Neighborhood	20 River Road Comm. Org.
3 Cal Young Neighborhood	13 Amazon Neighbors	21 Santa Clara Comm. Org.
4 Harlow Neighbors	14 Fairmount Neighbors	22 Industrial Corridor Comm. Org.
5 Whiteaker Community Council	15 Laurel Hill Vly Citizens Assoc	24 Jefferson Westside Neighbors
7 Churchill Area Neighbors	16 Crest Drive Citizens Assoc.	UO U of O Campus
8 Far West Neighborhood	17 Southeast Neighbors	Eugene UGB
10 West University Neighbors	18 West Eugene Community Org.	

Caution: This map is based on imprecise source data, subject to change and for general reference only.

Map Date: 10/29/09

Source: <http://www.eugene-or.gov/portal/server.pt?open=512&objID=839&PageID=4444&cached=true&mode=2&userID=2>

Trainsong Neighborhood Map



City of Eugene Neighborhood Maps

Appendix B

Methodology

Recruitment Materials

Recruitment Phone Script in English

Hi, my name is Vanessa Vissar. I am pursuing a Master's in Community and Regional Planning through the University of Oregon. Currently, I am researching the barriers and incentives to Latino participation in neighborhood-level governing bodies, Neighborhood Associations, in Eugene, Oregon. I am approaching Latino leaders to share your insight for developing effective strategies to increase Latino participation with Neighborhood Associations.

_____ mentioned that you would have valuable information to share on the issue and suggested that I get in contact with you.

Would it be possible to schedule a time to meet and discuss your involvement in the study?

Thank you for your consideration.

Recruitment Phone Script in Spanish

Hola, me llamo Vanessa Vissar. Estoy consiguiendo una Maestría de la Urbanización de Comunidades por la Universidad de Oregon. Estoy investigando las razones que prevenir la participación de Latinos con su Asociación de Vecindario en Eugene, Oregon. Estoy solicitando lideres compartir su opinión para desarrollar estrategias aumentar la participación de los Latinos con su Asociación de Vecindario.

_____ me dijo que Usted tendría conocimiento de la situación y que yo debería comunicar con Usted.

¿Sería posible reunir para discutir su papel con mi investigación?

Gracias por su tiempo.

Recruitment Email in English

To Whom It May Concern:

Currently, I am researching the barriers and incentives to Latino participation in neighborhood-level governing bodies, Neighborhood Associations, in Eugene, Oregon. I am approaching Latino leaders to share your insight for developing effective strategies to increase Latino participation with Neighborhood Associations.

_____ mentioned that you would have valuable information to share on the issue and suggested that I get in contact with you.

I am happy to answer any questions you may have regarding the study by email, phone or in person. I will contact you by phone within the next few days to further discuss your involvement in the study and to potentially schedule a time to meet at your convenience.

Thank you for your consideration.

Sincerely,

Vanessa Vissar

Master's Candidate 2010

Community & Regional Planning

Recruitment Email in Spanish

Estimado _____:

Estoy investigando las razones que prevenir la participación de Latinos con su Asociación de Vecindario en Eugene, Oregon. Estoy solicitando lideres compartir su opinión para desarrollar estrategias aumentar la participación de los Latinos con su Asociación de Vecindario.

_____ me dijo que Usted tendría conocimiento de la situación y que yo debería comunicar con Usted.

Puedo contestar cualquiera pregunta por email, teléfono o reunión que Usted tiene en relación a my investigación. Yo llamare Usted por teléfono en los próximos días para discutir su papel en mi investigación. Si es posible podemos decidir en un día para reunir.

Gracias por su tiempo.

Sinceramente,

Vanessa Vissar

Interview Questions

Interview approach:

Start general and get specific

Order of preference:

Trainsong/Eugene/Springfield/In general

Neighborhood Associations/Organized groups

Trainsong Latino resident/Latino leader

Purpose of Interview: *This is where we are, this is where we want to be, how do we get there?*

- *This is where we are:* Latino community in Trainsong; Trainsong Neighborhood Association
- *This is where we want to be:* Overcoming cultural and language barriers/bridging gaps
- *How do we get there?:* Trainsong Latino residents' engagement with the Trainsong Neighborhood Association.
 - How to identify Latino Trainsong residents' opinion on neighborhood areas/issues of improvement?
 - How to determine Latino Trainsong resident's opinion on prioritizing neighborhood areas/issues of improvement?
- If interviewee is a Latino Trainsong Resident:
 - What is your opinion on neighborhood areas/issues of improvement?
 - What is your opinion on prioritizing neighborhood areas/issues of improvement?

The script below will be used as a guideline for interviews. Due to the conversational manner of the interviews, the questions will not be read verbatim during the interview.

Pre-Recording

Verbal Consent:

Read/Provide consent to subject

Interview Script in English

Coding Information:

1.) What has your involvement with Latinos been?

___ Informal Leader or ___ Formal Latino Leader

2.) How many years have you been a Formal/Informal Latino Leader?

___ Years

3.) Where do the Latinos you interact with reside?

___ Eugene ___ Springfield ___ Other If other, where? _____

If Eugene: Which area of Eugene? _____ The Trainsong Neighborhood? _____

4.) How do you identify ethnically?

_____ Ethnicity

Begin Recording

Interview Questions:

The purpose of this research is to evaluate the City of Eugene Neighborhood Associations' operations and to determine effective strategies to increase Latino participation with Neighborhood Associations.

A.) Perceptions of Latino community organization

Determine the structure of Latino organization in Eugene/Springfield

- 1.) In your view, how is the Latino community defined in Eugene/Springfield?
- 2.) Based on your experiences what activities do Latinos participate in at the community level?
- 3.) What organization at the neighborhood-level exists?
- 4.) How do Latinos [in Eugene/Springfield?] organize/govern themselves?
- 5.) In your opinion, does the manner in which Latinos organize themselves vary depending on country of origin, duration living in the U.S., or duration living in Eugene?
- 6.) In your opinion, what Latino cultural norms do you think impact community organizing?
- 7.) What do you think are Latinos' perceptions of local government?

B.) Understanding of neighborhood-level organization in Eugene, Oregon

Determine their understanding of NAs and opportunities to govern at the neighborhood level.

- 1.) What is your understanding of the role Neighborhood Associations play in Eugene?
- 2.) What is your involvement with Neighborhood Associations?
- 3.) What is your opinion of the neighborhood-level governing approach?

C.) Latino involvement in Neighborhood Associations

This is where we are, this is where we want to be, how to we get there?

- 1.) Given the NA requirements, how can NAs benefit Latinos?
- 2.) What approaches do you think can be used to engage Latinos in NAs?
- 3.) What activities do you think would Latinos most likely participate in?
- 4.) What methods can be used to ensure that Latino needs are recognized?
- 5.) Why would Latinos want to be involved with NAs?

End Recording

Contact suggestions?

Interview Script in Spanish

Coding Information:

5.) ¿Cuál es su papel con los Latinos?

___ Un Líder Informal o ___ Un Líder Formal

6.) ¿Por cuantos años ha ido un Líder?

___ Años

7.) ¿Donde vive los Latinos con que Usted trabaja?

___ Eugene ___ Springfield ___ Otro Si otro, ¿donde? _____

8.) ¿Qué es su etnicidad?

_____ Etnicidad

Begin Recording

Interview Questions:

The purpose of this research is to evaluate the City of Eugene Neighborhood Associations' operations and to determine effective strategies to increase Latino participation with Neighborhood Associations.

D.) Percepciones de la organización de la comunidad de Latinos

Determine the structure of Latino organization in Eugene/Springfield

8.) ¿En su opinión, como está definido la comunidad de Latinos en Eugene/Springfield?

9.) ¿En su experiencia, cuales son las actividades que participita los Latinos?

10.) ¿Cómo se organiza en un vecindario?

11.) ¿Cómo se organiza los Latinos [en Eugene/Springfield]?

12.) ¿En su opinión, es la manera de organización depende en el país de origen, el tiempo viviendo en los Estados Unidos o en Eugene?

13.) ¿En su opinión, que características de la cultura afecta la organización de la comunidad?

14.) ¿Qué piensa son las percepciones de Latinos sobre el gobierno local?

E.) Un entendimiento de la organización de vecindarios en Eugene, Oregon.

Determine their understanding of NAs and opportunities to govern at the neighborhood level.

4.) ¿Qué es su entendimiento del papel de Asociaciones de Vecindario en Eugene?

5.) ¿Qué es su conocimiento con Asociaciones de Vecindario?

6.) ¿Qué es su opinión del gobierno por los vecindarios?

F.) Participación de Latinos con Asociaciones de Vecindario

This is where we are, this is where we want to be, how to we get there?

6.) ¿Con respeto a los requisitos de Asociaciones de Vecindario, como se pueden beneficiar los Latinos?

7.) ¿Cuáles estrategias se pueden aumentar la participación de Latinos con Asociaciones de Vecindario?

- 8.) ¿Cuáles actividades participar los Latinos?
- 9.) ¿Cuáles métodos se pueden usar identificar las necesidades de los Latinos?
- 10.) ¿Por qué involucraría los Latinos con Asociaciones de Vecindario?