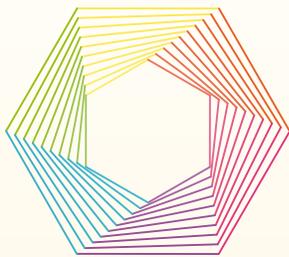




LATINX-LED NONPROFITS IN BOSTON TODAY

Contributions, Challenges,
and Lessons Learned

Study Commissioned by:



GREATER BOSTON
LATINO NETWORK

Boston, MA. October 2020



PREFACE

In a time of public health and racial justice crises disproportionately affecting socially and economically marginalized communities of color, community-based Latinx organizations are first responders supporting and working directly with families, youth, and elders. **Many frontline workers are from the Latinx community.** They are providing essential services across Greater Boston. Far too many are living in overcrowded conditions and experiencing housing and food insecurity. Immigration issues continue to present complex challenges for Latinx individuals and families living under the threat of detention and deportation. **In this climate, the Latinx community is heavily dependent on the community-based organizations highlighted in this report.** These organizations support and empower the Latinx community with culturally relevant and linguistically appropriate services and programming. Individually and collectively, Latinx-led and Latinx-serving organizations are creating and providing a critical safety net anchoring and buoying the Latinx community. **It is time to acknowledge that Latinx community-based organizations play an essential role in Greater Boston, and we invite you to learn more about the Greater Boston Latino Network and the life changing work it is leading.**

About the Greater Boston Latino Network

Convened in 2013, Greater Boston Latino Network (GBLN) is a collective of community-based organizations (CBOs) in Boston that collectively serve and empower the underrepresented Latinx population in Greater Boston. Currently, the members include the leaders of nine Latinx-led and Latinx-serving organizations listed here alphabetically.

Marisol Amaya

La Alianza Hispana

Samuel Acevedo

Higher Education Resource Center (HERC)

Vanessa Calderón-Rosado, Ph.D.

Inquilinos Boricuas en Acción (IBA)

Karen Chacón

Latino STEM Alliance (LSA) (co-chair)

Iván Espinoza-Madrigal

Lawyers for Civil Rights (LCR) (co-chair)

Amanda Fernandez

Latinos for Education (L4E)

Lorena Lopera

Latinos for Education (L4E)

Celina Miranda, Ph.D.

Hyde Square Task Force (HSTF)

Alexandra Oliver-Dávila

Sociedad Latina (SL)

Frank Ramirez

East Boston Ecumenical Community Council (EBECC)

MISSION & VISION

Greater Boston Latino Network mission is to promote and sustain Latinx leadership in decision-making positions across all sectors, and to increase philanthropic support and resources for building the capacity of Latinx-led collective of community-based organizations in Boston. *Greater Boston Latino Network* advocates for policies and initiatives that will advance and benefit the Latinx community. Our collective vision is the reflective representation of the Latinx community in leadership positions in Greater Boston.

PRIORITIES

GBLN's effort and initiatives aim to increase the visibility, impact and voice of the Latinx community.

Visibility: Increasing Latinx representation on government and foundation boards, commissions, cabinets, departments, and senior level positions in all sectors.

Impact: Advocating for increased funding for Latinx-led and Latinx-serving CBOs to build capacity, strengthen infrastructure, and support organizational development and sustainability.

Voice: Leveraging our individual and collective power to ensure Latinx voices are heard; and exercising leadership as thought partners on policy issues that impact the Latinx community.

ACKNOWLEDGEMENTS

This study was conducted by James Jennings, PhD; Jen Douglas, PhD; Melissa Colón, PhD; and Miren Uriarte, PhD. Their time, energy and dedication to the project is greatly appreciated.

We are grateful to the leadership of Latinx-led and Latinx-serving CBOs that graciously shared their experiences and reflections. Every day they confront challenges within entrenched structures designed to maintain the status quo and to exclude the voices and perspectives of the growing Latinx community in Greater Boston. Thank you Higher Education Resource Center (HERC), Casa Nueva Vida, Centro Presente, East Boston Ecumenical Community Council (EBECC), La Alianza Hispana, Hyde Square Task Force (HSTF), Inquilinos Boricuas en Acción (IBA), Mujeres Unidas Avanzando, Sociedad Latina (SL), and South Boston en Acción.

EXECUTIVE SUMMARY

The Greater Boston Latino Network (GBLN) commissioned this study to assess the status of Latinx-led nonprofits in Boston and to better understand the challenges facing this sector based on key voices. The study is not about the role and work of individual organizations but rather how, as a collectivity of organizations, this sector is implementing services and resources to enhance Latinx community-building and overall well-being. The study focuses on comprehensive service delivery models associated with these organizations. The focus is on how Boston Latinx-led nonprofits are making major contributions to meeting the needs of Latinx and other residents, and serving to strengthen the fabric of social, economic, and cultural life in Boston. The study examines the challenges that these community anchors face to sustain their programs and operations and establishes several recommendations to strengthen these important institutions.

CONTRIBUTIONS

Latinx-led community-based organizations and nonprofits have a long history of providing critical human, education, and community services in Boston. The general approach of this sector is asset-based, identifying and tapping social resources in Boston's long-established and growing Latinx community. In the current sobering period that Boston faces, these organizations have emerged as vital in assisting Latinx residents and others to meet challenges related to education and housing inequality, economic inequalities and poverty, anti-immigrant policies and sentiments, and the continual absence of the Latinx community in many spaces and institutions where power is exercised.

The following core characteristics and contributions of Latinx-led nonprofits in Boston were identified:

- Provide social and economic services.
- Are leaders in advancing a holistic, strengths-based, and community-and family-oriented approach.
- Make Latinx cultural values central to their organizational practices.
- Play essential — and otherwise un-filled — leadership roles in organizing public and private responses to emergent needs.
- Serve residents on the frontlines of the displacement crisis.
- Build civic bridges between communities and institutions.
- Advocate and provide civic voice for Boston's Latinx communities.
- Generate economic contributions within and even beyond the neighborhoods where they are located, by hiring workers, improving physical infrastructure, retaining small businesses, and enhancing the quality of social capital.
- Adapt to support and provide services to recent Latinx arrivals to Boston after crises in their native country/territory due to natural disasters.

CHALLENGES

The sector of Latinx-led nonprofits and their central contributions to Latinx communities and overall civic life, however, remains invisible to many power brokers and philanthropy in Boston and Massachusetts. In spite of contributions critical for the well-being and economic mobility of the Latinx community and Boston as a whole, the sector of Latinx-led community-based organizations is facing enormous challenges that, if not resolved, can threaten the very existence of many of its organizations. Such challenges include a reality that organizations must provide a range of services and serve as political and civic advocates in the Latinx community. Further, Latinx-led nonprofits are being forced to do more with less. As the Latinx community grows amid persisting inequality, resources are dwindling or not keeping pace with increasing demands.

The following challenges are characteristic of the ways Latinx-led nonprofits' diverse community-anchoring functions are inadequately understood and appreciated, with consequence for organizational well-being:

- The skill and deep capacity of Latinx-led organizations to advocate for communities, and to pivot rapidly to respond to emerging community priorities, is poorly understood by those outside the community, and often misunderstood by funders as a lack of programmatic focus.
- Latinx-led organizations must continuously work to make Latinx communities visible to the powers-that-be, despite decades of effort to be seen and explosive growth in the presence of Latinx residents and their participation in public systems.
- Demands on Latinx-led organizations are rising as capacity-building supports stagnate or decline, leaving them working *contra viento y marea* (against all odds) to maintain capacity and even to keep their doors open.
- Much of the import and impact of Latinx-led organizations' work falls outside funders' evaluation metrics, leaving organizations misperceived as lacking capacity, while funders remain unaware that the criteria they use to measure success are misaligned with community needs.
- Study organizations are on the frontline of responding to the divisive national anti-immigrant climate.

RECOMMENDATIONS

Latinx-led nonprofits are critical for the social and economic well-being and civic presence of Latinx communities and make contributions that are central to the quality of life in the entire city. The study makes six important recommendations aimed at strengthening Latinx-led nonprofits:

- 1 Generate and build greater collaboration among Latinx-led nonprofits.
- 2 Provide or facilitate technical assistance related to capacity-building and sustainability for Latinx-led community-based organizations, including those that do not currently have 501(c)(3) status.
- 3 Challenge and change grantmaking narratives to help change perceptions about the role of foundations and philanthropy as it relates to community empowerment; instead, recognize and strengthen Latinx-led nonprofits as anchor institutions.
- 4 Explore the possibility of developing a new donor class of Latinx professionals and business leaders in Boston.
- 5 Encourage institutional and philanthropic partners to play a leadership role in intentional supports for the Latinx-led social service sector.
- 6 Pursue strategic and collective thinking and efforts to build cross racial and ethnic bridges, particularly with Black-led organizations and nonprofits. The COVID-19 crisis, as well as the social unrest triggered by police violence, indicates that there are opportunities for collaborative political and policy supports across communities. The study was commissioned before the pandemic of COVID-19, with its devastating effects on Black and Latinx communities. Black and Latinx communities have been disproportionately impacted by this crisis in terms of deaths, infections, access to public health education, and economic hardship in the forms of closed businesses in our communities, displacement of workers, and the heightened exposure of essential, but low-paid, workers in our communities. Neighborhoods and cities such as Chelsea, East Boston, and Lawrence, with high proportions of Latinx residents, were and continue to be profoundly impacted.

Given where Boston and the nation are today, in the midst of two pandemics — COVID-19 and a wave of police violence — it is prudent for all that these recommendations be considered in the pursuit of a healthier and vibrant Latinx-led nonprofit sector which will benefit all of Boston.

TABLE OF CONTENTS

06

I. Purpose and Significance of Study

10

II. Methodology

14

III. Overview and Taxonomy of Organizations Selected for Study

24

IV. Contributions of Latinx-led Nonprofits for Latinx Communities and Boston

33

V. Challenges Facing Latinx-led Nonprofits

40

VI. Conclusion: Findings and Recommendations

42

Appendix A
Interview Questions

45

Appendix B
Brief Background of Organizations Selected for Study

47

Appendix C
The Latinx Population in Boston, Massachusetts — Social, Economic and Spatial Context: 2010 and 2013–2017

62

Select Bibliography

PURPOSE AND SIGNIFICANCE OF STUDY

This Report was commissioned by the Greater Boston Latino Network (GBLN). The Report presents the key contributions made by Latinx-led¹ nonprofits to the Latinx community and the City of Boston, as well as the challenges facing this sector. The study's findings are organized around three key questions that were researched between late 2018 and 2019:

- What do Latinx-led nonprofits contribute to the nonprofit environment in Boston?
- What are the systemic and broad challenges facing Latinx-led 501(c) (3) nonprofits?
- What lessons can be learned from the work of Latinx-led nonprofits in Boston in terms of recommendations for enhancing the work of this sector?

These critical and timely queries aim to provide GBLN with a basis to expand its work with Latinx-led community-based organizations (CBOs) in Boston. A deeper understanding of this sector can lead to insights about effective ways of delivering services to a growing population.

While pursuing the study to examine the queries above two pandemics hit the nation, COVID-19 and the social unrest triggered by the Black Lives Matter (BLM) movement's exposure of continuing police violence in Black and Latinx communities. Though quite sobering, these developments served to emphasize the critical role played by Latinx nonprofits in Boston, and other places. On the national, state, and local levels, Latinx communities were disproportionately impacted by these pandemics.

¹ In this report, we use the term "Latinx" (pronounced la-teen-EX), a gender-neutral term that replaces Latino and Latina. When we quote published sources or our interviewees, however, we retain whatever term was used by the writer or speaker.

National data suggests that "Black and Latinx people have been disproportionately affected by the coronavirus in a widespread manner that spans the country, throughout hundreds of counties in urban, suburban and rural areas, and across all age groups..." And further, "Across the country, 43 percent of Black and Latinx workers are employed in service or production jobs that for the most part cannot be done remotely, census data from 2018 shows. Only about one in four white workers held such jobs. Also, Latinx people are twice as likely to reside in a crowded dwelling — less than 500 square feet per person — as white people, according to the American Housing Survey."² In Massachusetts, Latinx communities had higher rates of infection, hospitalization, and death.³

In response to the growing concerns regarding the spread of COVID-19 and under the advisement of Governor Baker most Latinx CBOs closed their brick and mortar locations on March 13, 2020. In the weeks that followed they quickly transitioned to remote or hybrid models of service provision. Their swift response was not only tied to a sense of professional duty and commitment to community, but also reflected the organizational flexibility discussed later in this report. Participants of programs, their families and their communities were not only experiencing higher rates of infection and death, but they were also contending with the challenges of:

² *The New York Times*, *The Fullest Look Yet at the Racial Inequity of Coronavirus* (July 5, 2020).

³ Lorna Rivera, Phillip Granberry, Lorena Estrada-Martínez, Miren Uriarte, Eduardo Siqueira, Ana Rosa Linde-Arias, and Gonzalo Bacigalupe, "COVID-19 and Latinos in Massachusetts" (2020). Gastón Institute Publications. P. 253; available at: https://scholarworks.umb.edu/gaston_pubs/253

- Increased child and elder care responsibilities.
- Limited access to high-quality health care.
- Navigating remote learning with limited technological resources.
- Loss of work and insurance or increased hours and exposure to the COVID-19 due to their essential work status.
- Overcrowded housing conditions.
- Anxiety and social isolation.
- Food and economic insecurity. An initial public health information campaign delivered largely in English (though it became more multilingual in subsequent weeks); and
- An ongoing public health response organized around strategies that require homes, income that comes in without being physically present in a workplace, the ability to avoid public transit, and the ability to work from home.

To mitigate these challenges Latinx-led CBOs were able to galvanize resources to provide culturally responsive and empowering services to help families and communities cope with COVID-19. Despite the challenges with funding and high demands before COVID-19 documented in this report, Latinx CBOs immediately began to offer supports such as:

- Remote tutoring and youth programs.
- Assistance with college applications.
- Distributions of food and masks.
- Advocacy for community concerns and opinions.
- Remote social support groups for elders, families with young children, and youth.
- Information campaigns in Spanish; and Hosting and participating in Webinars to bring attention to the needs of Latinx families and communities.

The ability of Latinx nonprofits to reinvent and redirect organizational services (as in earlier periods) under times of duress to meet the needs of Boston's most vulnerable populations is further testament of the role that Latinx CBOs play in the life of the city of Boston.

This flexibility and responsiveness are of importance because, for Latinx CBOs and the communities they serve, the pandemic cannot be decoupled from the Movement for Black Lives. Dr. Jon Santiago, a Puerto Rican physician at Boston Medical Center and State Representative for a historically Black and

Latinx district, refers to this phenomenon as “Two scourges, intertwined”⁴. COVID-19, the recent police assassinations of George Floyd, Breonna Taylor and Ahmaud Arbery, and the rebellions of 2020 that followed have illuminated the enduring realities of living within political, economic, and social systems whose foundations are inherently racist. Despite the risks of the pandemic, protests in Black and Latinx communities (including other communities of color and supportive allies from across the social spectrum) demanded our attention to the enduring social conditions that have disproportionately impacted Communities of Color –including but not limited to intergenerational poverty, lack of access to health care, housing and food insecurity, the criminalization of Black and Brown communities, and low quality and under-resourced public schools. Despite the pain and unprecedented challenges these coupled crises present, Latinx nonprofits have the resolve, history, and will to change and work with others in response to these crises. It is within this context of socioeconomic and racially unjust systems of power that Latinx CBOs exist and serve Boston's most vulnerable populations. As the city of Boston recommits to anti-racist policies and practices, this context will hopefully result in Latinx CBOs receiving the recognition, support, and resources to continue to meet their missions and make Boston stronger for everyone.

There are two other crises unfolding which increase the critical need for a strong and vibrant Latinx nonprofit sector in Boston. One has to do with the aftereffects of COVID-19, including an anticipated wave of foreclosures and evictions which are likely to occur without immediate and sustained government actions.⁵ Evictions in Boston will hit Blacks and Latinx communities the hardest by exacerbating housing insecurity, dampening positive educational experiences of youth, contributing to poor health, and becoming an albatross in the possibility of increasing collective community wealth and economic resources. Again, it will be Latinx nonprofits who will be on the frontlines of responding to these aftereffects.

Another crisis is the continuing higher social and economic vulnerabilities of the Latinx community in Boston. As indicated in Appendix C, the Latinx population continues to have among the highest poverty rates, highest unemployment rates, and highest housing cost burdens in this City. This means that there will be thousands of individuals and families from these communities seeking assistance in surviving this situation. Our Latinx nonprofits will again be on the frontlines as first responders, serving as anchor organizations in the communities they serve and of which they are integral parts.

4 Rivera, et al., op. cit

5 See, **Brittany Hutson**, *As Moratoriums Start to Lift, Preparing for an Eviction Wave: Tenant organizers and legal services groups are working vigorously to get ahead of eviction cases as housing court processes restart* (June 25, 2020), at: <https://shelterforce.org/2020/06/25/as-moratoriums-start-to-lift-preparing-for-an-eviction-wave/>. Also see, David Robinson and Justin Steil, “Evictions in Boston: The Disproportionate Effects of Forced Moves on Communities of Color” *City Life Vida Urbana*, Boston Massachusetts (2020).

Nonprofits — especially those that are embedded in the history and culture of the communities they serve — can perform functions to strengthen communities socially, civically, and economically. These organizations are community anchors that serve individuals and families as part of broader community-building missions. Primarily, they are multiservice organizations that take a strengths-based and responsive approach across arts, education, workforce development, civic engagement, neighborhood revitalization, business growth and entrepreneurship, health, professional development, and advocacy work on behalf of residents and communities. They incubate leaders, engage communities in civic participation, and play leadership roles in public institutions and processes. Over half are place-based organizations that play key roles in neighborhood development and preservation, including providing major employment opportunities to community members.

Most of the Latinx-led nonprofits described in this study have community histories of several decades, with three each reaching a half-century of work and involvement in Boston. These organizations are also ethnic-oriented and their organizational origins were aimed at meeting service gaps for new groups or new sets of problems and issues facing local communities.⁶ Latinx-led nonprofits help to connect people in need to services; they serve as representatives of community interests; they sustain the cultural wealth of participants; and — very importantly given Boston's racial and ethnic context — they are spaces where ethnic-based leadership is developed both for this sector and other sectors such as local government, businesses, and philanthropy. The contributions of Latinx-led CBOs can also be viewed through an economic lens, in the sense that they are involved with workforce development, employment, generating disposable income, providing contracting opportunities, and helping to maintain public safety in neighborhoods.

Despite the critical importance of Latinx-led community-based nonprofit organizations, however, recent developments add urgency to this report. For example:

1 The Latinx community in Boston continues to grow explosively in terms of its overall size. Boston Latinx-led nonprofits work in a city where approximately one fifth (19.4%) of all residents are Latinx.⁷ Population projections indicate that not only will growth take place, but that Latinx persons will become an increasingly greater proportion of Boston's overall population.⁸ Continued migration from the Caribbean and Central America adds to a Latinx population now established for several decades and increasingly diverse in terms of country of origin.⁹

6 See Alfreida P. Iglehart and Rocina M. Becerra, *Social Services and the Ethnic Community* (Waveland Press), p.167.

7 See Table 1, and Table 2, Appendix C.

8 See Andrew Wolk and James Jennings, *Mapping Momentum for Boston's Youth: Programs and Opportunities for Black and Latinx Young Men Root Cause* (Summer 2016).

9 See Table 3 of Appendix C for country of origin of Latinx population.

This population is ethnically diverse. Dominicans represent one fifth (20.0%) of all Latinx persons in Boston, and Puerto Ricans another fifth (19.6%). Latinx persons with Central American ethnicity (Costa Rican, Guatemalan, Honduran, Nicaraguan, Panamanian, and Salvadoran) represent 15.4% of all Latinx persons, where the largest of these sub-groups are Salvadorans. Other Latinx ethnicities from other parts of South America also comprise portions of the Latinx population in Boston.¹⁰ The combination of old and new immigrants provides a complex layering of immigration status, life situations, cultural expression, knowledge, experience and insights about life in Boston that plays out in how nonprofits conceptualize and deliver basic human services.

2 Latinx communities are vulnerable to continuing inequality and related problems in the areas of poverty, education, health, immigration, and housing (see Appendix C). It is an economically distressed community with rates of economic disparities in relation to other groups in Boston unmatched by any other Latinx population in the US.¹¹ Latinx communities are also relatively young, with birth rates higher than other groups. In this environment, social supports that are accessible and effective in addressing the needs of youth are particularly important.

3 Boston Latinx nonprofits have built and continue to maintain a rich organizational infrastructure that is integral to Boston's civic and economic life, including Latinx businesses, numerous human service and advocacy organizations that range from small place-based to national group-based organizations, and faith-based services. This infrastructure is long-standing and deeply integrated into Boston's neighborhoods and history, and these organizations play a meaningful role in meeting the community's needs; yet this infrastructure often goes unseen by those outside the Latinx community.

4 There is a quiet crisis engulfing the Latinx community that has been smoldering unattended. Even in lieu of the important role Latinx community organizations have played in the development of communities, several key nonprofit organizations have had to close their doors, and newer start-up projects have tended to remain small and unincorporated. The latter adds a sense of vulnerability for many people working within Latinx-led nonprofits. The closure of organizations in this sector has meant that existing ones have had to meet increasing service and advocacy demands without increased resources.

10 See Table 3 of Appendix C. Slightly over a third (35.9%) of all Latinx persons described their race as White; 28.2% as Some other race; and 11.6% as Black.

11 See Katie Johnston, "INVISIBLE in any language: Massachusetts Latinos Face Intense Inequality," *The Boston Globe* (March 9, 2018); also, A. P. Muñoz, M. Kim, M. Chang, R. Jackson, D. Hamilton, & W.A. Darity, "The Color of Wealth in Boston," Federal Reserve Bank of Boston (2015).

As Boston continues to seek and implement strategies for a more socially and economically racially just city, Latinx-led nonprofits and community-based organizations represent an indispensable partner along with other sectors in the building of effective civic, educational, and economic responses. The role of a healthy and vibrant Latinx civic presence in enhancing the vitality of Boston should not be overlooked. As Brian O’Connell (and others) argued more than two decades ago, a healthy civic sector is critical for local democracy.¹² The Latinx-led nonprofit sector taps and mobilizes the voices of individuals and families who cannot easily present their concerns and agendas into power spaces in this city. Because of the work of the organizations that are part of this study, the experiences, concerns, and insights of Latinx groups are part of Boston’s greater civic discourse.

The Report focuses particularly on ten (10) Latinx-led nonprofits because of the large space they occupy — and have occupied historically — in the life and development of Boston’s Latinx community and its organizations.¹³ This sector represents a relatively large segment of all Latinx-led organizations that are directly or indirectly involved with human services.¹⁴ The nonprofits that are studied are defined as those organizations with a 501(c)(3) status, but also Latinx-led.¹⁵ Their missions are very much associated with a range of advocacy roles and activities on the part of these organizations. Most of the groups in this study are multi-service organizations. The work of this sector is not siloed; the organizations have implemented programs and activities in the areas of human services, education, public health, cultural education and the arts, housing and economic development, civil rights and immigration issues, and civic and community advocacy.

12 Brian O’Connell, *Civil Society: The Underpinnings of American Democracy* (University Press of New England, 1999).

13 For a history of the role of community-based organizations in Boston’s Latinx community, see Miren Uriarte, *Organizing for Survival: The emergence of a Puerto Rican Community*, Ph D dissertation, Boston University, 1988; also, Russ Lopez, *Boston’s South End: The Clash of Ideas in a Historic Neighborhood* (New Hampshire: Shawmut Peninsular Press, 2015); Miren Uriarte, “Contra viento y marea (against all odds): Latinos Build Community in Boston, Boston Persistent Poverty Project, *Latinos in Boston: Confronting Poverty, Building Community*, (1993), pp. 3–6; Edwin Meléndez “The Potential Impact of Workforce Development Legislation on CBOs,” *New England Journal of Public Policy* Vol. 13, Iss. 1, Article 13 (1997); available at: <https://scholarworks.umb.edu/nejpp/vol13/iss1/13>; F. V. M. Rodríguez, “The ‘Browncoats’ are Coming”: Latinx Public History in Boston. *The Public Historian*, 23(4) (2001), pp. 15–28.

14 See the Methodology section of this report for a description of how the universe of Latinx-led nonprofits in Boston was identified; we emphasize ‘approximately’ because there may be a few, smaller organizations that were missed in our Internet survey.

15 Form 990 is the IRS form that tax-exempt organizations file annually. It gives an overview of the organization’s activities and governance and provides financial information.

METHODOLOGY

The methodology for this study included literature and archival research, analysis of organizational information and data, analysis of IRS Form 990s, and the collection of census data. Additionally, in-depth interviews were conducted with the leadership of the Latinx-led nonprofits selected for the study.

The definition of Latinx-led nonprofits is based on the extant literature. One definition of what constitutes an “ethnic-identified” organization is offered by Iglehart & Becerra, whose criteria focus not only on the ethnicity of an organization’s leadership, staff, and target service groups but also on the service approach. These substantive elements begin to point to the ways in which Latinx-led nonprofits differ from non-“ethnic-identified” ones. Iglehart & Becerra include organizations that:

- Serve primarily clients of a particular group
- Are staffed by most individuals who are the same ethnicity as the client group
- Have most board members from that ethnic group
- Have support from the ethnic community and its leadership
- Integrate ethnic content into its programs
- View strengthening the family as a priority
- Maintain an ideology that promotes ethnic identity and promotes the active participation of the group in decision-making processes affecting their lives.

UnidosUS (formerly the National Council of La Raza), in their requirements for acceptance of organizations for membership, uses criteria that focus on the ethnicity of the target group and staff, the organization’s tax status, and their commitment to impacting opportunities for Latinx community members.¹⁶ Organizations may be accepted as UnidosUS member groups when they have:

- A service constituency that is at least 50% Latinx
- Staff that is at least 25% Hispanic
- A board on which at least 25% of members are Hispanic
- 501(c)(3) incorporation status¹⁷
- A community-based mission
- A measurable / demonstrated impact on improving socioeconomic status in the Latinx community

Informed by the above and other sources, including planning meetings with members of GBLN, the research team established criteria for the selection of organizations included in the study. The inclusion criteria included in this study are presented in the box below. Of the 36 Latinx-led organizations identified in the Web survey and information shared with GBLN, ten organizations were identified as noted above.¹⁸

These ten organizations operate in a rich organizational environment that includes numerous much smaller organizations engaged in a wide range of activities. The latter have emerged based on the growth of the Latinx population as well as its ethnic diversity, and the needs of new groups that gravitate to these organizations more so than to larger, non-cultural nonprofits. The smaller community-based and service organizations can be connected to the Latinx-led nonprofits by networking and serving similar populations, but also where the latter are fiscal conduits for the former. These kinds of small organizations and projects are typical and important and were the starting places for the established Latinx-led CBOs that exist today.

A decision was made to focus on those Latinx-led organizations with 501(c)(3) status — i.e., those that are incorporated as nonprofits — for two reasons. First, because such organizations are required to file the annual Form 990

¹⁷ There are numerous types of nonprofits specified in the US tax code (certain political organizations, religious organizations, labor unions, etc.), but those incorporated as “public charities” under section 501(c)(3) are established for “religious, charitable, scientific, literary, or educational purposes, for testing for public safety, to foster national or international amateur sports competition, for the prevention of cruelty to children, women, or animals.”

¹⁸ To see a complete list of organizations reviewed for potential conclusion in this study, see Appendix A.

¹⁶ “Become an Affiliate of UnidosUS;” accessed October 1, 2019; available at: <https://www.unidosus.org/affiliates/join/unidosus.org/affiliates/join/>

with the IRS which represented a key source of standardized information available to the study team. Second, and more substantively, their formal status tells us something meaningful about their role in the city. It is these incorporated organizations that have the greatest access to private and public sources of funding. The choice to focus on incorporated organizations is not meant to de-prioritize or lessen the importance of the missions and work of unincorporated organizations and other leaders in the Latinx community. There are numerous types of Latinx-led organizations in this city that may be small and non-incorporated yet performing critical work for the Latinx community and the city's overall social well-being.

Figure 1 / Criteria for Inclusion of Organizations in this Report

Location

Boston-based

Incorporation status

Incorporated as a 501(c)(3)

Mission and programming

- A mission that reflects a focus on service provision to Latinx communities
- Human services provider¹⁹

Leadership

- A majority (50%) of board members identify as Latinx
- The executive director identifies as Latinx



¹⁹ “Human services” include one or more of a range of anti-poverty, educational, housing, job-related, or other services provided with the intent of assisting service participants to improve their lives. We excluded organizations that do not provide direct services because we were interested to understand the impact of service-providers in meeting community needs.

Figure 2 / Study Organizations — Overview of Criteria for Inclusion

ORGANIZATION NAME	TARGET GROUP REFLECTS A FOCUS ON LATINX CONSTITUENTS? ²⁰	LEADERSHIP		PROGRAM OFFERINGS INCLUDE HUMAN SERVICES?
		% of Latinx Board Members = 50% or more?	Executive Director identifies as Latinx?	
La Alianza Hispana	Elderly Latinx; pregnant and parenting Latinas; recently arrived Latinx	50%	Yes	Yes
Boston Higher Education Resource Center (HERC)	Latinx youths — and other low-income, first-generation college-bound youths who attend a low-scoring, non-exam BPS high school — and their families	86%	Yes	Yes
Casa Nueva Vida	Homeless families, with particular attention to the needs of Latinx families	86%	Yes	Yes
Centro Presente	Central and Latin American immigrants	60%	Yes	Yes
East Boston Ecumenical Community Council (EBECC)	Immigrants	50%	Yes	Yes
Hyde Square Task Force (HSTF)	Youth and their families, with a focus on Latinx youth and Boston's Latin Quarter	56%	Yes	Yes
Inquilinos Boricuas en Acción (IBA)	Individuals and families residing at Villa Victoria in Boston's South End, with a focus on Puerto Rican and other Latinx families	50%	Yes	Yes
Mujeres Unidas Avanzando	Latina girls and women	100%	Yes ²¹	Yes
Sociedad Latina	Latinx youth and families	64%	Yes	Yes
South Boston en Acción ²²	South Boston Latinx residents, with a focus on public housing tenants	100%	Yes	Yes

A preliminary review of human services and social welfare literature relevant to the experiences of Latinx-led organizations in Boston and other places, and earlier findings reported in *Silent Crisis I* and *Silent Crisis II*,²³ provided the study team with an opportunity to generate a series of questions to drive the collection and analysis of information and data, and to make recommendations to GBLN.¹⁹ Note that this study is not an audit or evaluation of specific services of the individual organizations. Therefore, the study did not seek to provide data or information related to impacts or outcomes associated with the programs adopted and implemented by individual organizations.

²⁰ Each of these 10 organizations is founded with a focus on Latinx constituents, but all also provide services to non-Latinx program participants from a range of backgrounds.

²¹ Mujeres Unidas Avanzando uses a collective leadership structure with three co-directors, one of whom is Latina.

²² Note that we were unable to conduct an interview with South Boston en Acción due to a leadership transition.

²³ See James Jennings, Jen Douglas, & Miren Uriarte, *The Silent Crisis II: A Follow-Up Analysis of Latin@ Participation in City Government Boards, Commissions, and Executive Bodies in Boston and Chelsea, Massachusetts* (2017); see also Miren Uriarte, James Jennings, and Jen Douglas, *The Silent Crisis — Including Latinos and Why It Matters: Representation in the City Governments of Boston, Chelsea, and Somerville, Massachusetts* (2014). *DIVERSITY IN PHILANTHROPY: A Comprehensive Bibliography of Resources Related to Diversity Within the Philanthropic and Nonprofit Sectors* compiled by Brielle Bryan and published by the Foundation Center (2008) was useful in identifying literature germane to some of the ideas and observations cited in our own report.

²⁴ Although not counted as Hispanic by the U.S. Census Bureau, some studies have included Brazilians as part of the broader Latinx community. GBLN decided in the planning of the study not to include Brazilians to better capture information essential to Latinx-led nonprofits.

Figure 3 / Research Questions

- **What do Latinx-led nonprofits contribute to the nonprofit environment in Boston?**
 - What are the missions of the Latinx-led nonprofits? What is their relationship to community priorities? How are these missions being pursued?
 - What are the scope of services, the approaches, the reach?
 - Where the work of Latinx-led service organizations is taking place, is service delivery place-based? Why or why not?
 - What do Latinx-led nonprofits add to the non-Latinx-led service environment available to Latinx constituents and others in Boston, in terms of expanding access, improving quality of services, and introducing innovation to the delivery of services to Latinx community members?
- **What are the systemic and broad challenges facing Latinx-led 501(c) (3) nonprofits?**
 - What are the specific organizational challenges facing Latinx-led nonprofits, including those related to leadership, capacity, assets, funding, and more?
 - How might Latinx-led nonprofits seek to grow and become organizationally stronger?
 - What is the role of government (federal, state, city) funding for services provided by Latinx-led nonprofits? What is the role of private foundation funding?
- **What lessons can be learned from the work of Latinx-led nonprofits in Boston in terms of recommendations for enhancing the work of this sector?**

Are there implications for public policy in terms of the well-being of Latinx-led nonprofits?

Multiple data sources were used in this study. The study team assembled organizational profiles using data drawn from IRS Form 990s, organizational websites, and other organizational materials such as annual reports and brochures. In-depth interviews were conducted with executive directors to gather information about missions and services, organizational changes and growth, organizational challenges and needs, and community needs and priorities.²⁵ The study team also interviewed as key informants the two current co-chairs of the Greater Boston Latinx Network: Karen Chacon, executive director of Latino STEM Alliance, and Iván Espinoza-Madriral, executive director of Lawyers for Civil Rights.²⁶

Select information about the social, economic and demographic contexts included in this study is based on data from the US Census Bureau, including the 2010 decennial census and the American Community Survey 2013–2017 5-Year Estimates, as well as Public Use Microdata Samples (PUMS) for recent years, and Population Projections for 2023. The study team used Geographic Information System (GIS) software to show how certain social and demographic characteristics pertaining to the Latinx population are geographically distributed in Boston.

Appendix C: The Latinx Population in Boston, Massachusetts — Social, Economic and Spatial Context: 2010 and 2013–2017, presents data on race and ethnicity; future and projected population growth, age structure of the Latinx population, housing, education, and labor force characteristics. Latinx persons and families represent a significant proportion of residents and youth in Boston’s two largest public agencies: the Boston Housing Authority (BHA) and the Boston Public Schools (BPS). The latter was not included in these data points so as not to duplicate information and data already provided in two research reports, *Silent Crisis I*, and *Silent Crisis II*. Both latter studies include extensive data about public housing and school/educational characteristics of Latinx persons.²⁷

The chart below gives a brief snapshot of the mission, purpose, and programming of the ten Latinx-led nonprofits selected for study.

²⁵ See the list of interview questions in Appendix B. One organization, South Boston en Acción, was not included in the interviews due to a leadership transition during the course of the study.

²⁶ The organizations led by the two key informants represent important parts of the broader Latinx-led and –serving infrastructure. They were not included within the study sample because one does not provide human services and the other does not have a majority-Latinx board.

²⁷ Jennings, et al., *The Silent Crisis II*; Uriarte et al., *The Silent Crisis*.

OVERVIEW AND TAXONOMY OF ORGANIZATIONS SELECTED FOR STUDY

Figure 4 / Study Organizations — Introduction in Brief²⁸

NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
La Alianza Hispana laalianza.org	1971	La Alianza Hispana's mission is to improve the lives of the Latinx community of Massachusetts. In partnership with the community we serve we provide educational, health, and workforce programs to create a society in which all members can realize their fullest potential.	La Alianza Hispana is a community-based organization providing culturally- and linguistically appropriate health and education programs to the Latinx community of Greater Boston, serving over 2,000 Latinx persons annually who seek support at all stages of life. Our goal is to strengthen individuals, families, and communities for ongoing success. La Alianza Hispana believes in social justice as a means of creating a more egalitarian, participatory, and peaceful society in which all members can realize their fullest potential.	<p>Madres y Niños en Proceso (MYNP), a comprehensive maternal/child home-visiting program targeting high-risk Latina immigrant pregnant/parenting mothers and families with children birth to age 5.</p> <p>Adult Day Health Care, a center-based program providing care, supports, activities, socialization, and resources for low-income Latinx immigrant elders, to optimize independence, health, access to services, and ability to age in place.</p> <p>Senior Programs, a package of programs, including the Aliancianos Senior Center, designed to improve the physical and emotional health of participants (age 60+).</p>
Boston HERC www.bostonherc.org	1999 (Inc. 2018)	The Boston Higher Education Resource Center (HERC) equips Latinx and other disadvantaged youth and their families to obtain a higher education, break the grip of poverty, and become agents of change in the community.	Boston HERC serves under-represented urban students in grades 9-12 and their families. It does so through out-of-school academic enrichment, career advising, and academic support and retention services to help them graduate from high school and college. HERC awakens vision and purpose in the lives of the participants. HERC equips and empowers them to achieve their vision, to realize their potential and to transform their lives and communities.	Passport to College , a Latinx-led, culturally sensitive, college readiness program focused on failure-proofing first-generation students of color throughout their journey through college. The Passport Program targets first-generation, low-income students attending under-served non-exam Boston public high schools. Program components include mentoring, peer cohorts, SAT prep, family engagement, and a range of other supports for high school and college students.

²⁸ Content in this chart is drawn from the organizations' websites as well as from their IRS Forms 990 for 2016. We have used the organizations' own language and terminology, to reflect the way they describe themselves and their work.

NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
Casa Nueva Vida www.casanuevavida.org	1987 (Inc. 1989)	Casa Nueva Vida's mission is to provide temporary housing to homeless families with attention to the needs of Hispanic families.	Casa Nueva Vida is a family homeless shelter with a number of educational and supportive services that help to break the chain of poverty in the community.	Family homeless shelter and related services — assisting homeless families to find their own affordable and permanent housing as well as helping them build the skills necessary to stay out of homelessness and become active members of society. The organization also provides computer/ job training, English as a Second Language, self-empowerment programming, children's educational/after-school programs, and shelter/ housing advocacy and counseling.
Centro Presente cpresente.org	1981	Centro Presente is a member-driven, state-wide Latin American immigrant organization dedicated to the self-determination and self-sufficiency of the Latin American immigrant community of Massachusetts.	Operated and led primarily by Central American immigrants, Centro Presente struggles for immigrant rights and for economic and social justice. Through the integration of community organizing, leadership development and basic services, Centro Presente strives to give our members voice and build community power.	Community Organizer , including legal and educational campaigns, member-led workgroups to organize the community around immigration issues, education programs focusing on immigration and other related topics, and grassroots cultural events celebrating Latin American traditions. Legal immigration and translation services helps over 2,500 Latinx immigrants process immigration paperwork to help them remain and work in the U.S., as well as pursue permanent residency and citizenship. Education for Empowerment provides classes including English as a Second Language (ESL), literacy, U.S. civics and citizenship, basic Spanish, and computer literacy.
East Boston Ecumenical Community Council (EBECC) ebecc.org	1978	The East Boston Community Ecumenical Council (EBECC) promotes the advancement of immigrants of all ages through education, services, advocacy, community organizing, and leadership development.	EBECC was founded with a mission to promote racial harmony. Today our community immigrant organization promotes the advancement of Latinx immigrants of all ages through education, services, advocacy, community organization, and leadership development. Many of our staff members are bilingual and immigrants themselves. In March 2009, EBECC became an affiliate of UnidosUS, a national network of nearly 300 affiliates that serve millions of Latinx persons in the areas of civic engagement, civil rights, immigration, education, workforce, health, and housing.	Through our community programs, immigrants create support groups, acquire skills and information to achieve their goals, and participate in collective action to improve the quality of life in East Boston and support the advancement of immigrant rights at local, state, and national levels. Youth Program , serving approximately 200 students attending the East Boston High School with ESL instruction, study skills, homework help, computer labs, healthy lifestyle workshops, movie nights, field trips, and more. Community Legal Assistance Program (CLEAP) , immigration-related legal services, translation, and notary services. Adult Education and Latina ESL Program , comprehensive educational (ESL and more) and family support services to pregnant and parenting women to help Latina mothers navigate the US educational and healthcare systems. Parent Organizing Program , to mentor parents and expand their leadership potential, encourages participation by parents in the identification of educational needs, program development and planning, and other public education offerings to meet the needs of their children. Nuestra Voz Cuenta (Our Voice Counts), to encourage residents of East Boston to actively participate in the voting process.

NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
Hyde Square Task Force (HSTF) www.hydesquare.org/	1991	Hyde Square Task Force (HSTF) amplifies the power, creativity, and voices of youth, connecting them to Afro-Latin culture and heritage so they can create a diverse, vibrant Latin Quarter and build a just, equitable Boston.	HSTF believes communities are stronger when they create the conditions youth need to thrive. It was founded by a coalition of neighbors and community leaders who felt a sense of urgency to address the growing violence, economic, and social challenges facing the Hyde/Jackson Square neighborhood of Jamaica Plain. Now known as Boston's Latin Quarter, our community has transformed into a vibrant neighborhood. Despite the progress, our youth continue to struggle with poverty, community violence, and low educational attainment. HSTF now engages more than 800 children, youth, and young adults each year. By harnessing the power, creativity, and voices of youth, we help them navigate the journey of adolescence and become leading voices of change in their community.	<p>Jóvenes en Acción/Youth in Action (JEA), a year-round program for youth in grades 8-12 that combines three components — Afro-Latin arts, education supports / mentoring / career pathways, and civic engagement and youth organizing — plus 1:1 and small group social-emotional supports. Youth are challenged to grow as artists, learn transferable skills, plan for their futures, and become changemakers in the community.</p> <p>College Success Program, with supports for students as they transition into, persist in, and ultimately finish postsecondary education through workshops, individualized coaching, and long-term support.</p> <p>Creative Development and Community Engagement, work that strengthens Boston's Latin Quarter (Hyde/Jackson Square neighborhood of Jamaica Plain) through creative placemaking and placekeeping, advocacy and organizing, development of the neighborhood as a cultural district, and community-based Afro-Latin arts education (some of it in partnership with BPS schools).</p>
Inquilinos Boricuas en Acción (IBA) www.ibaboston.org	1968	Inquilinos Boricuas en Acción (IBA) empowers and engages individuals and families to improve their lives through high-quality affordable housing, education, and arts programs.	In 1968, the Puerto Rican community of the Parcel 19 in the South End organized and, with the support of hundreds of protesters, fought to stop the displacement they were facing. They finally won this battle and created IBA, which not only allowed them to stay in the neighborhood but also gave them the right to control and develop their community. IBA then developed Villa Victoria (Victory Village), a 435-unit affordable housing community in the city's South End neighborhood, which has become a model in the areas of civil rights, community organizing, affordable housing, education, and arts programs. Today, IBA has expanded its affordable housing portfolio to include 521 units that are strengthened by comprehensive programming.	<p>Sustainable Affordable Housing, through which IBA has produced more than 1,000 units of housing and currently owns a rental housing portfolio of 521 affordable units to promote the highest quality of life for low-and moderate-income families and elders; also counseling, case management, and advocacy for families at risk of losing their homes.</p> <p>IBA Preschool, the first bilingual preschool program in Massachusetts, with year-round education and care for children ages 2.9 to 5.5 years old.</p> <p>Youth Development Program, providing academic support, job readiness, arts education, leadership training, civic engagement, advocacy opportunities to foster socio-emotional, intellectual, and artistic growth and impart 21st century skills to young people 14-19 years old.</p> <p>College and Financial Empowerment Program, offering financial empowerment and credit building services, and high school equivalency and college bridging services through a partnership with Bunker Hill Community College.</p> <p>Arts Program, including the Villa Victoria Center for the Arts, promoting, and celebrating Latinx arts and culture through music, visual arts, dance and more. Presents concerts, festivals, exhibits and other high-quality, affordable, accessible, and innovative programming.</p> <p>Resident Services, providing recreation, culture, health, educational and case management services to Villa Victoria residents, especially seniors residents, using a culturally responsive approach and bilingual staff.</p> <p>Community Technology Center, with a computer lab open to the public on weekdays and free computer classes and other technology programs.</p>

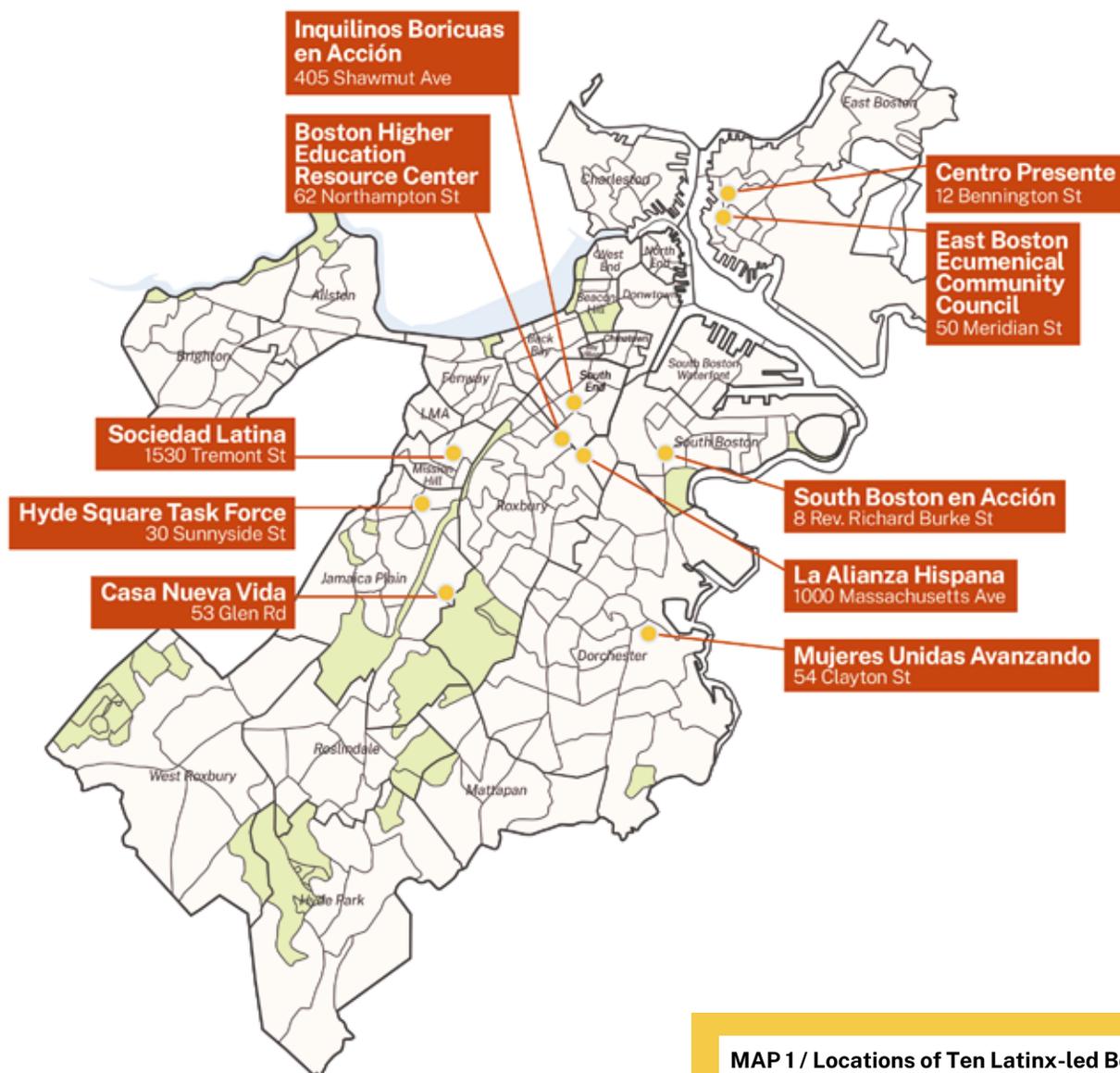
NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
Mujeres Unidas muaboston.org/	1979	Mujeres Unidas Avanzando's mission is to provide empowerment through education to Latina women.	Mujeres Unidas Avanzando (MUA) has been meeting the educational needs of low-income Latina girls and women for four decades, helping them build full, self-sufficient lives. Through an integrated educational strategy, we prepare girls and women for higher education, employment, and personal fulfillment. Together, we strive towards educational growth and professional achievement, to support and unite Latina girls and women across Boston. MUA is dedicated to serving our communities and helping Latina, immigrant families find solidarity and ease of life in the U.S. MUA serves 404 students and 44 children a year.	<p>Classes to acquire language, computer, and job skills and credentials.</p> <ul style="list-style-type: none"> • English as a Second Language. Three levels of ESOL classes that teach speaking, listening, reading, and writing, all with a civics focus, based on Brazilian educator Paulo Freire's participatory approach to education (students' voices and life experiences greatly inform the curriculum). • Computer Classes. Three levels of computer instruction: Basic Bilingual, Intermediate, and Advanced. • High School Equivalency Testing (Hi-SET) in Spanish. Classes and tutoring at three levels to prepare students to take the Hi-SET in Spanish in five subject areas: reading, writing, science, social studies, and mathematics. • Home Health Aide, a 75-hour course to train as a Home Health Aide (HHA). • Phlebotomy, a 160-hour course to train as a phlebotomist, with opportunity to complete a 120-hour internship. <p>Child Care Services. Free, on-site childcare during class and activity times, and assistance applying for preschools and Boston Public Schools, is provided for children of students in MUA's classes.</p> <p>Proyecto Compañera. In addition to taking classes, all students attend twice-weekly support and focus groups where they participate in: health workshops and trainings, help with college and job applications, educational and career advising and workshops, trips to colleges, field trips to Boston landmarks, and individual counseling services (support, referrals, translation, and connections to community resources).</p>

NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
Sociedad Latina (SL) www.sociedadlatina.org/	1968	Sociedad Latina's (SL) mission is to create the next generation of Latinx leaders who are confident, competent, self-sustaining, and proud of their cultural heritage.	Sociedad Latina works in partnership with Latinx youth and families to end the destructive cycle of poverty, inequality of access to health services, and lack of educational and professional opportunities in our community. Through our Pathways to Success model, we introduce innovative solutions to the most critical problems facing young Latinx persons today, celebrate our diverse Latinx heritages, and enable young people to forge identities with deep roots in Latin culture. Our model supports positive youth development from 11 to 21 years of age, creating a community that values young people and enables them to be the defenders of their rights and those of their community. Each year, Sociedad Latina serves 5,000 young people and adults, 1,000 of whom participate intensively through our daily programming in our four key program areas. Our programs promote long-term participation, positive interactions with adults, and cultural pride. We recognize that giving youth an extensive support network enables them to develop as confident, competent, self-sustaining, and proud young adults.	<p>Education. Supports youth and their families in middle school, high school, and college, with expertise in working with English learners:</p> <ul style="list-style-type: none"> • STEAM Team, year-round afterschool and summer education and enrichment for middle schoolers • Escalera, "Acceleration Academy," an academic support and postsecondary success program for 9-12 graders), and Academy for Latinos Achieving Success (ALAS, a college access program that supports youth from 11th grade through the first two years of college <p>Civic Engagement. Elevates grassroots Latinx leadership on issues affecting youth lives and opportunities:</p> <ul style="list-style-type: none"> • Youth Community Organizing, Youth Community Organizers (YCOs) ages 14-18 organize and implement bilingual, culturally-relevant grassroots campaigns, primarily focusing on education reform and environmental protection • ¡Cuidate! Healthy Families, through partnerships with local hospitals and health centers, Health Educators aged 14-18 receive training in health disparities and evidence-based interventions, then implement bilingual and culturally-relevant health education activities and peer-to-peer workshops <p>Workforce Development. Prepares youth for careers in fields where Latinx persons are underrepresented, including healthcare, public service, the arts, STEM, and entrepreneurship:</p> <ul style="list-style-type: none"> • Internship Placements, with Sociedad Latina's original Work Readiness Curriculum, a capstone presentation, and an internship with an employer partner <p>¡emprende!, a 10-week entrepreneurship and business program for Latinx and English learner youth</p> <p>Arts and Culture. Offers high-quality opportunities to create and experience art in a range of artistic disciplines, with a focus on Latinx cultural traditions. Components include:</p> <ul style="list-style-type: none"> • Youth Artists Mastery, year-round high school credit-earning programming for youth aged 14-18 to take lessons, learn music theory, compose original songs, play in ensembles, record, and perform in guitar, bass, drums, keyboard, and voice • Community Classes, small group music, visual arts, media production, and dance instruction in school-based, afterschool, and weekend classes for youth aged 8-18 <p>Viva La Cultura! Arts, year-round cultural events including open mic nights and ensemble performances, free and open to the public, for community members to explore and celebrate diverse Latinx cultural traditions</p>

NAME	YEAR FOUNDED	MISSION	ABOUT	PROGRAMS INCLUDE
South Boston en Acción	2004 (Inc. 2007)	South Boston en Acción is a neighborhood-based, member-driven organization that builds community and leadership among Latinx families by sharing common problems and creating solutions for change.	South Boston en Acción builds community among the rapidly increasing Latinx population of South Boston and promotes community leadership by these residents. As a result of our work, we see Latinas in South Boston believing in themselves, taking roles in the community, and engaging together in collective action that is building real power.	<p>We support new leaders by equipping them with information, skills, and experiences to support an eagerness to speak out and a willingness to take action on the challenges of living in public housing, navigating an English-speaking world, and wrestling with city systems. We seek to understand these systems and make change in ways that improve the lives of our community.</p> <p>Member-Leader Program, including a range of activities to support leadership development and civic engagement, and specifically to increase the sense of ownership and claim to home among residents at the three Boston Housing Authority (BHA) developments in South Boston, to dismantle the formal exclusion of Latinx persons from community institutions, and to improve building safety and housing conditions.</p> <p>Classes, including ESOL classes at three levels, computer classes, nutrition classes, and job readiness programs.</p> <p>Supportive Services, including Entre Amigas (“Between Friends”), a structured peer-support group for Latinas to help and encourage one another.</p>



The following map shows the location of the Latinx-led organizations described above.



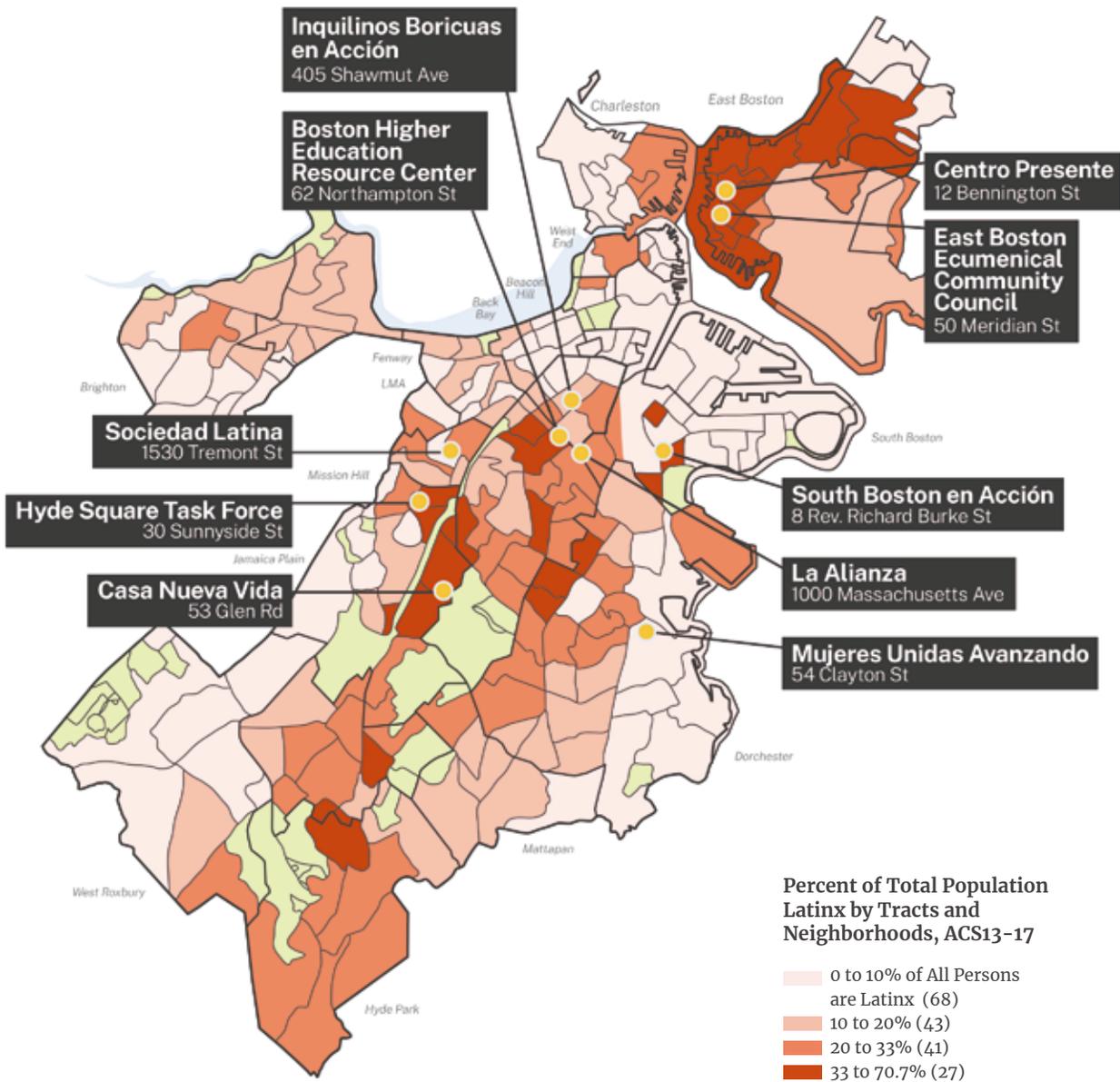
MAP 1 / Locations of Ten Latinx-led Boston Nonprofits

A review of IRS 990s collected for 2017 shows that there are impressive numbers of volunteers working for these organizations, perhaps between 500 and 600 volunteers at any one point. The organizational budgets, employees and source of funding, government, foundation grants, gifts and fees are varied.²⁹ Based on information reported by the Bureau of Labor Statistics there were 409 nonprofits classified as “Social Assistance” organizations in Suffolk County. This sector accounted for an average annual employment of 12,271 persons.³⁰ Given the growing Latinx population it seems that the number of Latinx-led nonprofits is relatively small.

²⁹ One organization recently incorporated (after many years of operating with a fiscal sponsor) and consequently did not have a 990 for 2017. As a result, they are not included in this summary.

³⁰ U.S. Bureau of Labor Statistics: Nonprofit Establishments, Employment and Wage Estimates, 2017 Annual Figures (2018).

For the most part these Latinx-led organizations are located in parts of the city that are either experiencing growth of Latinx residents, or, more commonly, in sub-neighborhoods where Latinx communities have historically been concentrated but are facing displacement today, such as East Boston, South End, and Hyde Park. Only two organizations are in places where the Latinx population is less than 20% of the total population in the census tract. In some places in Boston where the Latinx population is greater than 33% of all residents, there are no 501(c)(3) Latinx-led organizations (though there may be other service providers). Map 2 below, based on the American Community Survey 2013 – 2017 5 Year Estimates, shows that nine of the ten Latinx-led nonprofits in this study are located in tracts where the Latinx population represents 20% or more of all persons in the tracts; some are located in tracts where the Latinx proportion of the total population is 33% or more of the tracts’ total population.

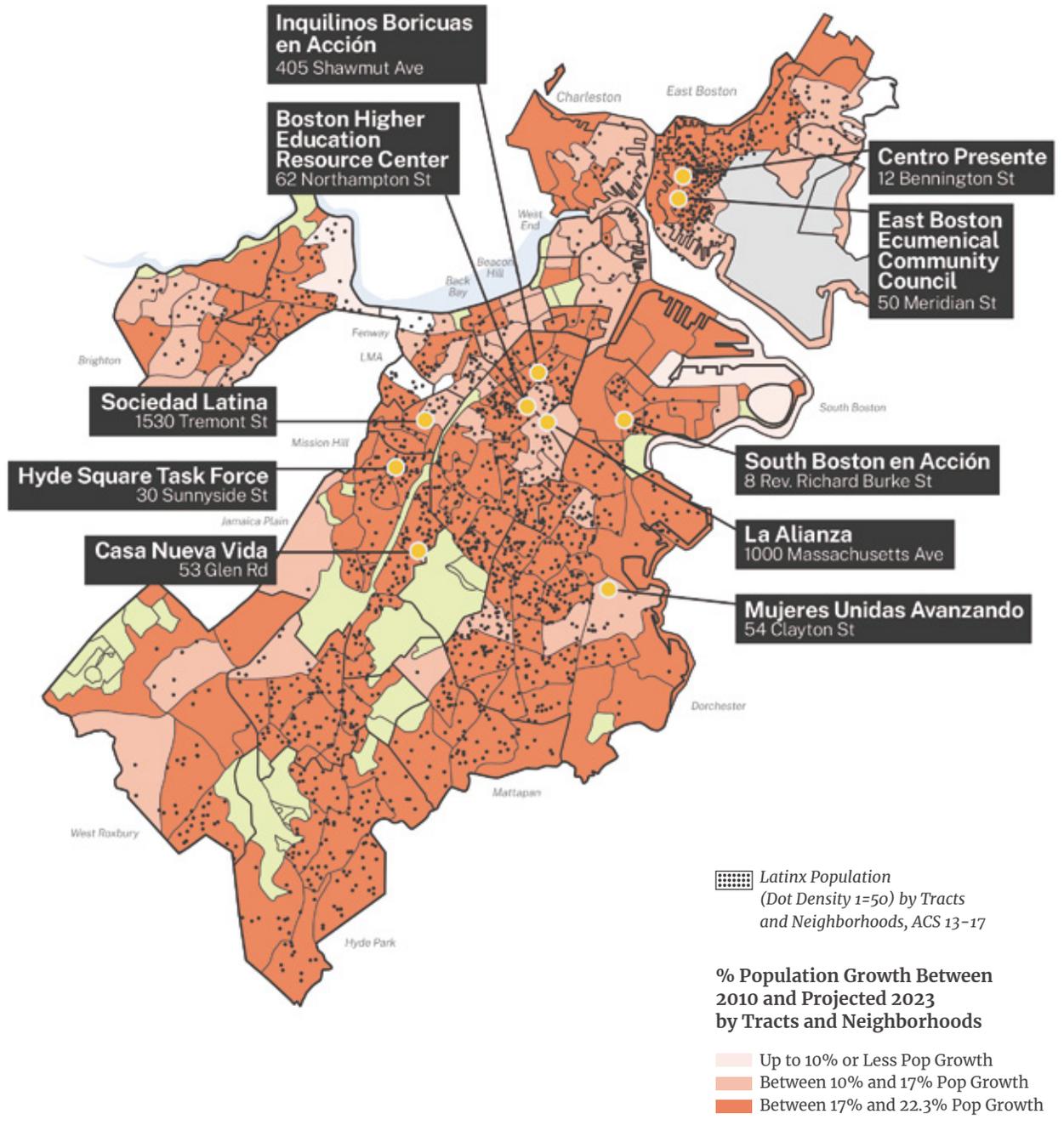


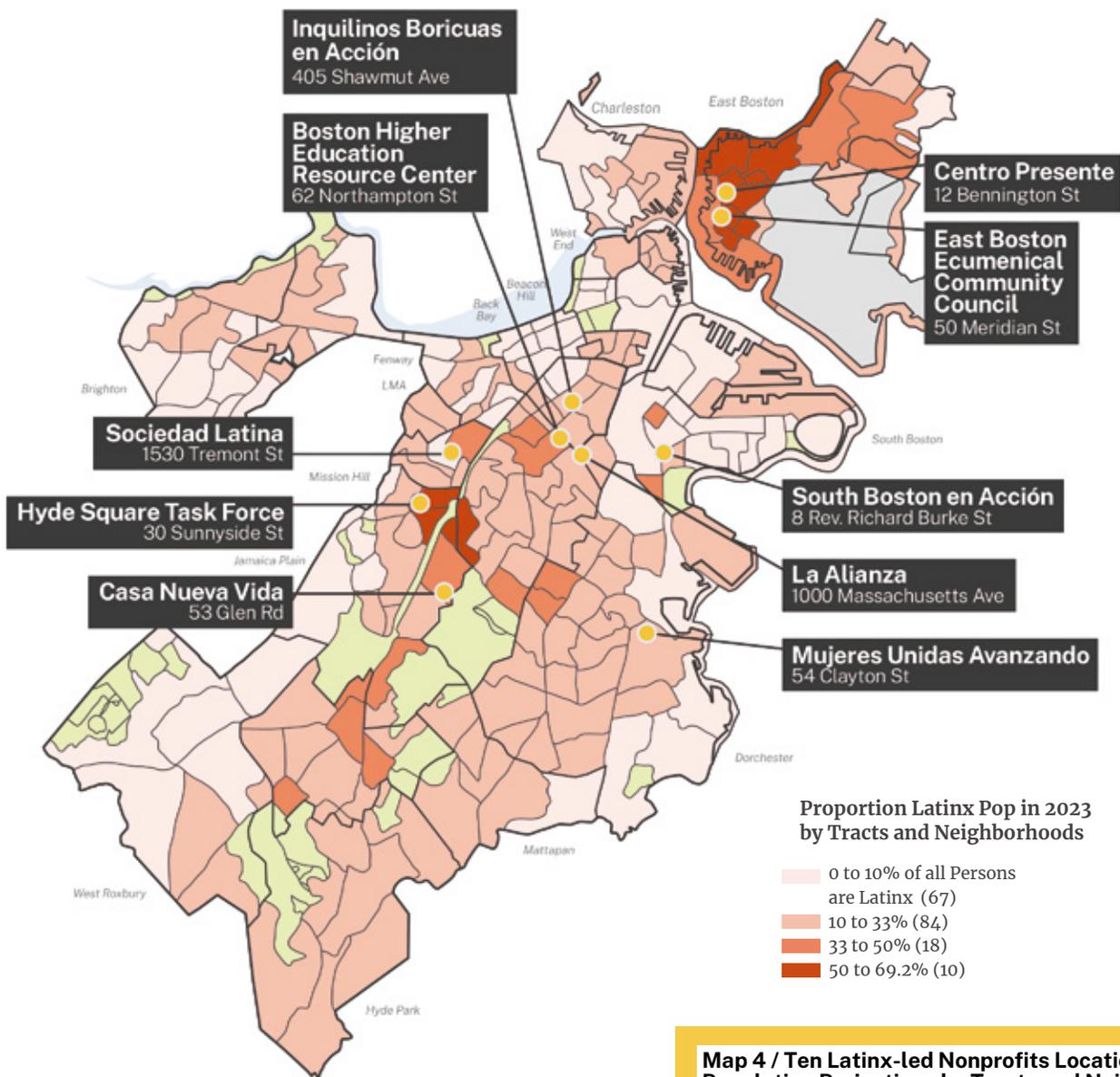
Map 2 / Ten Latinx-led Nonprofit Locations and Latinx Community Presence

Map 3 shows the concentration of Latinx persons throughout Boston neighborhoods. This concentration of Latinx persons is superimposed with tracts that are projected to experience the highest levels of population growth (between 17% and 22.3%), between 2010 and 2023. This map helps to illustrate the fact that while Latinx-led nonprofits with 501(c)(3) status were established earlier in areas of Boston that may have been previously heavily Latinx, they now have to expand their geographic scope considerably to accommodate new Latinx residential patterns and population growth.

Map 4 shows the Latinx proportion of tracts by neighborhoods in Boston as projected in 2023 and in relation to the Latinx-led CBOs that are part of this study. It shows that there are areas of the city where there is little presence of Latinx-led nonprofits, as described earlier. Some census tracts show that the projected Latinx proportion of the total population might reach a third, or even more than half of the total population by 2023. This suggests a need to consider how the presence and capacity of Latinx-led nonprofits, given their unique contributions described later in this report, might be increased.

Map 3 / Ten Latinx-led CBO Locations and Concentration of Latinx Persons in Boston Neighborhoods





The ten organizations engage a Latinx community that is disproportionately young, face substantial economic challenges and are projected to grow significantly in the Boston of today and tomorrow. The Latinx population is significantly younger than Whites and Asians who are not Latinx, and slightly younger than African-Americans (see Appendix C).³¹ In terms of overall proportions, Latinx persons who are under 5 years of age represent 28.4% of all such persons in Boston, and 33.3% of all 5 to 9 years, and 31.1% of all persons 15 to 17 years in this City. Together, Latinx and African Americans today represent the overwhelming proportion of all persons who are 17 years or under in Boston.

There are major social and economic differences between Latinx persons and Whites who are not Latinx. This is indicated in occupational distributions; labor force

characteristics, including unemployment; average wages for youth in the labor force; differential average wages based on schooling levels; education and schooling levels; homeownership rates; severe housing cost burden; and poverty where Latinx have the highest proportion of people with incomes below the official poverty level based on the American Community Survey 2013–2017 (31.3%). A significant number of persons who are impoverished in the Latinx population are children and youth 17 years and under (see Table 5, and Charts 1, 2, and 3; and Map 5 in Appendix C).

In summary, rapid population growth and growth projection; youthfulness of the population; residential concentrations; relatively high poverty rates; and low educational attainment are key characteristics of the Latinx community, of which the Latinx-led organizations in this study are keenly aware and must continually consider the implications of for their missions and work.

³¹ See Table 9, Appendix C

CONTRIBUTIONS OF LATINX-LED NONPROFITS FOR LATINX COMMUNITIES AND BOSTON

The interviews conducted by the study team highlight eight major social, economic, and civic contributions of the 10 Latinx-led nonprofits in this study. In fact, this study shows that many Latinx-led nonprofits are essentially anchor, community-based institutions in the sense that their involvement with residents spans a range of activities and areas. Therefore, the researchers believe that the descriptive term, “anchor institutions” is justified. The interviews and review of organizational materials indicate adoption and implementation of services aimed at strengthening families and communities in interconnected ways. The characteristics of the work of Latinx-led nonprofits is summarized in the following list:

- Provide social and economic services.
- Are leaders in advancing a holistic, strengths-based, and community-and family-oriented approach.
- Make Latinx cultural values central to their organizational practices.
- Play essential — and otherwise un-filled — leadership roles in organizing public and private responses to emergent needs.
- Serve residents on the frontlines of the displacement crisis.
- Build civic bridges between communities and institutions.
- Advocate and provide civic voice for Boston’s Latinx communities.
- Generate economic contributions within and even beyond the neighborhoods where they are located, by hiring workers, improving physical infrastructure, retaining small businesses, and enhancing the quality of social capital.
- Adapt to support and provide services to recent Latinx arrivals to Boston after crises in their native country/territory due to natural disasters.

These contributions, explained in greater detail below and based on interviews, are important not just for the Latinx community but the entire City.

PROVISION OF SOCIAL AND ECONOMIC SERVICES

At a fundamental level Boston’s Latinx-led nonprofit organizations provide basic and critical social and economic services — for the Latinx population and others. Typically, these services constitute opportunities that participants are otherwise unable to access, such as youth development opportunities, ESL classes, immigration clinics, parent support services, elder care, housing support, and job training. Important to note is that most of the organizations in this study position themselves as multiservice agencies that are committed to meeting the needs not just of the individual participants but of their families. Over half the organizations aim to provide comprehensive and flexible responses to the needs their constituents and clients bring. When organizations are not able to provide the services needed by their participants, they often embody information and referral service models where staff assist participants in navigating other social service networks so they can receive the services they are entitled to. Alianza Hispana’s home visiting program, for example, often helps young parents to apply for childcare vouchers and other state-funded services that their participants often qualify for but do not necessarily know about. In this way, Latinx-led nonprofits continue to be “a powerful base for social networks within the Latinx community itself.”³²

32 Miren Uriarte, “Contra Viento y Marea (against All Odds): Latinos Build Community in Boston.” Boston Persistent Poverty Project, *Latinos in Boston: Confronting Poverty, Building Community* (1993), p.18.

A typical case is of a director who explained that a person coming to the organization could receive everything they need, from assistance with their immigration status, to learning English, to graduating high school, to accessing higher education, “all in one place.” In the absence of this holistic approach, a more siloed and limited response would take place: “I don’t think those opportunities would have been equal if we were not here.”

Latinx-led organizations in this study provide services to a wide range of participants across the age spectrum (from babies to elders), neighborhoods, and varying immigration statuses, but especially to an overwhelming number and proportion of children and youth. All the organizations have a mission to serve Latinx constituents, and all provide substantial services to other low-income Bostonians. At IBA’s Villa Victoria, for example, residents have historically been predominantly Puerto Rican but now include a growing percentage of African American and Chinese residents. Casa Nueva Vida served primarily Latinx families for its first 15 years of operation, but when they began to operate with substantial state contracts expanded to serve a more mixed clientele (about 40% Latinx, 30% African-American, 20% White, and 10% from a mix of backgrounds). Hyde Square Task Force described most of their youth participants as Dominican youth, but they also serve young people from various racial and ethnic backgrounds, including White, Asian, Haitian, and African American youth.

One of the ten Latinx-led nonprofits described above (IBA) is providing and helping to expand the development of housing and homeownership at a time when displacement and fears of such are increasing among Latinx (and other) residents. Given the very low rates of homeownership among the Latinx population, these attempts represent important partnerships with ongoing City efforts to strengthen communities.

Of note is that Latinx-led nonprofits share a commitment to serve communities, not just individuals. As such their models emphasize a belief that by working with individuals and families, they are asserting the dignity of and advocating for opportunities in the broader community. Services are not siloed but rather holistic and community- and family-oriented as explained further below. This was a common theme across most of the Latinx-led organizations selected for interviewing. Though not an innovation in terms of the history of human service delivery in different periods, this sector has continually utilized family settings and community empowerment as integral to service delivery. It can be argued that over several decades the delivery of services in the nonprofit sector has moved away from a community empowerment model—not the case with the ten Latinx-led nonprofits. All the interviewees emphasized this point.

A HOLISTIC, STRENGTHS-BASED, COMMUNITY- AND FAMILY-ORIENTED APPROACH

Latinx-led CBOs reflect a core belief in the dignity, worth, and promise of the people with whom they work. As such, disrupting siloed-like approaches in direct human services programs, the services provided are holistic and community- and family-oriented. This resolutely strengths-based approach yields organizations with multigenerational constituencies, who approach youth as parts of families and families as parts of the community. For example, Boston HERC is intentional about recruiting students together with their families, providing resources and information to families that complements the work youth are doing toward college, having potluck dinners to bring program participants and their families together with one another, and responding to family concerns that impact youths’ lives. Recently, those concerns have predominantly been related to immigration status, and they have been able to mobilize resources through their connections to other community-based organizations to provide know-your-rights trainings and connect families to legal assistance.

Sociedad Latina (SL), grounded in a five-decade-old mission to support the development of Latinx youth in Boston also espouses a strong family-oriented approach. As part of their asset-based culturally sustaining model called “Pathways to Success,” when a youth enrolls in one of their programs, their family members are also considered participants of SL programming because families are seen as essential partners in ensuring the academic success and socio-emotional wellness of youth. In order to successfully engage families, SL staff work hard to convey to families that they are valued partners, that they are welcomed in SL, and that their active participation in their programs will make a difference in their children’s lives. To do this, SL provides direct services, workshops, and trainings that help parents address thorny issues at home such as how to help your child with homework, how to decrease screen time, how to advocate for their child’s rights and education, to name a few. SL also provides opportunities for family members to have fun together and host events such as cooking classes, Latin dance classes, and fitness opportunities and maintain regular contact with family members about youth progress through meetings, mailings, and phone calls. Staff also set up and/or attend meetings with teachers. The family engagement approach is a strategy that builds resiliency and mental wellness and one that is firmly rooted in Latinx cultural heritage and traditions, which is also a thread in all aspects of their youth programming.

East Boston Ecumenical Community Council (EBECC) provides a range of services — legal services, adult basic education, youth afterschool services — and has programs for constituents’ civic engagement in voting and advocacy

at BPS. They play a key role in the East Boston community, as they are well-connected with the local community health center, high school, community development corporations (CDCs), and more. They lead with a core belief in the dignity of people, a recognition of the contributions of immigrants to social and economic life, and a belief in advancing social justice through participatory decision-making and working together. They place priority on inclusiveness, which includes recognizing issues related to immigrant women and creating a gender-and sexuality-inclusive culture in their youth work. The range of activities they undertake ensure that the organization is fulfilling functions that serve to empower the community.

Centro Presente, with a focus on advocacy and organizing further embodies this approach. While advocating for the human rights of immigrants, they are attuned to the very real social, psychological, and material consequences many immigrants face when they are separated from their loved ones. Centro Presente's women leadership development program, for example, employs a trauma-informed approach, which includes both the recognition of the suffering and strength that immigrant women must preserve for themselves and their families in the current political and social climate. When *Mujeres Unidas Avanzando* welcomes a new student, the starting point is the woman's needs as she defines them, not the organization's existing service offerings. As was noted:

We give [the women we serve] the permission to tell us what their needs [are], and then we try to help them regarding the need they have. We never say no. We always say, "I will find a way to help you. If we cannot help you, we will refer you to some place. We won't let you go with nothing." . . . We need to involve all the family, especially when they are in a situation very hard for them. Say that the mother needs a daycare, we get involved with the family. We need to. If we don't help them in their personal issues, like food, housing, or income, how can they come here and study English or get a HiSET to go to work or to go to higher education, if we don't provide all they need?

This sector has continually utilized family settings and community empowerment as integral to their service delivery. Further, this sector provides civic voice and leadership opportunities necessary for empowering communities of color. According to many of the interviewees, this is something that more mainstream organizations (no matter how many Latinx individuals or families might be served) cannot do as effectively; they cannot substitute for the grassroots voices of the growing Latinx population in Boston.³³ This is consistent with a major finding from *Mapping Momentum*. In this report, the authors concluded that, under a framework of community empowerment, "strategies should be linked to making communities healthier and more vibrant as a context for improving the lives of young people. This includes involving

33 See Colette Browne and Crystal Mills, "Theoretical Frameworks: Ecological Model, Strengths Perspective, and Empowerment Theory" in Rowena Fong and Sharelene B. C. L. Furuto, *Culturally Competent Practice: Skills, Interventions, and Evaluations* (Allyn and Bacon).

parents and grandparents in the discourse about improving life chances for Black and Latinx youth, community-based nonprofits creating greater governance spaces for youth, addressing equity and racial justice, building political power, and involving a balance of smaller neighborhood-based and larger citywide organizations."³⁴ Embracing and celebrating Latinx cultural values, Latinx-led nonprofits represent an important space for Boston but also examples of work and models of culturally responsive, sustaining, and empowering organizations.

COMMUNITY STRENGTHS, COMMUNITY VALUES, AND CULTURE DRIVE THEIR WORK

Latinx-led CBOs provide examples of culturally sustaining and community empowerment practices that extend beyond a narrowly defined linguistic competence paradigm that typically focuses on encounters between staff members and clients in a highly bureaucratized setting. The latter drives "bigger" organizations even with the adoption of cultural sensitivity, which is distinct from cultural empowerment resulting from when Latinx persons are in positions of power to make and implement key decisions and in positions to assess or evaluate the impact of services and activities. Linguistic competency or serving large number of Latinx clients, for example, does not necessarily equal cultural or community empowerment.³⁵ Similarly, larger and non Latinx-led organizations may serve great numbers of Latinx youth or families but not in ways that reflect what Latinx-led nonprofits can do at a grassroots or neighborhood level.

Despite the myriad services provided, all participating organizations discussed the importance of Latinx cultural values as central to their organizational practices. Consistent with the work of Castellanos and Gloria (2007)³⁶, which suggests that strengths-based service approaches that focus on meeting the needs of Latinx constituents interweave core Latinx cultural values (e.g., *familismo*, *comunidad*, *personalismo*),³⁷ the organizations in this study embody organizational approaches that focus on cultural empowerment practices. Interviewees, for example, spoke of their commitments to build long-term relationships with participants and their families that were based on respect,

34 Wolk and Jennings, *op. cit.*, p. 20.

35 *Ibid.*; In the area of public health and community health organizations see J. Jennings, "Community Health Centers in US Inner Cities: From Cultural Competency to Community Competency" *Ethnicity and Race in a Changing World: A Review Journal*, University of Manchester Press (January 2009).

36 J. Castellanos, & A. M. Gloria, Research Considerations and Theoretical Application for Best Practices in Higher Education: *Latina/os Achieving Success*. *Journal of Hispanic Higher Education*, 6(4) (2007), pp. 378–396

37 Despite the heterogeneity that exists among Latinx communities, cross-cultural research has found that there are some core cultural values that are of importance across Latinx communities. These include *familismo* (the importance of familial well-being), *personalismo* (the importance of one-to-one warm, caring, authentic, relationships) and *comunidad* (the importance of interdependence, mutuality, and reciprocity among members of shared community). See Castellanos and Gloria (2007) for a full description of these values.

care, and trust, all which are consistent with Latinx relational and cultural practices. At Boston HERC staff members work from a starting point of love and respect, a curiosity about students as whole people, and a central focus on building relationships across all aspects of their program work:

Relationships are almost like the fuel of our organization because, relationship is what will enable us to get to know our students. "Where are you? Who are you?" When they notice the love and care that they receive from our coaches, people trust us. They see that we are different. We're not just going in with an agenda to say, "We need this, we need that, and this is how we're gonna work or we're not gonna work at all." That's not how we tend to partner. I think that people notice that right away.

A similarity was noted about La Alianza Hispana regarding its work, touching upon culture, language, and immigration status. Their model emphasizes building long-term relationships with their participants and their families that are based on trust and reciprocity. While their programs, for example, may have a target participant (an elder, a young parent), their goal is to "support all the family [members], and at the same time the whole community." One way that La Alianza, and other participating organizations, do this is by ensuring that their staff not only speak Spanish but that they "know the cultures" of each of the participants, "know the correct way to treat people." La Alianza's work with elders, for example, has led them to prioritize ensuring that they respect, honor, and celebrate the diversity within Latinx elder communities. This requires a deep appreciation and knowledge of cultural

norms regarding the use of language, conventions, and norms, as well as important traditions and milestones that may vary between one Latinx elder group (i.e., Puerto Ricans) from those of another (i.e., Colombians). But for all participants and their families to feel welcome, and deepen their sense of belonging, the staff must be knowledgeable of similarities and differences between groups.

One way in which Latinx-led nonprofits have been able to successfully address this need is by ensuring that their staff is reflective of the diverse lived experiences of the people they serve. As noted by several executive directors, their staff knows from personal experience "how painful" it is to learn English, "to get lost in Boston," "to be worried about their immigration status," and "to be afraid to ask for help or ask questions." The shared lived experiences between the Latinx team members and the participants of the programs not only helps to build trust and makes participants feel a deep and personal connection to the organizations that they are a part of, but they also inform the development of programs, policies, and practices that are culturally responsive and sustaining. As such, while larger organizations have turned their attention to ensuring that their staff have the linguistic and cultural competencies necessary to meet the needs of growing Latinx populace, from their inception Latinx-led nonprofits have a well-documented commitment to cultural empowerment and relevance. As noted by one of the study's participants: "We don't think 'bilingualism' or 'cultural relevance', we just are."



POSITIONED TO LEAD PUBLIC AND PRIVATE RESPONSES TO EMERGENT NEEDS

Deep connections with participants, families, and communities as well as their cultural emphasis positions Latinx-led CBOs to lead and support public and private responses to emergent needs. The organizations in our study routinely tackle community problems that are overlooked or unaddressed by larger nonprofits or government. These organizations are repositories of expertise and keepers of relationships that are critical to addressing challenges that emerge unexpectedly in Boston, and it is not uncommon that they find themselves as the lead navigators through challenges that stump public actors who do not have pathways to meaningfully engage Latinx communities in a timely manner. Beyond partnering formally and informally with government efforts aimed at increasing social and economic opportunities, these organizations, for instance, have also emerged as critical partners during times of crisis. Although there are many service-providing nonprofit organizations in Boston with vastly greater resources at their disposal, it is these Latinx-led service providers who are often the keepers of critical institutional relationships that enable a successful public response to emergent issues, and who have the impulse and concern to jump into leadership roles. Below we give three examples of this phenomenon in action.

Both IBA and Sociedad Latina, for example, shaped the public response in Boston to Hurricane Maria. Approximately 6,000 Puerto Ricans migrated to Massachusetts as a result of Hurricane Maria.³⁸ Among other roles, IBA leadership was instrumental in the development of Massachusetts United for Puerto Rico Fund administered by The Boston Foundation which ultimately raised and distributed \$3.8 million to nonprofits assisting with disaster relief efforts in Puerto Rico and Massachusetts. Similarly, in the immediate wake of the hurricane, Sociedad Latina began coordinating efforts at their headquarters to support the needs of Puerto Rican families who were arriving in Boston. In addition to coordinating a community response that provided families with clothing, toiletries, housing, and other basic needs, as well as referrals to other needed services, Sociedad Latina was a critical partner in crafting and implementing the response of the Boston Public Schools in welcoming and educating arriving Puerto Rican students.

Likewise, recent changes in federal immigration policies and practices have had material consequences in the lives of Latinx immigrants living in Boston. When East Boston's Latinx community was impacted by an ICE raid, people were scared, not going to local businesses, and not attending school. East Boston High School reached out to EBECC to lead a response. "I was called by the high school. 'Help me out, we don't have kids attending the high school here.' What's going on? Fear. And so, it was simple. We go and we

have that connection with them. We called the parents; we called the kids. ... I contacted my state representative, my city councilor, and we went to the high school reassuring people they were okay." In addition to their capacity to quickly reach key people in the community and facilitate their connection to city officials, EBECC organized education sessions about rights for families.

Latinx-led nonprofit are also often called to provide leadership and coordinate "thornier" issues, including public safety. Several times over the last few years when concerns about public safety have erupted in the South End, IBA has stepped into a leadership role to coordinate a public and private response and guide a process that is inclusive. IBA sought to respond to constituent concerns about safety, because their constituents are likely to be wrongly perceived by affluent, predominantly White residents as a cause of the violence, and because they have broad connections with other institutions in the community. Similarly, Sociedad Latina has been a central figure in organizing the Mission Hill Rapid Response Network, a coalition comprised of other nonprofit organizations, local businesses, and concerned citizens. Originally launched to address immigration raids against families in their neighborhood, the coalition focuses on building the capacity of the neighborhood in order to effectively respond to crises in their community as well as to think through the challenges that housing and gentrification are posing to community life, a topic further discussed in the subsequent section.

In another example and already noted, Boston HERC has become a leading provider of services to undocumented students. That was not something they planned to do — it was something that emerged as a growing need among students they worked with, and they steadily built responses into their services, ranging from rights trainings for students' families and one-on-one work with students, to cultivating relationships with advocates in other institutions who can help undocumented students succeed. They are first respondents to negative effects of national policies such as anti-immigration initiatives or diminishing federal resources.

There is a sense that organizations often must respond to urgent needs in the communities when other nonprofit organizations that are more resource-rich won't or may not have the knowledge and community connections to do so. As IBA's director noted:

When I think about the innovation that Latinx organizations bring to the structure of 501(c)(3)s in this city, that is your contribution, you are not doing services in isolation. Take the South End neighborhood, for example, there are a few very reputable longstanding nonprofits with long histories, longer than IBA. But it is IBA which stands out in work around violence prevention, other ways of responding to the needs of the neighborhood, we jump over hoops, involve the community, talk to police. Other organizations do their 9-to-5 work and call it a day until tomorrow, but the case is much different for Latinx-led nonprofits.

³⁸ Centro: Center for Puerto Rican Studies, "New Estimates of Puerto Rican Migration Post Hurricane Maria in 2018" (September 2019).

SERVE RESIDENTS FACING THE DANGER OF DISPLACEMENT OR GENTRIFICATION AS A RESULT OF BOSTON'S GROWING ECONOMY

Latinx-led nonprofits are major players in community-based strategies and responses to reduce displacement associated with gentrification. While this community has a long history of fighting gentrification, as noted in the founding of IBA, the current period is again becoming more intense in terms of displacement associated with increasing housing costs and rent prices. Latinx-led nonprofits are involved in numerous activities today in preserving and strengthening other neighborhood institutions in the face of gentrification, but also serving the needs of displaced residents. The neighborhood development work of several organizations includes stepping into leadership roles when other institutions are going through transitions, or otherwise bolstering the infrastructure of health, education, and housing organizations. IBA has been involved with the Blackstone School and the South End Community Health Center. EBEC is undertaking a substantial development project with the East Boston Neighborhood Health Center as a partner. Hyde Square Task Force has been a partner to community development corporations in Jamaica Plain and Roxbury. Their leadership on this issue serves Latinx constituents while creating benefits for broader communities.

BUILDING CIVIC BRIDGES

A certain segment of the Latinx community self-identifies racially as Black — 11.6% of all Latinx persons, as noted in Appendix C. This trend represents a relatively new issue for Boston. As Afro-Latinx experiences are becoming more acknowledged in Boston, Latinx-led nonprofits are the spaces in which the implications of this development are being played out. At Hyde Square Task Force, a focus on Afro-Latin arts is one part of signaling to youths that they are valued and encouraged to bring their whole selves to the organization. Through its project to develop the neighborhood, Boston's Latin Quarter, as a home for Afro-Latin arts and culture, they are using Afro-Latin arts to bring people across income and ethnicity together to get to know their neighbors:

I think what distinguishes us... is the fact that we're grounded in Afro-Latin arts and culture. So, when [Latinx youth] come through the doors and they hear the beats of the music that they're so familiar with, and it's such a central part of what we're doing, they see themselves reflected in everything that we do. It's, 'Bring your entire self. We want to get to know you fully. We are celebrating a core part of who you are here and affirming it.' They know they're seen. And they use that and transfer that into other aspects of their lives."

IBA has been one of the few and largest Latinx-led organizations to continuously celebrate Afro-Latinx experiences through its Black History Month activities, and through its annual cultural Festival Betances celebrations each July. More recently, Amplify

Latinx — an organization with a mission to build Latinx economic and political power by increasing Latinx civic engagement and representation in leadership positions across sectors — initiated a major conversation about Afro-Latinx experiences through the adoption of its Afro-Latinx 365 Blog Series in partnership with Encuentro Diaspora Afro. These kinds of activities will continue to grow in importance in terms of building cultural bridges between the City's fastest growing ethnic community and its long-standing African American community. Given the divisive politics sometimes associated between Latinx and African American populations in other urban areas, these efforts represent a resource for Boston in bringing together racial/ethnic communities that are sometimes pitted against each other.

Another instance of providing leadership in building civic bridges is found in East Boston. The director of EBEC reflected such in his statement that:

I think [buying and rehabilitating the East Boston Library] is a very pragmatic way to approach community development and community services because of the gentrification process that is going on here; it's very aggressive. . . . We can open up to a larger constituency, a more diverse client base — White, Latinx, Hispanic, African American — I think that that will be quite unique for East Boston. Obviously, we will continue providing services to Latinos, but at the same time, we will also open to new ethnic groups that are arriving in the area.

In this way, they serve as bridges to other communities.

Latinx-led nonprofits in Boston frequently also serve as intermediaries between Latinx communities and local, state, and federal government. This sector represents an effective — and unduplicated — bridge between new residents, especially immigrants, and mainstream institutions. Several executive directors are members of boards of other nonprofits, foundations and local and state government-appointed positions. While this involves time outside the work of their own organizations, they see this as part of meeting their missions in serving the Latinx community.

In effect, Latinx-led nonprofits continually are educating 'mainstream' institutions and organizations about the Latinx population, and their needs and resources. They represent what can be referred to as a "missing piece" in narratives about racial and ethnic diversity related to corporate and foundation sectors. To explain this observation: over the last several decades increasing numbers of corporate and foundation entities have adopted and established goals and actions to reflect greater diversity in their leadership and management. There are now many studies showing how racial and ethnic diversity enhanced the work of nonprofits. These studies emphasize the benefits of increasing racial and ethnic diversity in meeting a range of organizational interests. Latinx-led nonprofit leaders represent a critical component of strategies to increase racial and ethnic diversity as a resource. This is leading to the cultivation of

allies in mainstream organizations who also want to provide services in the most effective way. As an illustration of the latter, it was shared that, related to the work of assisting young immigrants, “there’s kind of an immigration justice underground railroad, an unstated group of higher education institutions that it’s understood that they’re more apt to welcome our immigrant students than others. They’re more likely to support them financially through resources.” This group also advocates with their funders, working with allies at foundations to figure out how to pitch their work despite decision-makers’ concerns with supporting an organization that serves undocumented people.

ADVOCATING, AND PROVIDING CIVIC VOICE

Consistent with previous research on Latinx-led nonprofits in Boston, the existing Latinx-led organizations continue to be both service providers and advocates that play an important role in working to improve public services while bringing the perspectives, needs, and ideas of Latinx communities to civic spaces.³⁹ The style of advocacy varies: several organizations have civic engagement programs, some host community meetings, forums, and gatherings which showcase to their members and key stakeholders the needs, visions, and contributions of Latinx communities to civic life in Boston; and a couple have an emphasis within their service work on bringing clients to the Massachusetts State House or practicing skills for participating in public institutions.

When necessary Latinx-led organizations also help to advocate for individual participants to ensure they receive the services to which they are entitled to bring attention to the importance of improving access and quality of public services to the Latinx community. About two-thirds of the participating groups, for example, reported playing very public roles to shift institutions, policies, and practices. Latinx-led organizations are also routinely called to be an otherwise-unrepresented voice for Latinx residents and communities in neighborhood processes and decisions around development, health, and education. Several groups in our study reported working with Boston Public Schools and serving on several task forces or committees to improve the experiences and quality of public education afforded to Boston’s children.

This work is positioned as critically important because only through these organizations are the voices and concerns of Latinx residents heard in forums and public spaces that might otherwise be dominated by wealthy White neighbors. These organizations are also seen as safe for residents who may not have the economic resources of other sectors to be able to speak equally with others about their concerns and insights. As such, Latinx-led organizations are fundamentally charged and involved with bringing the perspectives of

Latinx constituents—whose voices otherwise might be absent – into neighborhood and public debates and discussions about public safety, violence, health, and other issues.

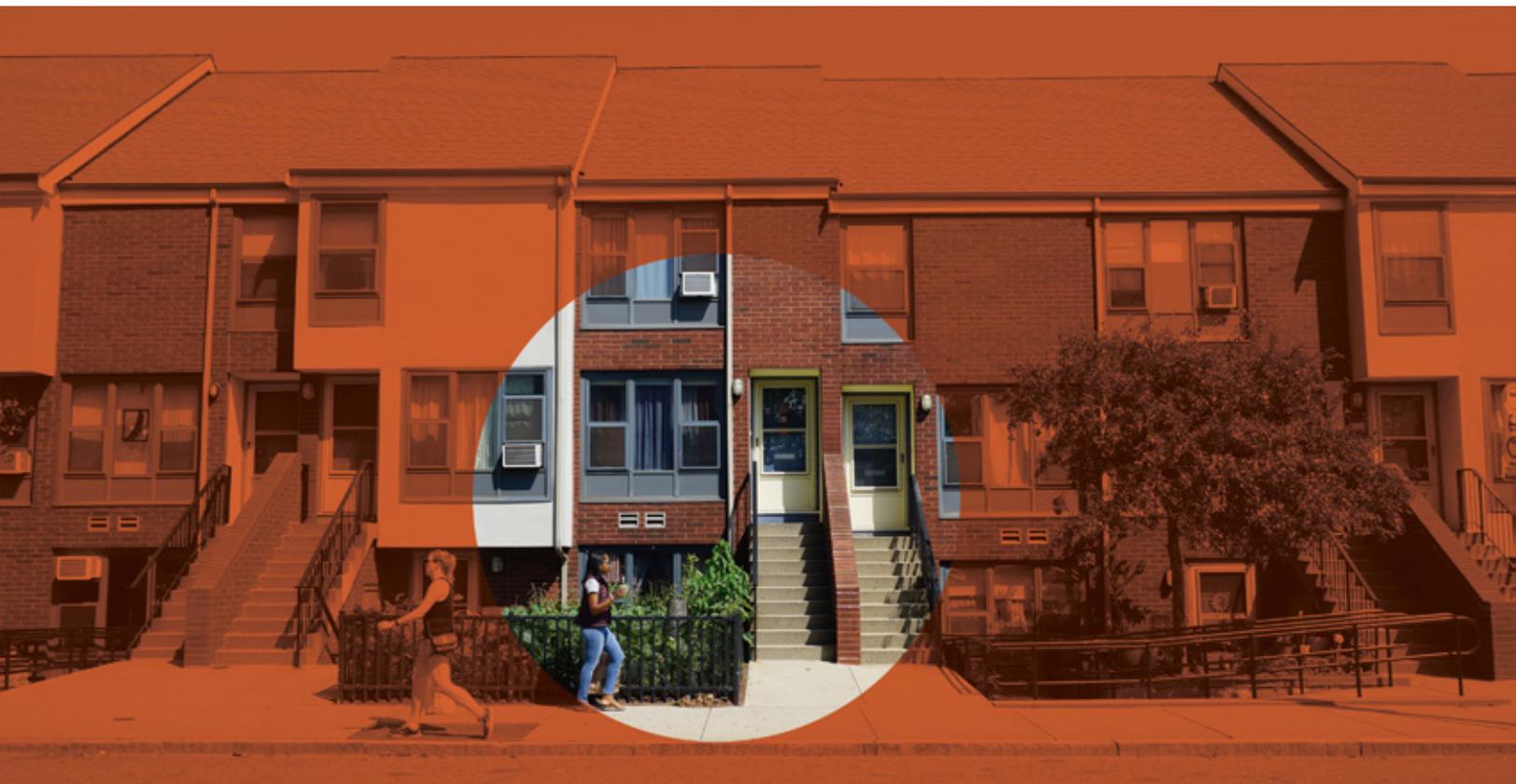
The Boston Latinx-led CBOs that are part of this study also do this work at the state level and are engaged in national conversation with policymakers, thought-leaders, and other advocates on issues of national importance to Latinx constituents. For the last few years, guided by principles of social justice, Centro Presente has lead organizing and advocacy efforts locally and statewide to not only bring attention to the rights and dignity of Central American immigrants but to also inform policy change at the state and national level. Most recently, Centro Presente has been instrumental in bringing attention to human rights violations occurring at the border and how local families are being impacted by national immigration policies and practices. EBEC also shared that they have worked and continue to work with the US Census to help boost the participation of Latinx residents. “Right now, we’re involved with the Census. Why is it important? Because they need to understand how relevant it is to be counted. Not to be afraid of whether you are ‘legal’ or ‘illegal.’ . . . There’s a lot of education. It’s constant. It’s every day. And so, we do that.”

Important to note is that Latinx-led nonprofits do this work with small budgets and small staffs, partly through devotion and overwork of their leaders, and have earned a reputation for being independent (not beholden to anyone) and outspoken. Essentially, Latinx-led organizations are tapped to make Latinx constituents visible. This work often occurs in addition to the administrative and programmatic duties of their agencies, and regularly requires that staff members work late into the night. One director described their commitment to ensure that the perspective and experiences of the families they served are considered in decision-making circles:

Sometimes you know, I live here at the office probably 10, 11 hours, then I go to the board of directors of the community health center, for instance. Why? Why? Why? Because, otherwise, those undocumented immigrants — the board of directors wouldn’t know [them]. I am that voice there. Or I’m invited to meetings with the school system and they set a meeting at 6 o’clock and we need to be there. So, you’re really talking about almost 20 hours a day in some cases. Not every day, because I’d be dead. [Laughs.] But you know sometimes, some weeks that’s reality. And the same is true for some of my senior staff. We work more than the required hours because the need is there, we need to be there, one of us needs to be there.

In a similar vein Boston HERC described how public high schools may tap them to reach students with whom the school has been unable to connect effectively to facilitate their success:

39 See Uriarte, “Contra Viento y Marea”, op. cit.



We are going in to find those students that typically are not the first ones that are being helped or supported. I think we're very good at dealing with the things that a lot of organizations, not that they don't want to do it, but they're not equipped or prepared or just don't know how to navigate it. Sometimes we have been the organization that is recommended to these students because [the schools and other youth-serving groups] don't know how to go about it.

These examples show that these organizations are filling gaps to make the communities they serve more visible to the public sector and other private sector entities that serve them.

ECONOMIC CONTRIBUTIONS

These organizations represent a sizeable human service workforce where workers are recruited and trained as part of an economy aimed at helping to meet the needs of vulnerable populations. Given the size of Latinx-led organizations in terms of employees, expenditures and fiscal activities, there is also a broader economic dimension to the sector's contributions. Latinx-led nonprofits, as is the case with the overall nonprofit sector,⁴⁰ also represent economic engines for residents and

Boston. Economic contributions take the form of investments in the physical infrastructure of neighborhoods; disposable income; contracts for small businesses; entrepreneurship; and the training of workers.

Recently these organizations have emerged as important partners for neighborhood revitalization strategies. For example, the Hyde Square Task Force has played an ongoing role in the stabilization of the Hyde Square and Jackson Square area of Jamaica Plain. Its early work to divert youths from the neighborhood's drug trade and support community resistance to housing disinvestment and slum lording played a central role in stabilizing the neighborhood. More recently in gentrified Hyde/Jackson, they are anchoring the remaining and displaced Latinx community by holding and caring for the de-commissioned Catholic church that had been a centerpiece of Latinx life in the neighborhood. EBECC is engaged in a recent project to redevelop a building as a community services and health services space, extending their historic relationship to neighborhood stabilization (via the support of community members who revitalized vacant storefronts and disinvested spaces). IBA's housing production and support for neighborhood institutions have been critical to shaping a vibrant South End with a robust service infrastructure and a physical place for Latinx residents to remain amidst widespread displacement. The next chart shows a summary of how organizations in this sector are involved with issues facing the Latinx community, and that may not have prominent attention on the part of more mainstream organizations.

⁴⁰ See Stephen M. Pratt, *Nonprofits Fuel Boston's Economy* (Boston: Eureka-Boston, 2003); also, Rachel Deyette Werkema, Greg Leiserson, and Dana Ansel, *The Massachusetts Nonprofit Sector: AN ECONOMIC PROFILE PROJECT*, MassINC (March 2005); and James Jennings, *Community Based Organizations and the Nonprofit Sector in Massachusetts: Where Do We Go from Here?* Research Report (September 2005); available at: <https://sites.tufts.edu/jamesjennings/>.

Figure 5 / Characteristics and Contributions of Boston’s Latinx Service Providers

CHARACTERISTICS AND CONTRIBUTIONS OF BOSTON’S LATINX SERVICE PROVIDERS		La Alianza Hispana	Boston HERC	Casa Nueva Vida	Centro Presente	EBECC	HSTF	IBA	Mujeres Unidas	Sociedad Latina	South Boston en Acción
Organization provides social and economic services		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organization is an anchor for community and leadership development	Place-based	✓				✓	✓	✓		✓	✓
	Neighborhood builder (people, place, institutions)	✓		✓	✓	✓	✓	✓		✓	
	Lending organizational stature and skill for Latinx community development beyond Boston	✓		✓	✓	✓		✓		✓	
	Latinx leader incubator	✓			✓		✓	✓		✓	✓
Organization’s programming is holistic, multiservice, strengths-based, flexible, and community-and family-oriented	Multiservice	✓		✓	✓	✓	✓	✓	✓	✓	✓
	Strengths-based orientation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Community advocate	✓	✓		✓	✓	✓	✓		✓	✓
	Prioritizes family engagement	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Responsive service	✓		✓	✓	✓		✓	✓	✓	✓
Organizational culture is firmly rooted in Latinx cultural heritage and traditions	Organization-wide bilingualism as a practice and a value	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Latinx staff present at all levels of the organization	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organization is frequently tapped to respond to ongoing, episodic and one-time emergent situations	Puerto Rican arrivals to Boston after Hurricane Maria							✓	✓	✓	
	ICE raids				✓	✓			✓	✓	
	Addressing neighborhood violence	✓			✓		✓	✓	✓	✓	✓
Organization has a frontline role in responding to gentrification and displacement	Work includes addressing constituent and program impacts of displacement (housing, geographic, etc.)	✓			✓	✓	✓	✓	✓	✓	
	Organization has lead role in creating space for Latinx residents to participate in development debates and decision-making				✓	✓	✓	✓	✓	✓	
	Organization is the only or one of a very few organizations bridging the gulf between low-income working-class Latinx communities and higher-income predominantly White professional-class newcomers						✓	✓	✓	✓	✓
Organization’s constituencies are changing in response to neighborhood change			✓	✓				✓		✓	
Organization is routinely tapped to fulfill core public functions and provide “civic voice” for Latinx communities	Bridge between Latinx communities & public institutions	✓	✓	✓	✓	✓	✓	✓		✓	✓
	Bridge between Latinx & other communities	✓			✓	✓	✓	✓		✓	✓
	Frontline role in responding to anti-immigrant sentiment		✓		✓	✓				✓	

CHALLENGES FACING LATINX- LED NONPROFITS

The challenges facing Latinx-led nonprofits derive largely from a gulf between the realities of the worlds they inhabit and their important functions in those spaces, on the one hand, and the preoccupations and priorities of their philanthropic and public counterparts, on the other. The diverse community-anchoring functions performed by Latinx-led nonprofits are poorly understood (and largely unseen) by many of those who allocate resources to support their work, keeping organizations in fragile positions even as they stretch their resources to have outsized impacts. In that context, the persistent demand for their labor, to navigate between otherwise-disconnected community spaces, constantly risks undermining their organizational viability and capacity.

Latinx-led nonprofits face a myriad of challenges including the following across the participating organizations:

- The skill and deep capacity of Latinx-led organizations to advocate for communities, and to pivot rapidly to respond to emerging community priorities, is poorly understood by those outside the community, and often misunderstood by funders as a lack of programmatic focus.
- Latinx-led organizations must continuously work to make Latinx communities visible to the powers-that-be, despite decades of effort to be seen and explosive growth in the presence of Latinx residents and their participation in public systems.
- Demands on Latinx-led organizations are rising as capacity-building supports stagnate or decline, leaving them working *contra viento y marea* (against all odds) to maintain capacity and even to keep their doors open.
- Much of the import and impact of Latinx-led organizations' work falls outside funders' evaluation metrics, leaving organizations misperceived as lacking capacity, while funders remain unaware that the criteria, they use to measure success are misaligned with community needs.
- Study organizations are on the frontline of responding to the divisive national anti-immigrant climate.

Each of these challenges is explained in greater detail below.

ADVOCACY ROLE AND RAPID RESPONSES: A DOUBLE-EDGED SWORD

The effective advocacy practices and their willingness to apply their expertise to emergent crises often places Latinx-led nonprofits in a vulnerable position. These efforts — labor-intensive and typically un(der)funded — place an incredible burden on organizational resources, and the leadership and staff of these nonprofits. Many unplanned issues and emergencies of critical importance to Latinx communities, such as providing relief to survivors of Hurricane Maria, supporting families torn apart due to changing immigration policies, and responding to the COVID-19 pandemic require immediate responses on the part of this sector. But being able to effectively address crises while continuing to run programs represents additional fiscal, personnel, and resource-related stresses. These are challenges with which Latinx-led nonprofits are routinely contending, and they are further exacerbated by the fact that the organizational investments made towards these efforts often go unrecognized by funders.

One risk of the mismatch between organizations' community functions and funder priorities is that organizations may cease to play these public roles, feeling that it places too much stress on staff and leaves the organization too vulnerable to funding shocks. In response to these challenges, some executive directors have decided that it is impossible for their organizations to be the community representative at each instance where their voice may be needed, if doing so may place their organization and its stability at risk. One person explained this phenomenon:

I think one of the challenges with grassroots organizations and Latinx-led organizations specifically is that you are a representative of the community. If you respond to every call for that representation you can very well get distracted and stop looking at the inner workings of your organization, which then leaves the organization vulnerable. If you're not creating the infrastructure that you need for sustainability, that's a big challenge. I think it's hard to do both, and to do both well. ... I think as Latinx organizations we get pulled in different directions. And it's like, "We can't be in every meeting. We can't be in everyone. I understand you want that voice." I've been making hard choices to say we can't be participating in every issue all the time.

INVISIBILITY: PRESENT AND UNSEEN

Participants of this study reported that the broader invisibility of the Latinx community in Boston also presents a serious challenge to their work. Despite the large number of Latinx residents in the city both historically and as a growing demographic group, a recurring theme in our discussions with organizational representatives was how the experiences and needs of this group are largely unseen. Several persons reported how Latinx residents are often described as “newcomers” even though their organizations have been providing services to these communities for decades. Similar to the experiences of Latinx community leaders of the 1960s and early 1970s, participants of this study shared the belief that Latinx communities continue “to be the afterthought of the afterthought of Boston.”⁴¹ The tension of feeling invisible and the material consequences of this invisibility, while congruently understanding that Latinx people have been a growing segment of the Boston communities was described by the director of Sociedad Latina as follows:

When I look at Boston, and I look at who's in leadership, and I look at who is part of tables that make decisions — whether it's philanthropy, higher education, hospitals, everything from A to Z — I do not see Latinos that are in positions of power and influence. There are so many decisions that get made, whether it's funding, whether it's zoning, whether you get a liquor license. There are so many things that are decided without people from our community, and we know that when people from our community are present, they bring a voice that is very needed. I just feel like we are an invisible population. And yet, all we hear about every day is how much our community has grown.

This challenge of “invisibility” represents a salient theme in all the interviews. Study participants noted time and time again the absence of Latinx individuals at decision-making tables across various sectors. They also noted a dominant discourse that positions the Latinx community as new to Boston, negating the decades-long history of place-making and contributions of Latinx communities to the development of the city. This invisibility, however, is often paired with an awareness of the demographic shifts and growing Latinx

populace. The idea of being both *invisible* while at the same time being a significant population of the residents of Boston is reminiscent of the work of sociologist Avery Gordon, who reminds us to “interrogate the mechanisms by which the highly visible can actually be a type of invisibility on its own.”⁴² Calling attention to Toni Morrison’s argument that “invisible things are not necessarily not-there,” Gordon describes the type of invisibility that marginalized communities experience from people and institutions in power as a type of “hysterical blindness” that reinforces hegemony.⁴³ As such, this endemic invisibility raises important practical implications for the everyday working of Latinx-led CBOs.

It continues to be very typical, for example, for the executive directors and others from Latinx-led nonprofits to attend a range of meetings in which they are the only person of Latinx heritage and where the specific needs or experiences of Latinx communities are seldom mentioned. As shared in the previous quote, the lack of Latinx voices in local, governmental, and private boards are of concern not just because of the importance of representation in these spaces but also because these powerful groups are often making decisions that impact the work of Latinx-led CBOs. One interviewee lamented:

It takes generations. Look how long it's taken us to trickle up the handful of people who are sitting on boards now. Maybe in another 20 years or so.

And another, speaking about the constant need to educate funders, explained:

I think that philanthropic boards and decision makers must be more reflective of the community in which they are investing in. The overall lack of diversity and limited knowledge of the Latinx community needs and work, along with unconscious bias, put Latinx-led organizations at a disadvantage when funding decisions are made.

While contending with the material consequences of this type of invisibility, some study participants shared how Latinx-led CBOs and their leaders and staff are often called to serve and provide technical assistance or consultancies to projects that have been funded to serve Latinx families while they, themselves, were overlooked for this type of work. The director of Sociedad Latina shared a story of how one organization called numerous times seeking guidance so they could improve their services to Latinx constituents. After many calls, she recalled the following:

I check out their website and I say to myself, take a deep breath, because I see that on their board of directors, they do not have one Latinx or Latina. They are essentially calling me to get “insider” information because they know there is an opportunity to get greater dollars if they start working with Latinx families.

42. Avery F. Gordon, *Ghostly Matters: Haunting and the Sociological Imagination*. University of Minnesota Press, (2008), p.17.

43. *Ibid.*

41. See Uriarte, “Contra Viento y Marea” *op. cit.*

While individuals spoke about the importance of collaboration and sharing best practices across the nonprofit sector, it was frustrating to know that organizations that did not have cultural competencies necessary to serve Latinx families were funded to do this work, while Latinx-led organizations were overlooked, or unseen.

The absence of Latinx staff in leadership positions of non-Latinx-led organizations was also discussed. Increasing the presence of Latinx staff in these spaces is of significance, they argued, to deepen the understanding of Latinx communities in Boston and diminish the invisibility with which Latinx residents often contend. When those institutions do not include more Latinx representation and nor foster stronger relationships with Latinx communities, it can become a burden to continually play the role of advocate, and places organizational staff at risk of burn-out.

The concerns of the participants of this study are consistent with the recent investigative report by *The Boston Globe*.⁴⁴ Massachusetts and Boston have a long way to go in ensuring that racial and ethnic diversity are reflected in the boardrooms of corporations, hospitals and many foundations. Hard data indicates the scarcity of racial and ethnic diversity in these places. Progress in rectifying this scenario is partially based on the presence and work of Latinx-led nonprofits representing a space where nonprofit leaders and managers are found to be working on behalf of Latinx residents in Boston.

One illustration of the latter is that Latinx-led nonprofits have become grooming grounds for racial and ethnic diversity in corporate and foundation spheres. A second reason, and perhaps most important, is that partnerships with mainstream institutions and Latinx-run and -managed nonprofits contribute to local and civic democracy where everyone is at the table of local public and private governance. In fact, achieving equity for all people in substantive ways has become a major clarion call and goal for the City of Boston.⁴⁵ Studies have shown that the lack of racial and ethnic diversity in civic spaces indicates major power misdistributions where wealthy interests with access to decision-makers pursue policies and strategies detrimental to low-income and working-class communities, and especially communities of color.⁴⁶

This theme is further captured eloquently by the President of The Kettering Foundation, David Mathews:

⁴⁴ See Katie Johnston, “INVISIBLE in Any Language: Mass. Latinos Face Intense Inequality,” *The Boston Globe* (March 8, 2018).

⁴⁵ Several city reports have identified racial inequalities as a problem that has to be overcome; see, for example, Mayor’s Office of Resilience and Racial Equity, *Resilient Boston: An Equitable and Connected City*, (July 2017); also see, “Boston Mayoral Executive Order to Promote Racial Equality and Resilience,” (January 31, 2019).

⁴⁶ There are several studies which do emphasize power relations as fundamental to advancing an understanding of racial and ethnic diversity in the nonprofit sector; see David Scheie, T. Williams, and Janis Foster, *Improving Race Relations and Undoing Racism: Roles and Strategies for Community Foundations*. (Rainbow Research: 2001); also, Jiannbin Lee Shiao, *Identifying Talent, Institutionalizing Diversity: Race and Philanthropy in Post-Civil Rights America* (Duke University Press: 2004); The Denver Foundation, *Expanding Nonprofit Inclusiveness Initiative, A Report from the Pipeline: Reflections on the Nonprofit Sector from People of Color in Metro Denver* (Denver, CO: The Denver Foundation, 2007); Aaron Dorfman, “Creating a Philanthropic Sector That Is More Responsive to the Needs of Diverse Communities.” *Philanthropy at Its Best: Guiding the National Center for Responsive Philanthropy (NCRP) into the Next Five Years* (2007); and note that NCRP has published other reports over the years discussing this topic.

*We are looking specifically at problems of democracy that are found in the relationship between the large, professionally run, hierarchical institutions, which we have called ‘Squares,’ and the smaller, often ad hoc civic associations that inhabit what we have described as ‘wetlands’ of the democratic eco-system. We have called these organic associations of citizens “Blobs” because they are often loosely organized. There are significant difficulties in the relationship between the Blobs and Squares, even when they try to work together, and these difficulties weaken democracy. One of the problems is that the large, professionally staffed institutions may not recognize the importance of the smaller associations of citizens, or Blobs, as the cellular building blocks of democratic life.*⁴⁷

He notes another more serious difficulty is that “even when the Blobs are recognized as valuable, Squares may dominate or colonize them in their efforts to help them — although they do so quite unintentionally. That ‘colonization’ can turn the Blobs into little Squares, which robs them of their civic legitimacy and effectiveness.” Also, according to Edgar Cahn, these larger nonprofits, or Squares, cannot “mobilize the energy of the community.”⁴⁸ People will respond more passionately and prominently with calls for action and involvement made by organizations with long roots in working with people and that have not approached them in silos, but rather in more holistic ways connecting their lives and struggles to each other and to their community’s well-being.

OVERWORKED AND STILL, INCREASING DEMANDS

The growing number of Latinx residents in the city, as well as the political climate — and now, COVID-19 — has significantly increased the demand for the services of Latinx-led nonprofits. Yet while the demands have grown, most interviewees spoke of the challenges of having to serve and do more, with the same type of funding that they have had in the past. Given the limited funding structures they have, some directors are not only responsible for leading the organization but also running programs. Staff are also often managing several programs, as well as having some responsibilities for administrative matters. The pace of work often means that there is little time in the day to attend to questions of how to build their organization capacity — whether to build marketing campaigns and websites, do board recruitment and development and staff development, and launch new fundraising initiatives — when there are programs to run and people in need. It also means that staff and leadership often feel overworked and overwhelmed. This, coupled with noncompetitive salaries in a high cost-of-living area, impacts staff morale and retention. One participant described this situation as follows:

⁴⁷ David Mathews, “A Question of Culture” *Higher Education Exchange* (Kettering Foundation, 2018), p. 68.

⁴⁸ Cited in Mathews, *Ibid.*, Edgar Cahn, *No More Throw Away People: The Co-Production Imperative* (Washington D.C.: Essential Books, 2004).

Earlier on, my life wasn't even my own. I was out there practically six, seven days a week, every night out there. But with the agency growing the way it is, I realized that my commitment, my focus should be on the agency. We would definitely stand up for justice, especially when it comes to justice to the community, but the last few years I've been focused on the agency mainly.

And another commentary: "You can't possibly, with the scarcity of resources, respond to every need in an efficient and effective way. I just don't think you can."

Organizations are struggling to access the resources they need because the metrics are not aligned with the value they bring. Small size can mean that they aren't taken seriously by funders (getting lost amidst big players, not having access) and that it is challenging to survive funding bumps (such as when funders' priorities change). Ensuring that the organizations have enough for operational funding was also identified as a challenge related to increasing demands. According to several executive directors, "Most of those foundations do not support operational funding." Organizations have struggled to raise operational funds, which includes paying for salaries of the leadership and administrative staff." To address this challenge, organizations have had to make difficult decisions. One organization decided that a few services would have to now be for a fee, "because otherwise we would not be able to support the leadership of our organization."

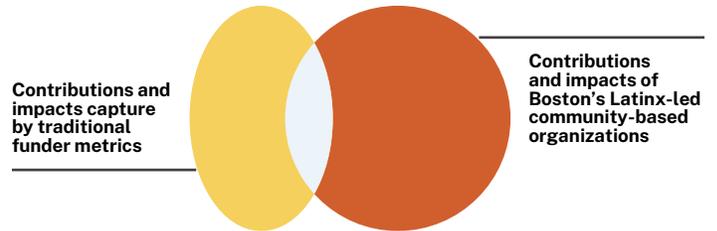
There are ten organizations included in this report — the full population of Boston-based Latinx-led and Latinx-serving 501(c)(3)s that provide a range of social and community services. There previously were more, but some closed due to lack of funding, even while the Latinx population was growing rapidly. The surviving organizations often feel that they are working *contra viento y marea* (against all odds)⁴⁹ to carry on the work and keep their doors open. In fact, many of the Latinx-led nonprofits that are part of this study have experienced the brink of closure due to the sorts of stressors described here. It is not uncommon to have one or more moments in an organizational history in which a financial shortcoming caused organizational leadership to make difficult decisions including: ending program offerings, letting go of core staff, restructuring the organization, and moving location. While these crises often forced organizations to innovate to weather through the "storms," the decisions were extremely difficult and sometimes entailed substantial setbacks for the work, the community infrastructure, and in opportunity costs.

WHAT COUNTS AS CAPACITY?

Many of the organizations we spoke with described the challenges of conveying the value of their work to funders. The challenges coalesced around several themes: philanthropic unawareness of the importance of community, inflexible

demands for professionalization whether or not it is well-aligned with constituent needs, misunderstandings about what constitutes capacity for Latinx-led organizations, and ignorance about Latinx communities. These concerns can collide to produce expectations and demand from funders that only partially intersect with organizational realities.

Figure 6 / Funder and Study Organization Domains of Concern



First, organizations are misperceived when viewed through funder metrics that tend to emphasize narrow short-term outcomes for individuals and exclude considerations of people within the community. One of the strengths of the Latinx-led nonprofits is their commitment to holistically serve participants, families, and communities. These are organizations that provide critical services to individuals and families and do so with an eye toward broader community impacts that tend not to be captured by traditional outcome measures. "Seeing" the substance and import of this service approach is challenging for funders because their evaluation metrics are not set up to capture it. Funder metrics tend to be organized around narrow objectives, often in one dimension of a person's life, and seek to see change within a short period of time. Funders also may be myopic in looking at financial strength as a proxy for capacity and reliability:

The metrics used to evaluate organizational worth are poorly aligned with the strengths of Latinx-led / Latinx-serving nonprofits. Funders think they are looking at organizational capacity.

The core strength of the organizations' approach, which embeds the growth of the individual in the dignity and empowerment of the community, tends to be rendered invisible by the way funding priorities are structured:

There is a lack of understanding or lack of awareness of what 'Latinx' organizations are all about and the significant impact that these small organizations have in the life path of the community. ... For instance, a couple of years ago the United Way dropped us. Mainly because they considered that we didn't have the infrastructure to provide evidence-based services in clinical based services, for instance for kids. And yet they don't give us the resources to implement those requirements. ... So, we get [bumped] out of that pool of resources.

The myriad needs that people have to be part of a community, the gradual impacts that come from working with people over time to build their capacity to meet a range of family needs, the importance of institutions that have the trust of their

⁴⁹ See Uriarte, "Contra Viento y Marea," op. cit., p3.

communities, the relevance to constituents of participating in services in a context that leads with community advocacy and advancement — all this and more goes largely unseen and unrecognized, including by many of those who control resources needed to fund the work.

Second, funder preferences tend toward well-defined, siloed services, while these organizations tend to be multi-service with broad and holistic programming.

I kept getting questions of, “Are you a youth development organization, or are you a community development organization? What are you?” And I’d say, “No, you’ve got to understand who we are, and who we will continue to be. Yes, we are primarily a youth-serving organization where the change that we seek to make is with our young people, to really be able to ensure that they enter adulthood successfully. But also, our work is very much tied to the neighborhood.” . . . Really the local work is just as important as the individual youth work.

These findings mirror those of earlier national research by Hispanics in Philanthropy on the relationship between philanthropic institutions and Latinx-led organizations. “Because of their small budgets and the wide breadth of services they provide, Latinx organizations do not always neatly fit within foundation program objectives and grantmaking strategies.”⁵⁰ This also means that they must remain as organizationally flexible as possible, discouraging an overbearing bureaucratization of their mission and work lest they become less effective in fully and comprehensively serving their constituents. Ironically, in many places this kind of organizational flexibility, borne of refusal to work in silos or be valued in terms of siloed approaches to serving constituencies has emerged as an impressive and critical strength of the Latinx nonprofit sector.⁵¹

This challenge is felt by organizations in their dual roles as social service providers and arts and culture leaders, and as service providers and community advocates. An Urban Institute report found that, “In many ways, the community orientation that leads cultural heritage organizations to work in highly diverse, cross-sectoral ways is their greatest strength. However, this orientation also is a source of weakness because philanthropy often is highly structured, segregating arts and culture programs from community building, education, social service, and other programs.”⁵² An interviewee pointed out that funders find it easier to fund services in a particular area, such as youth, but they may

50 Foundation Funding and Latinx Community Priorities: Gaps and Opportunities, Hispanics in Philanthropy (April 2012), p. 13.

51 See: **Nicole Martinez**, Flexibility Key to Vermont Nonprofit’s COVID-19 Homeless Housing Pivot: By mid-March, the state of Vermont and the Champlain Housing Trust were able to offer quarantine space for Burlington’s homeless population (June 3, 2020), at: <https://shelterforce.org/2020/06/03/flexibility-key-to-vermont-nonprofits-covid-19-homeless-housing-pivot/> A related argument, the need for philanthropy to support financially this kind of flexibility, is made by Niki Jagpal and Kevin Laskowski, Smashing Silos in Philanthropy, National Committee for Responsive Philanthropy, Washington DC (November 2013)

52 Rosenstein, Carole. “Cultural Heritage Organizations: Nonprofits That Support Traditional, Ethnic, Folk, and Noncommercial Popular Culture.” Washington, DC: The Urban Institute, 2006, p. 19.

be less receptive to supporting the advocacy, community engagement, and organizational collaboration that Latinx-led organizations would see as very much linked to their effectiveness in working with youth.⁵³

Third, funders tend to know relatively little about Latinx communities, and to be unaware of the import of community knowledge for effective funding decisions. One interviewee stated that:

Philanthropic boards and decision-makers must be more reflective of the community in which they are investing. The overall lack of diversity and limited knowledge of the Latinx community needs, along with unconscious bias, put Latinx-led organizations at a disadvantage when funding decisions are made.

Another interviewee explained:

I think if you add the ethnic focus to it, it makes it even more challenging. . . . We’re not like all these organizations that are very narrowly focused, and that are a lot more attractive to some funders. . . . The organization that’s more narrowly focused seems, from the outside, as more strategic, more disciplined. Also, there’s a bias towards a certain type of leader. And that leader often times has some sort of Ivy League education, some sort of business orientation. . . . Whereas, most of us who are community-rooted organizations and came out of community, most of us at one point or another were a multi-service organization. Over time maybe we became a little bit more disciplined and found our niche. But our niche is still quite broad.

Similarly, in several interviews study participants pointed out that their emphasis on community building and cultural empowerment — not just cultural sensitivity — is not recognized for its innovative potential.

I think the work of Latinx nonprofit organizations is undervalued. . . . We seem to be invisible to the philanthropic world. . . . Philanthropy does not appear to see the added value of being rooted in a community, being trusted in a community, being culturally relevant, being bilingual. . . . There’s not an understanding of the value that brings to the table when you’re providing services. And there’s not enough attention paid to who’s providing the services. What is the composition of the board and the staff? Of the leadership and management? . . . They overlook the value of all of that, of serving a community.

Another interviewee felt their organization had to compete with larger mainstream groups that may serve Latinx clients but are not grounded in communities.

It’s like we’re competing with them, and it’s very frustrating because I feel like we bring the cultural and linguistic expertise that these organizations do not have. We understand what it means to work with a Latinx family in a culturally sensitive, appropriate way.

53 This kind of implicit (and perhaps at times, explicit) bias on the part of foundations and major funding sources is also discussed in Lisa Durán, “The Politics of Philanthropy and Social Change: Challenges for Racial Justice,” Foundations for Social Change: Critical Perspectives on Philanthropy and Popular Movements (2005), pp. 211–23.

Again, we have the language capacity to do so and many of these organizations do not. When I hear, “Oh, this X organization got money so they can work on their diversity.” You know? It’s like, “We’re already diverse. We already have the capacity. We already have the expertise. So why don’t you give us the money?” I feel like we’re playing the role of advocacy, of organizing, of engaging families in all these spaces that it’s just so missing. . . .

There were a few bright spots and promising directions. When funders do adopt more responsive and flexible approaches, and when they recognize the importance of building strong organizations with trusted community relationships, they help organizations build stability. One interviewed opined that:

Part of it . . . is educating the funders on the roles played by organizations that are more grassroots in the fabric of community. I think that’s part of it — educating the funder.

This difference made when funders better understand an organization’s role and needs was described by one organization that had tapped into a couple of new opportunities to receive unrestricted general operating support and multi-year funding:

We’ve recently had several foundations shift away from program-specific funding toward general operating funding and multi-year grants, and that is a total game changer for us. It’s so helpful for us to be able to build more of our infrastructure. . . . We spend so much less time figuring all of that [grant tracking] out and more time actually doing the work we need to do. It would be huge if more foundations would take that approach.

Despite the challenges and difficulties, these organizations remain an essential part of the public sphere, linking Latinx people and communities with core mainstream institutions that lack the capacity to make those connections on their own. They help to meet service needs that empower community members, and do so with respect, love, and dignity. They advocate and open space for participation of Latinx people and communities in democratic decision-making. And they serve as cultural proponents and preservers while taking an inclusive and welcoming approach to non-Latinx persons in their service delivery, community building, and neighborhood-based work.

Figure 7 / Fundraising Challenges Cited in Interviews

FUNDRAISING CHALLENGES CITED IN INTERVIEWS									
	La Alianza Hispana	Boston HERC	Casa Nueva Vida	Centro Presente	EBECC	HSTF	IBA	Mujeres Unidas Avanzando	Sociedad Latina
The organization is perceived as lacking “capacity” using standard metrics of philanthropic decision-makers.		✓			✓	✓	✓		✓
The organization’s trust within the community, and the relevance of this community standing to impactful and effective work, is not understood — and largely unseen — by funders that might otherwise be a match for supporting the organization’s work.	✓	✓			✓	✓	✓		✓
Funders (have) express(ed) concern or hesitation about the organization working with undocumented constituents.		✓							✓
The organization survived an intense period of organizational crisis that was linked to insufficient funding or has had one or more periods of working at the edge of financial stability.	✓			✓		✓			✓
The organization is patching together different sources of funding for programs because funders have very specific parameters about which program participants they will support, or funders seek outcomes that are poorly aligned with the near-term outcomes for at least some program participants.	✓				✓			✓	

NATIONAL AND DIVISIVE ANTI-IMMIGRANT CLIMATE

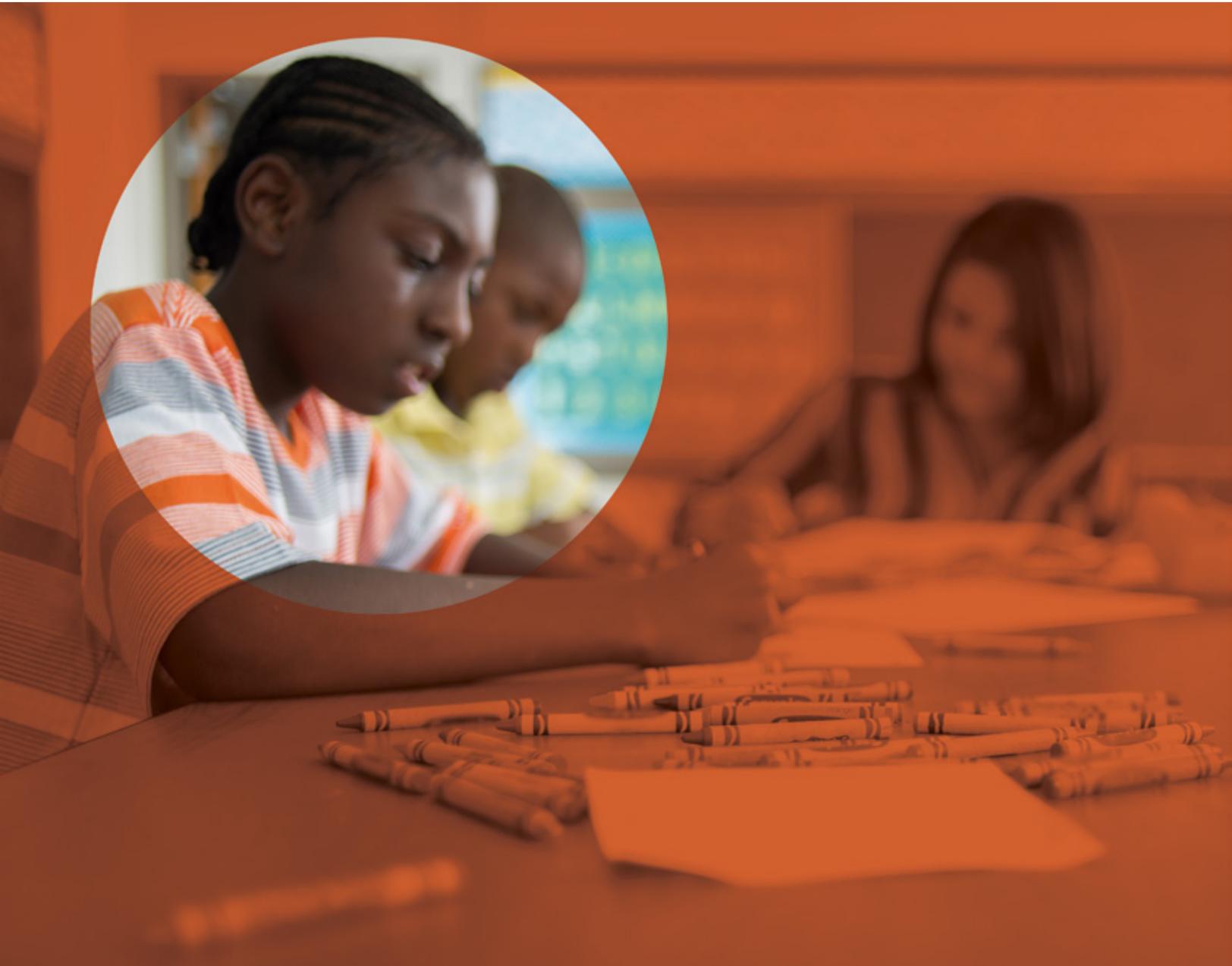
Current and politicized immigration issues are exerting enormous pressures on Latinx-led community-based organizations. EBECC highlighted this concern most prominently:

No question about it that there is the issue of immigration. Immigration policies and attitude and behaviors mainly at the federal level. For instance, the issue of elimination of TPS. The temporary protected status [TPS] is fundamental to up to 1,500 clients, about half [of our total clients]. And so, with that comes the issue of anxiety, uncertainty.

At Boston HERC, they find themselves responding to anti-immigrant sentiment across their work, whether the ongoing

work of mentoring students and families who are living with worry and fear, bringing resources to families to understand their rights, or advocacy necessary to open higher education paths for the undocumented students they are serving.

A related issue is the relative absence of statewide or city resources to assist organizations responding to the anti-immigrant narrative and climate. Other states have far more resources and remedies that can be tapped for these kinds of efforts. Issues like driver's licenses and resources for educating immigrant students are still being debated in Massachusetts, making more difficult the work of Latinx-led nonprofits that are thrust in the frontlines of protecting young people and families.



CONCLUSION: FINDINGS AND RECOMMENDATIONS

The above discussion, based on interviews and other data, answered the first two of the three key queries examined in this study: What do Latinx-led nonprofits contribute to the nonprofit environment in Boston? And, what are the broad systemic challenges facing Latinx-led 501(c)(3) nonprofits? In this section, we take up the third query: What lessons can be learned from the work of Latinx-led nonprofits in Boston in terms of recommendations for enhancing the work of this sector? In responding to that question, we focus on the work of the Latinx-led organizations that are part of this study and note that GBLN can also use our five broad findings to consider strategies for strengthening the overall Latinx-led nonprofit environment in Boston. We recommend to GBLN that they:

- 1** Generate and build greater collaboration among Latinx-led nonprofits.
- 2** Provide or facilitate technical assistance related to capacity-building and sustainability for Latinx-led community-based organizations, including those that do not currently have 501(c)(3) status.
- 3** Challenge and change grantmaking narratives to help change perceptions about the role of foundations and philanthropy as it relates to community empowerment; instead, recognize and strengthen Latinx-led nonprofits as anchor institutions.
- 4** Explore the possibility of developing a new donor class of Latinx professionals and business leaders in Boston.
- 5** Encourage institutional and philanthropic partners to play a leadership role in intentional supports for the Latinx-led social service sector.
- 6** Pursue strategic and collective thinking and efforts to build cross racial and ethnic bridges, particularly with Black-led organizations and nonprofits. There is an important history about such efforts that should not be overlooked and should be revisited for potential implementation today. The COVID-19 crisis, as well as the social unrest triggered by police violence, indicates that there are opportunities for collaborative political and policy supports across communities.

These recommendations are explained in turn in greater detail, below.

1 Generate and build greater collaboration among Latinx-led nonprofits

GBLN should continue to strengthen and expand its network through planning and workshops and other activities aimed at the sharing of information, especially in consideration of extant developments that may be pointing to lessening public or private resources and with potential negative impacts on Latinx-led organizations and the community.

Collaborative activities can also be based on data collection for the identification and analysis of service gaps in Boston's growing Latinx community. A quick review of data in Appendix C, for instance, may highlight the need for exchange of information and insights related to increasing supports for Latinx grandparenting; ensuring programs for high school completion for adults; targeting strategies for increasing homeownership; building more career ladders in low-wage service occupations; and strategies to increase greater diversity in management occupations and boards.

2 Provide or facilitate technical assistance related to capacity-building and sustainability for Latinx-led community-based organizations, including those that do not currently have 501(c)(3) status

With external funding GBLN can take the lead in facilitating the identification of resources for Latinx-led nonprofits throughout the City of Boston. This can include information and technical assistance in organizational and board development, but also assisting with enhancing the collection of data to measure impacts at many levels of operations. Part of this effort would be a review of how metrics can be helpful and important in measuring impact, but also how it can be a tool that overlooks and thereby facilitates structural inequality. The leadership of Latinx-led community-based organizations are aware that metrics are a key organizational tool but can easily understate what these organizations do, and advantage bigger organizations unjustifiably.

3 Challenge and change grantmaking narratives to help change perceptions about the role of foundations and philanthropy as it relates to community empowerment; instead, recognize and strengthen Latinx-led nonprofits as anchor institutions

As noted in the previous section, some of the Latinx-led nonprofits in Boston are reserving, and have served, as community anchors for decades. And throughout these decades many “traditional” and bigger service-providing anchor institutions have had no meaningful connection to Latinx residents or Latinx communities. But Latinx-led organizations are not treated as community anchors by funders or policymakers, which has served to limit organizational capacity and sustainability. According to one writer, Brian Clarke, anchor institutions “symbolize stability, as they root themselves in a geographic location and establish strong connections to their surrounding communities.”⁵⁴ Might funders take a different approach if they perceived Latinx-led nonprofits in light of their critical community-anchoring functions? What if a driving funding query was to ask how a prospective grantee organization could use resources to become more effective in responsively handling emerging community-wide challenges, instead of the more traditional focus on narrowly defined services and outcomes for individual program participants? These are only some of the key questions and issues that GBLN could raise in the philanthropic community.

4 Explore the possibility of developing a new donor class of Latinx professionals and business leaders in Boston

One interviewee noted that there is an absence of a broad volunteer base that Latinx-led nonprofits can tap into. As noted by one interviewee, a volunteer infrastructure such as the “Congreso de Latinos Unidos” in Philadelphia, or the NAACP’s volunteer base in many cities, does not exist for Boston. There have been earlier efforts aimed at increasing a Latinx donor base in other urban areas as described by Cortes-Vazquez and Paulino in their 2004 article, “State of the Latinx Community: The Role of the Latinx Nonprofit and Philanthropy,” and Michael Cortés’s 1999 piece, “Do Hispanic nonprofits foster Hispanic philanthropy?”⁵⁵ More recently, Caceres and Hanson again reminded that this area of endeavor requires some attention, outlining strategies for increasing these kinds of efforts.⁵⁶

A report by the Latinx Legacy Fund at The Boston Foundation, *Powering Greater Boston’s Economy*, indicates that Latinx businesses are contributing considerable resources to the

54 Brian Clarke, “Anchor Institutions: The Economic Benefits of Putting Community First,” *Communities and Banking*. (Boston: Federal Reserve Bank of Boston, April 13, 2017); available at: <https://www.bostonfed.org/publications/communities-and-banking/2017/spring/anchor-institutions-the-economic-benefits-of-putting-community-first.aspx>.

55 Lorraine Cortes-Vazquez and Erik Paulino. “State of the Latinx Community: The Role of the Latinx Nonprofit and Philanthropy,” *State of Philanthropy* (Washington, DC: National Committee for Responsible Philanthropy, 2004), pp. 15–19; also, Michael Cortés. “Do Hispanic Nonprofits Foster Hispanic Philanthropy?” *New Directions for Philanthropic Fundraising*, no. 24 (1999), pp. 31–40.

56 Fernanda Caceres and Keely Hanson, “Five Strategies to Maximize Latinx-Focused Philanthropy and Charitable Efforts”, *Urban Wire*, (Washington, D.C.: Urban Institute, October 14, 2019).

local and regional economy. While data suggests that the presence of Latinx among managerial sectors is microscopic, there are some early signs of greater numbers of Latinx professionals in the city. Might these developments be a basis for exploring this possibility? Along this line, GBLN could engage with professional and business network organizations such as Amplify Latinx, or Conexión to consider how such a strategy, if feasible, might unfold. Communication and strategizing with other organizations such as New England Blacks in Philanthropy could prove fruitful since this organization is posing similar for the city’s African American community. And there are probably national resources in the philanthropic sector that could also be tapped for information and assistance. There is also literature about this topic that could be utilized in considering future strategies.

5 Encourage institutional and philanthropic partners to play a leadership role in intentional supports for the Latinx-led social service sector

Latinx-led nonprofits need flexible, multi-year operating grants that can be used for diverse program activities as well as the myriad community functions staff leaders play. There is a need for philanthropic actors to play a leadership role in recognizing the outsized impact of these organizations. One possibility would be to assemble a cohort of funders who pledge long-term support for a combined fund dedicated to this purpose over a period of 10 years or more.

A related area where these partnerships can play a role in working with the current leadership of Latinx-led nonprofits is in considering how to generate a pipeline of potential leaders for the immediate future. Current leadership could easily face an impending crisis where there may be few younger professionals and civic representatives who could move into management and professional positions in long-standing organizations.

6 Pursue strategic and collective thinking and efforts to build cross racial and ethnic bridges, particularly with Black-led organizations and nonprofits

There is an important history in Boston about such efforts that should not be overlooked and should be revisited for implementation today. The COVID-19 crisis, as well as the social unrest triggered by police violence, indicates that there are opportunities for collaborative political and policy supports across communities. This study was commissioned before the COVID-19 pandemic devastated communities of color in terms of deaths, access to public education, closed businesses, displacement of workers, and the heightened exposure of essential, but low-paid workers in our communities. And the exposed pervasiveness of police violence in Black and Brown communities has served to exacerbate these impacts, but also show that Black and Brown communities do have some common bridges. In this context, the broad recommendations above become more important and key for Boston’s future.

APPENDIX A

Brief Background of Organizations Selected for Study

Figure 8 / Latinx-serving Organizations Reviewed for Study Selection⁵⁷

Introductory

Tell me about your role at this organization – How long have you worked here? What position do you hold?

⁵⁷ Shaded rows indicate organizations included in the study. **Bolded text** indicates the reason(s) an organization was excluded from the study.

NAME	TAX STATUS ⁵⁸	TYPE ⁵⁹	SERVICES PROVIDED	TARGET GROUP ⁶⁰	YEAR STARTED	LOCATION ⁶¹	LATINX LEADERSHIP? ⁶²
La Alianza Hispana	501(c)(3)	Human services	Adult Ed, Youth health, elderly, family support	Latinx youth, elderly, adults	1971	Boston, South End	Yes
ALPFA	501(c)(3)	Networking	Networking of Latinx professionals, advocacy	Latinx professionals	1972 in LA	Boston chapter of national organization	
Amplify Latinx		Civic engagement and representation	Foster civic engagement, economic opportunity, leadership representation, and education access			Boston (statewide)	Yes
Boston Higher Education Resource Center	501(c)(3)	Human services	Higher education access and success	Youth most are Latinx	1999	Boston	Yes
Casa Esperanza	501(c)(3)	Human services	Addiction, trauma, and mental illness recovery	Adults, families	1984	Boston, Roxbury	No
Casa Myrna Vazquez	501(c)(3)	Human services	Domestic Violence: SafeLink hotline, residential programs, ed on domestic and dating violence, advocacy in different areas	Women victims of domestic, dating, and other forms of violence and abuse	1977	Boston-based; various settings	No
Casa Nueva Vida	501(c)(3)	Human services	Homeless shelters, after school programs, family supports	Homeless families	1987	Boston	Yes
Casita El Salvador de Nueva Inglaterra		Cultural organization, immigrant support	Integration of Salvadoran immigrants	Immigrants from El Salvador	2014		
Centro Presente	501(c)(3)	Human services, direct action organizing	Advocacy on various immigrant issues, legal and education services for immigrants, leadership development and empowerment	Immigrants, primarily Latin American immigrants	1981	Boston, East Boston, Chelsea, etc.	Yes

⁵⁸ Organizations with 501(c)(3) status were included; all others were excluded.

⁵⁹ Organizations that provide human services were included; all others were excluded.

⁶⁰ Organizations with missions to serve Latinx populations and/or communities were included; all others were excluded.

⁶¹ Organizations located in Boston were included; all others were excluded.

⁶² Organizations with both a Latinx-identifying executive director and a 50% or greater Latinx-identifying board were included; all others were excluded.

NAME	TAX STATUS ⁵⁸	TYPE ⁵⁹	SERVICES PROVIDED	TARGET GROUP ⁶⁰	YEAR STARTED	LOCATION ⁶¹	LATINX LEADERSHIP? ⁶²
La Alianza Hispana	501(c)(3)	Human services	Adult Ed, Youth health, elderly, family support	Latinx youth, elderly, adults	1971	Boston, South End	Yes
Chica Project	Not 501(c)(3) (operates with City School as a fiscal agent)	Mentoring, empowerment, leadership development	Career support for Latinas. Leadership development and empowerment.	Latinas	2011	Boston	
Codman Square Poder Latinx	Not 501(c)(3)	Networking	Grassroots neighborhood group; neighborhood networking	Latinx living in Codman Square	~2011-2012	Dorchester	
Conexión Inc	501(c)(3)	Mentoring, leadership development	Networking, Executive mentoring, leadership development	Latinx professionals	~2005-2006	Watertown	
Dominican Development Center	Not 501(c)(3)	Cultural Organization, Immigrant support	Immigrant services. Domestic violence services	Dominican immigrants, especially women	2007	JP/Roxbury	Yes
East Boston Ecumenical Community Council	501(c)(3)	Human services	Immigrant services, program for immigrant youth	Immigrants	1978	East Boston	Yes
El Centro del Cardenal	Not 501(c)(3)	Human services	Immigrant services, program for immigrant youth		1957	Boston	
Encuentro Diaspora Afro	Not 501(c)(3)	Public education	Public education on experience of Afro-Latinx. Impression	Afro-Latinx	2004	Boston	
Family Independence Initiative	501(c)(3)	Human services, organizing	Communications, Mutual Support. Support families as they engage in innovative mutual help and organizing projects	Low-income families	2010 in Boston	Boston chapter of national organization	No
Hondureños Unidos de Massachusetts		Cultural Organization					
Hyde Square Task Force	501(c)(3)	human services, leadership development, organizing	Youth leadership development, school / community partnerships, advocacy, cultural programs	Youth and their families in Jamaica Plain / Roxbury	late 1980's	Jamaica Plain	Yes
Inquilinos Boricuas en Acción	501(c)(3)	human services, housing development, arts,	Services to residents of housing development include youth development; pre-school, after school and summer programs; arts programs; college prep and financial programs	Villa Victoria families	1968-ETC; 1972-3-IBA	South End	Yes
Latina Circle		Networking, leadership development,	Network for Latina leaders in Mass; support for electoral and political activity of Latinas				

NAME	TAX STATUS ⁵⁸	TYPE ⁵⁹	SERVICES PROVIDED	TARGET GROUP ⁶⁰	YEAR STARTED	LOCATION ⁶¹	LATINX LEADERSHIP? ⁶²
La Alianza Hispana	501(c)(3)	Human services	Adult Ed, Youth health, elderly, family support	Latinx youth, elderly, adults	1971	Boston, South End	Yes
Latinx STEM Alliance	501(c)(3)	Supports for STEM education		Youth and education		Boston and beyond	Yes
Latinos for Education	501(c)(3)	Leadership development	Provides leadership development to professionals interested in advancing education outcomes for Latinx.	Latinx professionals		National Org based in Boston	
League of United Latin American Citizens (LULAC)	501(c)(3)	Advocacy				Mass Chapter of National Org	
Maverick Landing Community Services	501(c)(3)	Human services	Services to residents of housing development including youth development, academic support, case management	Maverick Landing development residents and surrounding East Boston community	2007	East Boston	No
Mujeres Unidas Avanzando	501(c)(3)	Human services	Adult education, ESL Classes	Spanish speaking women	1979	Dorchester	
Neighbor 2 Neighbor	501(c)(3)	Direct Action Organizing	Campaigns in the areas of incarceration, environmental justice, voter empowerment and educational justice	Low income families with a focus on immigrant Latin American families		Mass, various sites	
Neighbors United for a Better East Boston (NUBE)	Not 501(c)(3) (fiscally sponsored project of TSNE Mission Works)	Direct Action Organizing	Direct action organization to hold public institutions accountable; leadership development	East Boston community of which 50% are Latinx	2007	East Boston	
Nuestra Comunidad Development Corp	501(c)(3)	Community Development Corporation	Homeownership classes, housing development, economic development initiatives	Roxbury neighborhood	1981	Boston	No
Sociedad Latina	501(c)(3)	Human services, leadership development	Educational support, civic engagement, cultural support, workforce development	Latinx youth and families	1968	Boston	Yes
South Boston en Acción	501(c)(3)	human services, leadership development	Leadership development, advocacy, human services organizing, leadership development, ESOL	South Boston Latinx residents, focus on public housing tenants	2008	South Boston	Yes
The City School	501(c)(3)	Human services	Youth leadership development; summer leadership for youth; social justice training for providers, prison project	Youth living in Boston	1995	Boston	No

APPENDIX B

Interview Questions

Mission:

- I see that your mission is “[insert mission statement].” Can you describe what you know about how this mission statement was decided upon?
- Has your mission statement changed at all? What has motivated those changes?
- Do you have the sense that funding sources or funding availability have shaped your mission? How so?

Services Offered:

- I see that your services include “[list services].” Is that right?
- What other kinds of programming do you provide in addition to services? How do you see this whole package of offerings working together to advance your mission?
- We are interested to know what is successful and impactful about your work.
 - What services/programming innovations is your organization most known for? Why?
- We are interested to know what has changed and what has not.
 - What are your recent service innovations? What motivated these changes?
 - What are the elements of your service-delivery and other programming that have prevailed through time? How has that been sustained?
- We are interested to know about the ways that funding sources and funding availability shape an organization’s work.
 - How does the funding you receive influence the ways you pursue your work?
 - What would you do differently if funding were available (i.e., what have you not received funding for that has influenced the ways you do your work)?

Community Served:

- We are interested to know how you define the community you serve.
 - How do you define the “Latinx community”?
 - Are your services “place-based”?
 - What is the area you serve? How do you define this place?
 - How is this place changing? What is staying the same?
- We are interested to know about needs in the community.
 - What do you see as service/programming gaps in meeting the needs of the community you serve?
 - Are there new or emerging needs in the community you serve? What has changed to create those changed needs?

Community Values and Practices:

- What are the values that characterize your organization?
- We are interested to understand how certain values, priorities, and ways of being are reflected in an organization’s work. For each of the next questions, please be as specific as you can about how the goal is reflected in your organization’s programming and practices.
 - To what extent is it important to your organization to provide culturally relevant services to your constituents?
 - How do you see the role of families in your organization’s work?
 - What is your organization’s approach to bilingualism?
- Do you see your organization as part of advocating for the equitable treatment of Latinx individuals, families, and communities? How is that reflected in the ways you engage your constituents?
- Do you see it as part of the job of your organization to build infrastructure for Latinx community participation? How so?

Reflection - Community Development and Infrastructure:

- How do Latinx-led organizations fit in the nonprofit organizational environment?
- How does leadership for the organization emerge, or is developed?
- How can organization serving Latinx populations pursue greater collaboration? What might be the benefits of such collaboration?
- How do Latinx-led and Latinx-serving nonprofits fit into the larger landscape. . .
 - Of service-delivery organizations in Boston?
 - Of civic engagement efforts in Boston?
- What lessons could other service providers draw from the way Latinx-led organizations pursue their work?

Reflection - Organizational, Policy and Fiscal Challenges – not drafted, placeholder only:

- Are there particular public policies or government practices that help or hinder the organization/sector?
- How can the current grantmaking practices (not the amount) assist organizations/sector in implementing missions?
- What are the public policies and government practices that hinder or advance your objectives (e.g., CORI reform, school-to-prison pipeline, expand list)?

Closing:

Thank you for sharing your knowledge and perspectives. Is there anything I haven't asked about related to Boston Latinx-led nonprofit service-providers that you think is important for understanding the role these groups play in the community?



APPENDIX C

The Latinx Population in Boston, Massachusetts — Social, Economic and Spatial Context: 2010 and 2013-2017⁶³

Population Characteristics
 Age Structure
 English Language Characteristics
 Nativity and Citizenship
 Family and Households
 Education and Schooling
 Housing
 Occupation Characteristics
 Labor Force Characteristics
 Income, Wealth and Poverty

POPULATION CHARACTERISTICS

• The ACS 2013 – 2017 reports that the Latinx population in Boston represents one-fifth (19.4%) of all persons residing in this City.

Table 1 / Total Population by Race Alone*

TOTAL POPULATION	669,158	
White alone	353,062	50.3%
Black or African American alone	169,042	24.1%
American Indian and Alaska Native alone	2,479	0.4%
Asian alone	63,408	9.0%
Native Hawaiian and Other Pacific Islander alone	176	0.0%
Some other race alone	47,900	6.8%
Two or more races:	33,091	4.7%
Two races including Some other race	3,913	0.6%
Two races excluding Some other race, and three or more races	29,178	4.2%

*Note: These counts can include Latinx persons

Table 2 / Total Population by Latinx Identity

	669,158	
Not Hispanic or Latinx	539,638	80.6%
Hispanic or Latinx	129,520	19.4%

⁶³ The data and information in this section is based on the 2010 decennial census and the American Community Survey 2013 – 2017 5-Year Estimates, unless otherwise indicated. Note that the ACS 2013- 2017 is a survey with margins of errors; in other words, the actual figures reported may range plus or minus the actual margin of error; this is why the description approximately is used in some cases.

- Approximately one fifth of the Latinx population (20.0%) are Dominican; this is generally the same as the proportion of Puerto Ricans (19.6%) among all Latinx persons.
- Among Central Americans (15.4%), the largest ethnic group are Salvadorans; among South Americans the spread of various ethnic groups is more spread evenly, but the largest group are Colombians.

Table 3 / Hispanic or Latinx Origin by Specific Origin

HISPANIC OR LATINX	129,520	
Mexican	6,988	3.9%
Puerto Rican	35,082	19.6%
Cuban	2,724	1.5%
Dominican (Dominican Republic)	35,656	20.0%
Central American:	27,531	15.4%
Costa Rican	902	0.5%
Guatemalan	5,978	3.3%
Honduran	4,077	2.3%
Nicaraguan	301	0.2%
Panamanian	996	0.6%
Salvadoran	14,438	8.1%
Other Central American	839	0.5%
South American:	15,039	8.4%
Argentinean	697	0.4%
Bolivian	158	0.1%
Chilean	580	0.3%
Colombian	9,009	5.0%
Ecuadorian	861	0.5%
Paraguayan	68	0.0%
Peruvian	2,240	1.3%
Uruguayan	35	0.0%
Venezuelan	1,269	0.7%
Other South American	122	0.1%
Other Hispanic or Latinx:	6,500	3.6%
Spaniard	1,778	1.0%
Spanish	842	0.5%
Spanish American	75	0.0%
All other Hispanic or Latinx	3,805	2.1%

- Slightly over a third (35.9%) of all Latinx persons describe themselves as White; this is followed by those describing themselves as “Some other race alone” (28.2%), and then “Black or African American alone” at 11.6%.

Table 4 / Hispanic or Latinx Origin by Race

TOTAL POPULATION	669,158	
Not Hispanic or Latinx:	539,638	
White alone	300,491	54.1%
Black or African American alone	152,011	27.4%
American Indian and Alaska Native alone	1,442	0.3%
Asian alone	62,956	11.3%
Native Hawaiian and Other Pacific Islander alone	142	0.0%
Some other race alone	6,528	1.2%
Two or more races:	16,068	2.9%
Two races including Some other race	1,438	0.3%
Two races excluding Some other race, and three or more races	14,630	2.6%
Hispanic or Latinx:	129,520	
White alone	52,571	35.9%
Black or African American alone	17,031	11.6%
American Indian and Alaska Native alone	1,037	0.7%
Asian alone	452	0.3%
Native Hawaiian and Other Pacific Islander alone	34	0.0%
Some other race alone	41,372	28.2%
Two or more races:	17,023	11.6%
Two races including Some other race	2,475	1.7%
Two races excluding Some other race, and three or more races	14,548	9.9%

AGE STRUCTURE

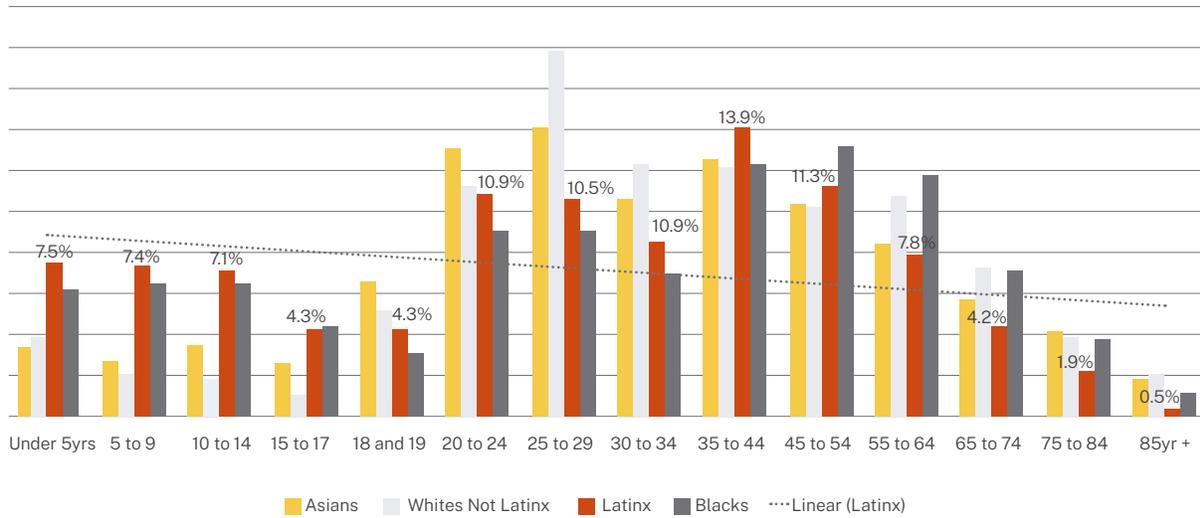
- The Latinx population, as well as Blacks, are significantly younger than the two other groups.

Table 5 / Population by Age, Race and Ethnicity

	TOTAL	LATINX		BLACK		ASIAN		WHITE, NON-LATINX	
Under 5 years	33,962	9,660	28.4%	10,504	30.9%	2,111	6%	11,687	34%
5 to 9 years	28,621	9,521	33.3%	10,960	38.3%	1,807	6%	6,333	22%
10 to 14 years	27,695	9,185	33.2%	10,768	38.9%	2,299	8%	5,443	20%
15 to 17 years	18,088	5,625	31.1%	7,507	41.5%	1,773	10%	3,183	18%
18 and 19 years	30,313	5,526	18.2%	5,250	17.3%	4,232	14%	15,305	50%
20 to 24 years	71,079	14,104	19.8%	15,220	21.4%	8,350	12%	33,405	47%
25 to 29 years	90,551	13,637	15.1%	14,982	16.5%	8,968	10%	52,964	58%
30 to 34 years	65,888	11,048	16.8%	11,658	17.7%	6,716	10%	36,466	55%
35 to 44 years	82,591	18,055	21.9%	20,649	25.0%	7,996	10%	35,891	43%
45 to 54 years	73,535	14,620	19.9%	22,109	30.1%	6,615	9%	30,191	41%
55 to 64 years	66,735	10,073	15.1%	19,772	29.6%	5,371	8%	31,519	47%
65 to 74 years	41,391	5,421	13.1%	11,581	28.0%	3,512	8%	20,877	50%
75 to 84 years	21,839	2,424	11.1%	5,998	27.5%	2,457	11%	10,960	50%
85 years and over	10,173	621	6.1%	2,084	20.5%	1,201	12%	6,267	62%

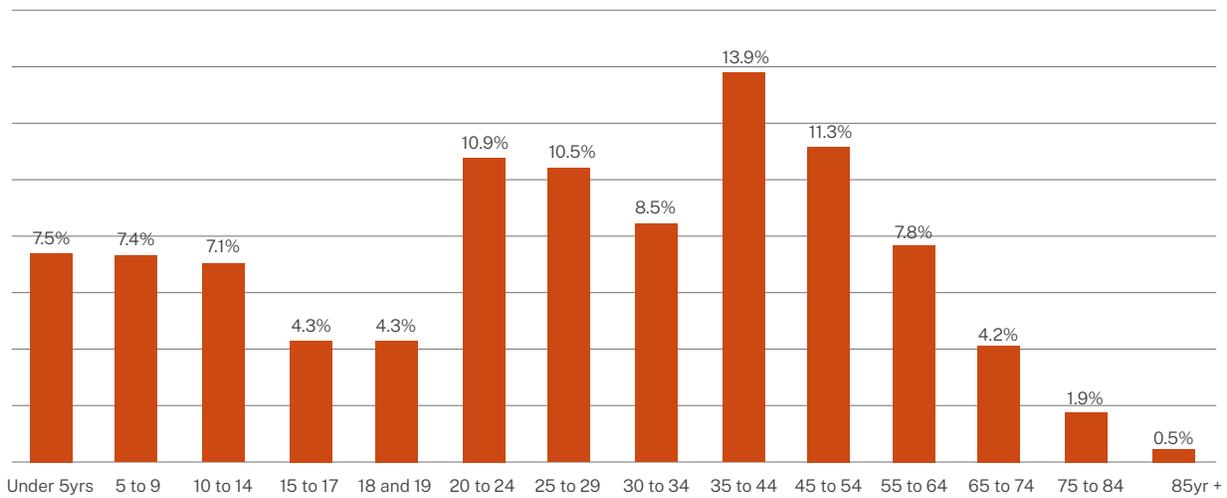
* Percentages refer to the percentage of each racial and ethnic group of the total population in that age range.

Figure 9 / Age Distribution by Race and Ethnicity



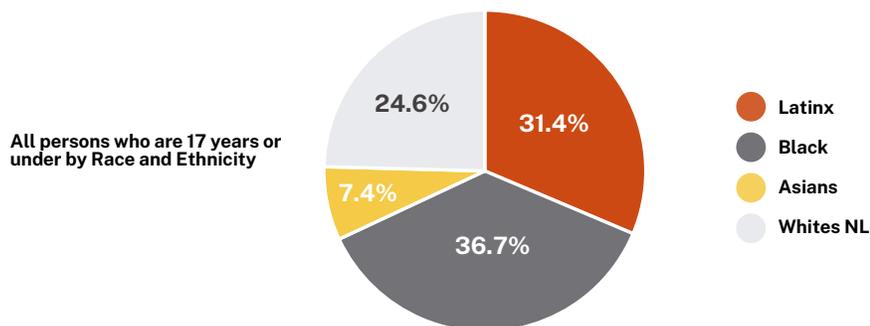
• The youthfulness of the Latinx population is also illustrated in the following graph showing the age distribution of the entire Latinx population.

Figure 10 / % Age Distribution by Latinx Persons

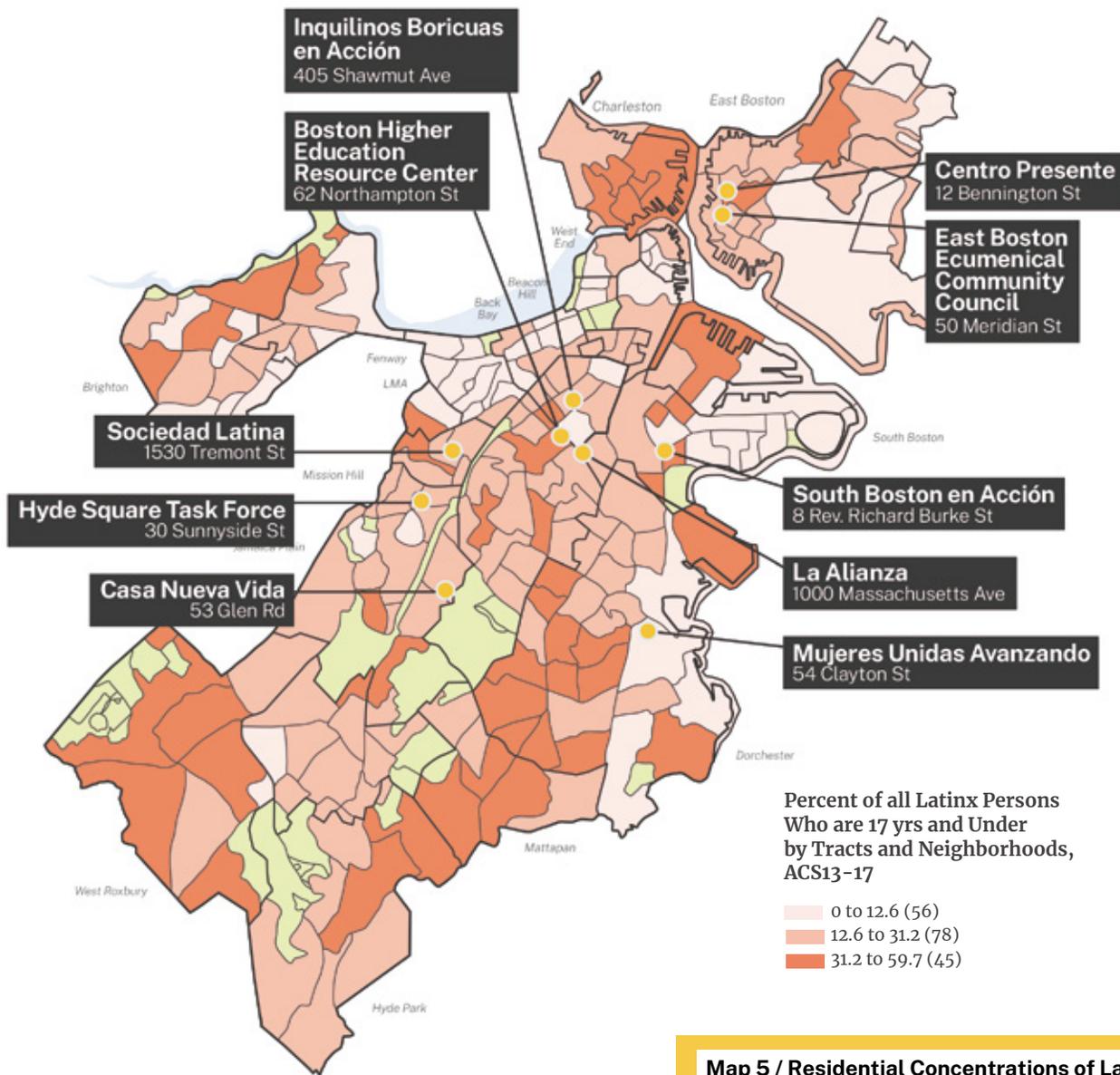


• Latinx youth comprise more than a third (36.7%) of all youth who are 17 years or under in Boston.

Figure 11 / All Persons in Boston Who are 17 Years or Under by Race and Ethnicity



- Map 5 shows where Latinx persons who are 17 years and under reside, based on the ACS 2013-2017. The map indicates that there are numerous tracts in various neighborhoods where one-third or more of all youth (17 years or under) are Latinx.



Map 5 / Residential Concentrations of Latinx Residents Age 17+ in Boston

ENGLISH LANGUAGE CHARACTERISTICS

- The overwhelming majority (83.2%) of all Latinx persons over 5 years of age speak English, and two thirds of this group (67.6%) speak it very well, or well.
- Approximately 18,499 or 15.4% of all Latinx persons over 5 years of age only speak English.
- Among Latinx persons over 5 years of age who speak Spanish, about a third (30.8%, or approximately 31,206 persons) do not speak well, or not at all.

Table 6 / Total Latinx 5 years and over by Ability to Speak English

TOTAL LATINX	119,860	
Speak only English:	18,499	15.4%
Speak Spanish:	99,744	83.2%
Speak English very well	50,478	49.8%
Speak English well	18,060	17.8%
Speak English not well	20,465	20.2%
Speak English not at all	10,741	10.6%
Speak other language	1,617	1.6%

NATIVITY AND CITIZENSHIP

- Table 7 shows differences in nativity by age and gender among the Latinx population. For all Latinx youth under 18 years of age the proportion of persons that are native-born far exceeds the foreign-born population. For the population 18 years and over the reverse is closer to reality, that is the proportion of Latinx persons who are foreign-born is slightly more than half of all Latinx residents.

- Table 7 also shows that for both men and women who are under 18 years old and foreign-born, the overwhelming proportion of these individuals are not a U.S. citizen.

Table 7 / Sex by Age by Nativity and Citizenship Status, Latinx

TOTAL	129,520	
Male:	63,267	
Under 18 years	17,017	
Native	15,165	89.1%
Foreign born	1,852	10.9%
<i>Naturalized U.S. citizen</i>	239	12.9%
<i>Not a U.S. citizen</i>	1,613	87.1%
18 years and over	46,250	
Native	20,381	44.1%
Foreign born	25,869	55.9%
<i>Naturalized U.S. citizen</i>	9,129	35.3%
<i>Not a U.S. citizen</i>	16,740	64.7%
Female:	66,253	
Under 18 years	16,974	
Native	15,151	89.3%
Foreign born	1,823	10.7%
<i>Naturalized U.S. citizen</i>	308	16.9%
<i>Not a U.S. citizen</i>	1,15	83.1%
18 years and over:	49,279	
Native	23,153	47.0%
Foreign born	26,126	53.0%
<i>Naturalized U.S. citizen</i>	12,051	46.1%
<i>Not a U.S. citizen</i>	14,075	53.9%

FAMILY AND HOUSEHOLD CHARACTERISTICS

- Latinx grandparents living with and responsible for their own grandchildren comprise more than a quarter (27.5%) of all such parents in Boston; there are approximately 3,000 grandparents in this category.

Table 8 / Grandparents Living with Own Grandchildren under 18 Years, by Responsibility and Age of Grandparent, by Race and Ethnicity

	LATINX	BLACK	ASIAN	WHITE, NON-LATINX
TOTAL	2,932	4,947	1,172	1,624
Grandparent responsible for own grandchildren under 18 years:	24.6%	31.1%	14.7%	38.7%
30 to 59 years	485	946	28	345
60 years and over	235	593	144	284
Grandparent not responsible for own grandchildren under 18 years:	75.4%	68.9%	85.3%	61.3%
30 to 59 years	830	1,487	266	245
60 years and over	1,382	1,921	734	750

EDUCATION AND SCHOOLING

- A considerably larger share of the Latinx population 3 years and over (and also Blacks) have greater proportion of the Latinx population enrolled in grades 6 or lower, than is the case of Whites, who are Not Latinx, and Asian persons.

- While slightly more than one quarter (28.2%) are enrolled in college for undergraduate studies, the rate for Asians (45.6%) and Whites, who are Not Latinx (52.3%) is much higher.

- In terms of education attainment, there exists a major gap in persons 25 years and over and higher education compared to Asians and Whites, who are not Latinx. As Table 10 shows, approximately one fifth of Latinx persons have attained a BA degree or higher compared to more than two-thirds of all persons who are White, and not Latinx.

Table 9 / School Enrollment for Persons 3 Years and Over, by Race and Ethnicity

	LATINX		BLACK		ASIAN		WHITE, NON-LATINX	
TOTAL	123,718		163,029		62,092		292,874	
Enrolled in school	42,760		50,751		23,613		72,094	
Enrolled in nursery school, preschool	1,845	4.3%	2,254	4.4%	248	1.1%	3,013	4.2%
Enrolled in kindergarten	2,809	6.6%	3,415	6.7%	470	2.0%	1,835	2.5%
Enrolled in grade 1	2,158	5.0%	2,285	4.5%	465	2.0%	1,103	1.5%
Enrolled in grade 2	1,752	4.1%	2,169	4.3%	280	1.2%	1,203	1.7%
Enrolled in grade 3	1,848	4.3%	2,114	4.2%	282	1.2%	1,066	1.5%
Enrolled in grade 4	2,073	4.8%	2,357	4.6%	549	2.3%	1,324	1.8%
Enrolled in grade 5	1,793	4.2%	2,012	4.0%	402	1.7%	1,033	1.4%
Enrolled in grade 6	1,836	4.3%	2,030	4.0%	581	2.5%	991	1.4%
Enrolled in grade 7	2,011	4.7%	2,344	4.6%	495	2.1%	1,131	1.6%
Enrolled in grade 8	1,638	3.8%	2,526	5.0%	467	2.0%	913	1.3%
Enrolled in grade 9	2,008	4.7%	2,609	5.1%	400	1.7%	1,189	1.6%
Enrolled in grade 10	2,381	5.6%	2,841	5.6%	634	2.7%	983	1.4%
Enrolled in grade 11	1,547	3.6%	2,385	4.7%	604	2.6%	1,079	1.5%
Enrolled in grade 12	1,905	4.5%	2,991	5.9%	292	1.2%	1,166	1.6%
Enrolled in college, undergraduate years	12,055	28.2%	13,534	26.7%	10,762	45.6%	37,691	52.3%
Graduate or professional school	3,101	7.3%	2,885	5.7%	6,682	28.3%	16,374	22.7%
Not enrolled in school	80,958		112,278		38,479		220,780	

* Percentages show the percentage of each row for the total enrollment in the racial or ethnic group. For example: 4.3% of enrolled Latinx persons are in nursery school, preschool; 6.7% of enrolled Blacks are in grade 1, 2% of enrolled Asians are in grade 2, and 1.5% of enrolled whites are in grade 3.

Table 10 / Sex by Educational Attainment, Persons 25 years and over, by Race and Ethnicity

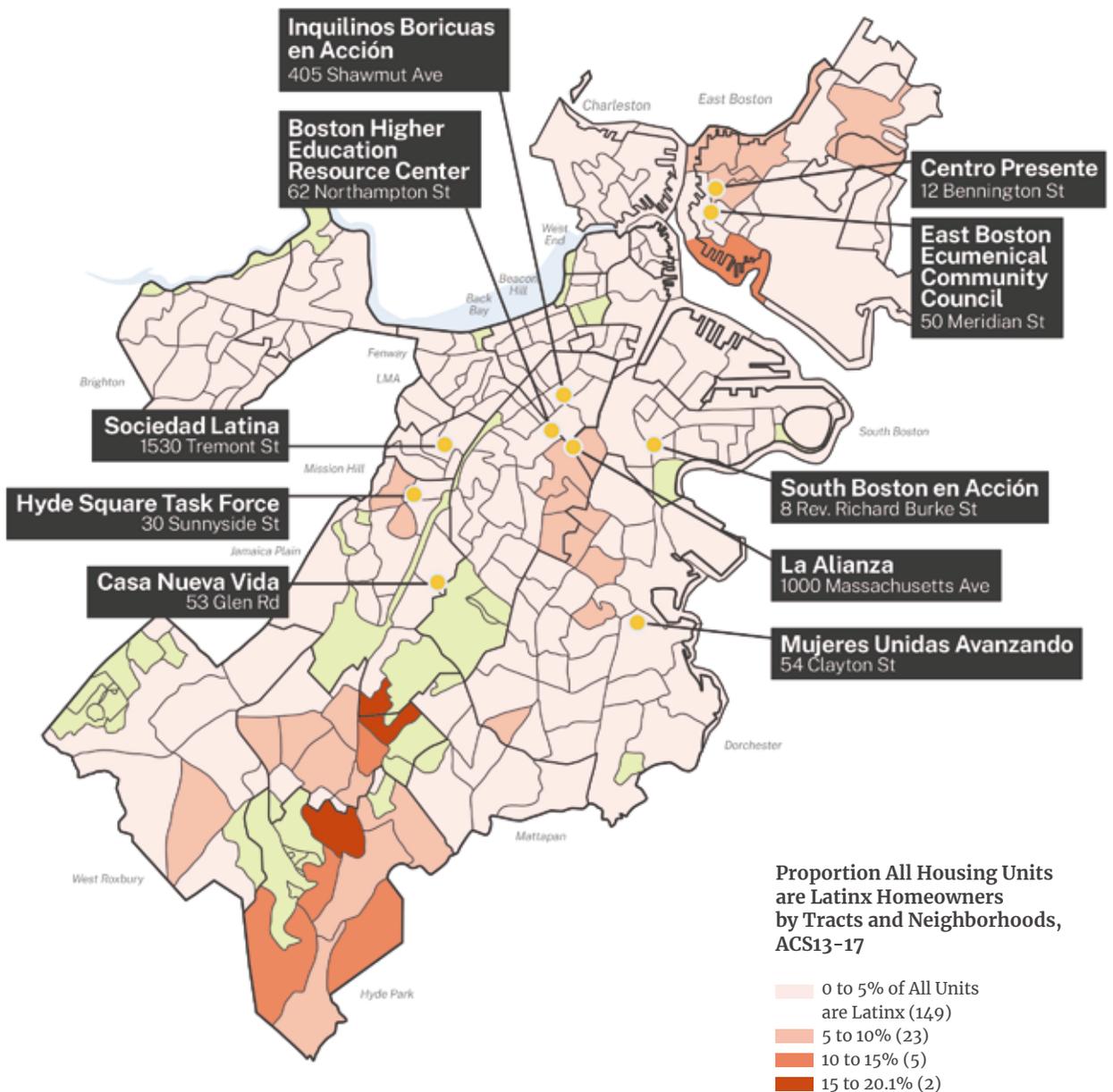
	LATINX	BLACK	ASIAN	WHITE, NON-LATINX
TOTAL	75,899	108,833	42,836	225,135
Male	36,150	47,991	19,763	111,540
Less than high school diploma	34.8%	17.5%	19.7%	5.0%
High school graduate (includes equivalency)	29.7%	35.3%	19.2%	14.4%
Some college or associate's degree	16.4%	27.7%	10.2%	14.1%
Bachelor's degree or higher	19.1%	19.5%	50.9%	66.6%
Female	39,749	60,842	23,073	113,595
Less than high school diploma	29.9%	17.4%	25.9%	4.3%
High school graduate (includes equivalency)	27.2%	29.6%	15.4%	13.3%
Some college or associate's degree	21.5%	30.3%	8.6%	13.0%
Bachelor's degree or higher	21.4%	22.7%	50.1%	69.4%

HOUSING CHARACTERISTICS

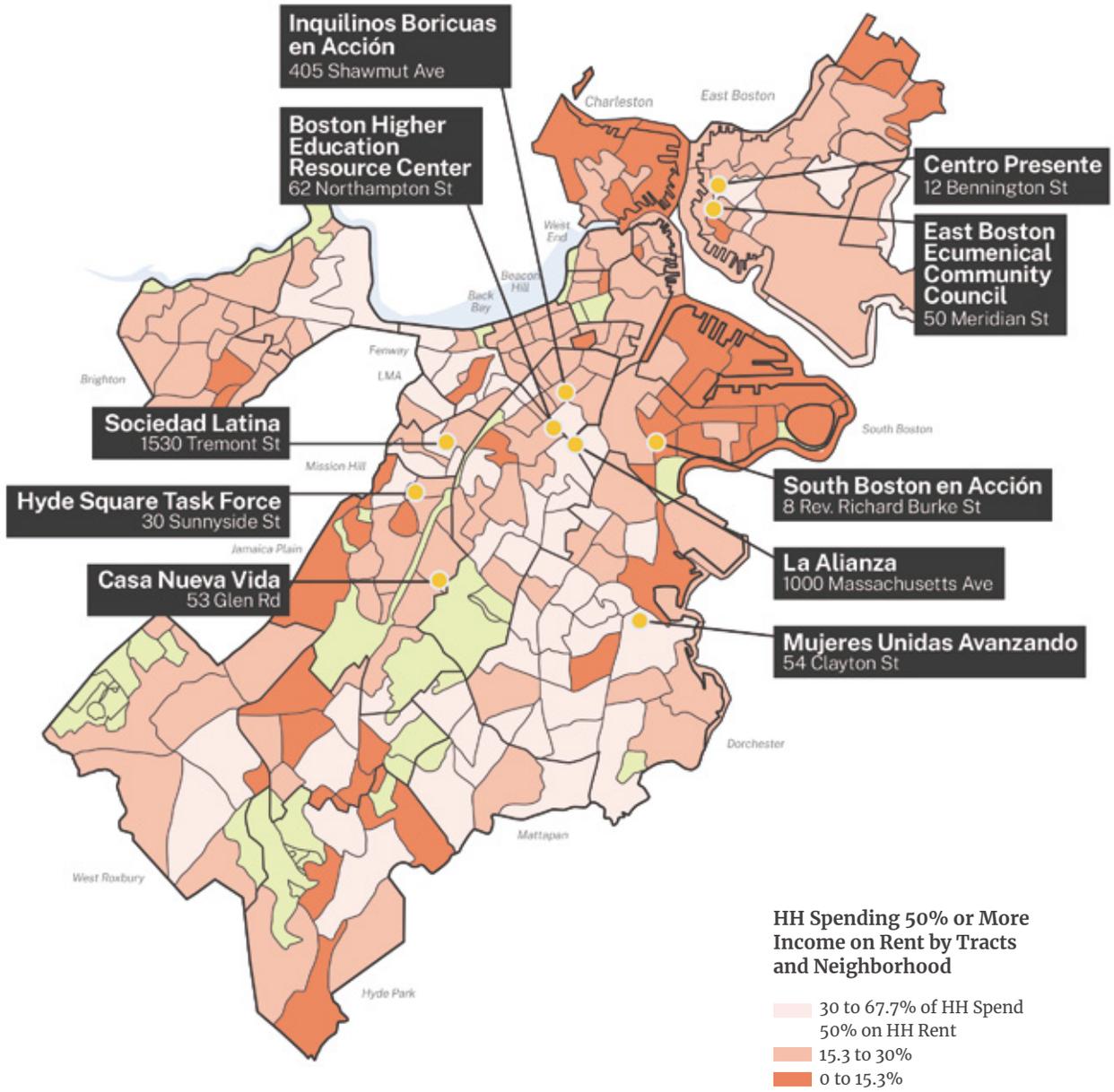
• The rate of homeownership for Latinx households continues to be lower than other groups in Boston. Further, Latinx homeowners represent relatively small proportions of all homeowners across the city. The following Map 6 shows that the Latinx-led CBOs that are part of this study are in parts of the City with extremely low proportions of Latinx homeowners.

• The Latinx population is not only characterized by very low homeowner rates, but they tend to reside in places where the proportion of households paying 50% or more of their income on rent (severe cost burden) is relatively high. Many of the Latinx-led CBOs are located and operate in these same areas as shown in the following Map 7.

Map 6 / Latinx Homeownership in Boston



Map 7 / Boston Households Spending 50% or More of Income on Rent by Tracts and Neighborhoods



OCCUPATIONAL CHARACTERISTICS

- Latinx persons tend to be found in service occupations to a greater extent than Whites who are not Latinx, Blacks, or Asians. A plurality (38.5%) of Latinx male workers are in the service occupations, compared to 42% of Latinx female workers.
- Male and female workers who are White, not Latinx have a much greater presence in management, business, science, and arts occupation than Latinx workers; almost two thirds

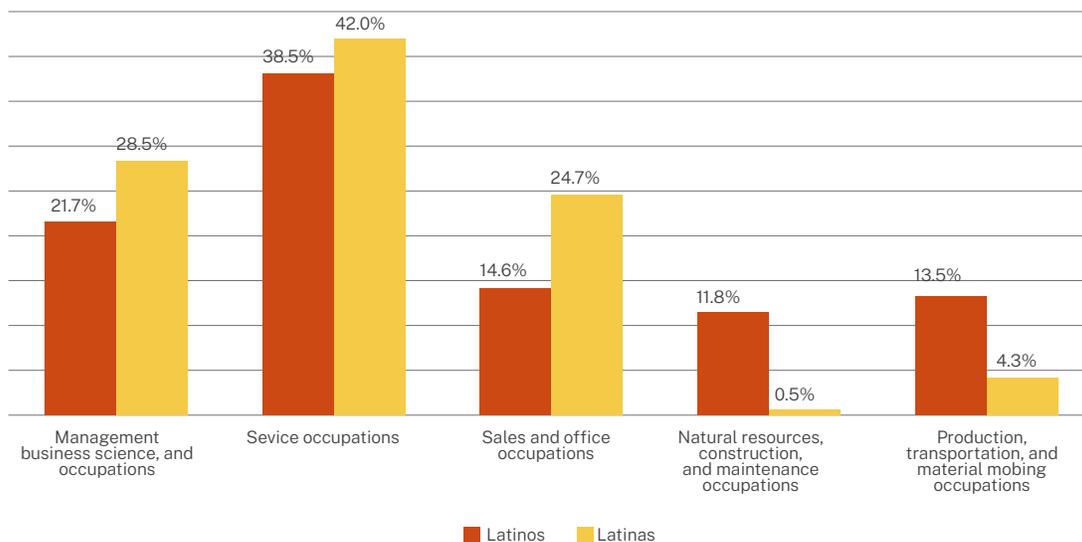
(61.0%) of all White, not Latinx male workers are found in this category, as are 66.0% of all female who are White, not Latinx.

- As illustrated in Table/Chart 9, there are major differences in the occupation distribution of male and female Latinx workers, especially in sales and office occupations, natural resources, construction and maintenance occupations, and production, transportation and material moving occupations.

Table 11 / Occupation Distribution by Race and Ethnicity

	LATINX	BLACK	ASIAN	WHITE NON-LATINX
TOTAL PERSONS				
Male:	31,483	35,991	14,551	95,756
Management, business, science, and arts occupations	21.7%	25.2%	54.5%	61.0%
Service occupations	38.5%	27.7%	18.4%	10.8%
Sales and office occupations	14.6%	19.3%	12.7%	17.2%
Natural resources, construction, and maintenance occupations	11.8%	10.4%	4.7%	5.9%
Production, transportation, and material moving occupations	13.5%	17.5%	9.7%	5.1%
Female:	29,385	43,710	15,547	93,899
Management, business, science, and arts occupations	28.5%	32.4%	51.6%	66.0%
Service occupations	42.0%	33.5%	21.0%	11.6%
Sales and office occupations	24.7%	29.2%	21.0%	20.6%
Natural resources, construction, and maintenance occupations	0.5%	0.4%	0.6%	0.4%
Production, transportation, and material moving occupations	4.3%	4.5%	5.7%	1.3%

Figure 12 / Occupation Distribution by Latinx, Sex



LABOR FORCE CHARACTERISTICS

• As the next table and chart show, Latinx persons who are 18 years old and in the labor force report higher average wages than non-Latinx persons in the same age category. This is also the case for Latinx persons who are 19 years old. But after this age period, the gap in average wages grows larger, and then significantly larger for persons 20 years to 24 years in favor of youth who are not Latinx.

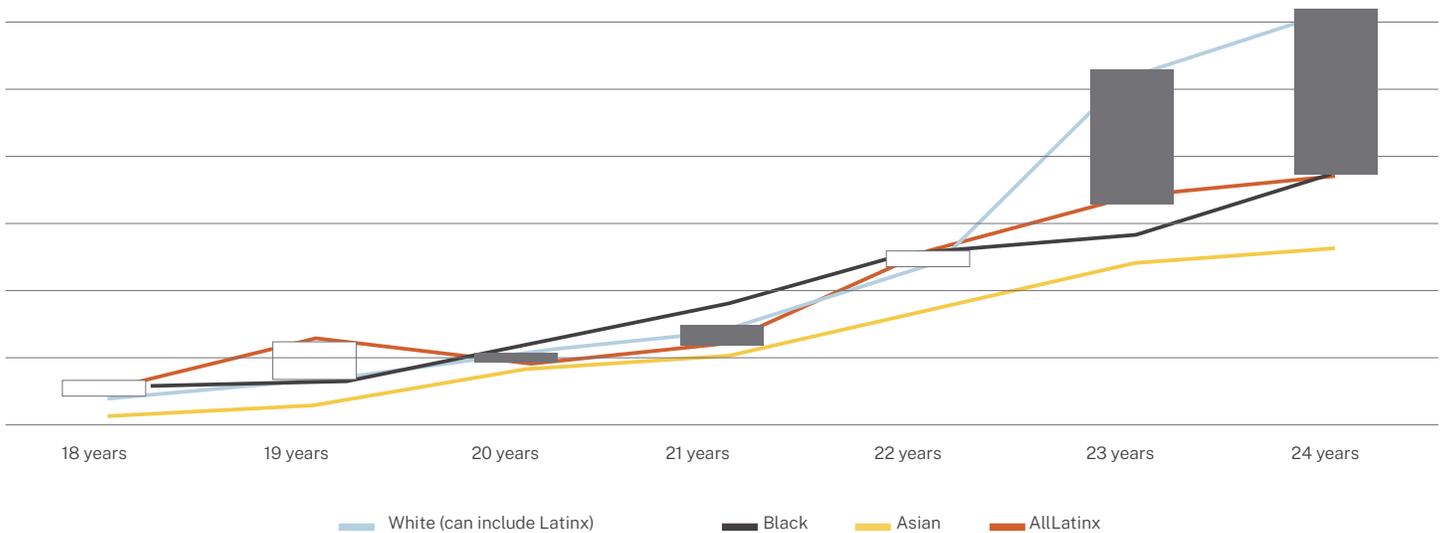
• Beginning at 22 years, the average wages of Latinx youth who are 23 years and 24 years show a major widening in favor of White youth in these age categories. Latinx youth who are 24 years and working report average wages of \$18,754 compared to \$30,932 for Whites (can include Latinx). The gap is illustrated in the graph following the table.

Table 12 / Average Wages for Youth by Age, by Race and Ethnicity

	18 YEARS	19 YEARS	20 YEARS	21 YEARS	22 YEARS	23 YEARS	24 YEARS
White (can include Latinx)	2,245	3,508	5,336	7,274	11,753	26,454	30,932
Black	2,649	3,356	6,542	9,173	12,912	14,197	18,787
Asian	527	1,507	4,175	5,273	8,410	11,961	13,283
All Latinx	2,644	6,101	4,893	6,134	12,746	16,744	18,755
Not Latinx	2,023	2,802	5,510	7,686	11,477	22,542	27,129

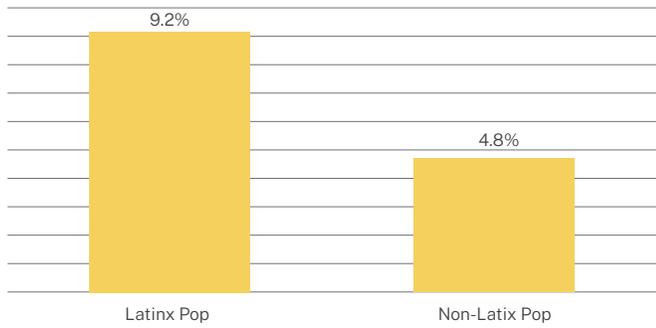
Source: Public Use Microdata Sample 2013-2017

Figure 13 / Comparison of Average Wage Gaps for Youth 18 to 24 Years by Race and Ethnicity



• The proportion of Latinx persons who are employed and at work, but also enrolled in a public school or public college is almost twice (9.2%) compared to 4.8% for all persons who are not Latinx.

Figure 14 / Percent Civilian Employed at Work and Enrolled in Public School or Public College



Source: Public Use Microdata Sample 2017

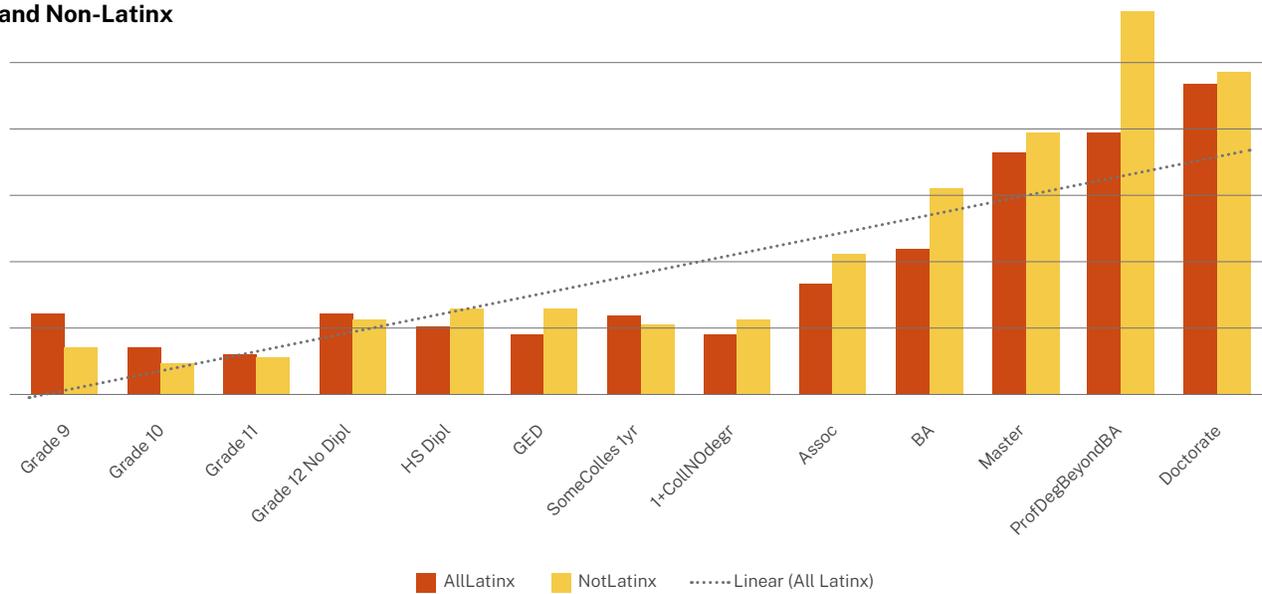
- When the level of schooling is controlled, the average wage gap between Latinx and non-Latinx workers grows significantly with persons holding a high school diploma or GED. Generally, the higher the schooling level, the greater the gap between Latinx and non-Latinx workers.
- The average wages for workers who are not Latinx, and hold a Bachelors' degree, is reported at \$18,454 higher than for Latinx workers.

Table 13 / Average Annual Wages by Education, by Latinx Status

	LATINX	NON-LATINX	DIFFERENCE
Grade 9	23,559	13,561	9,998
Grade 10	14,616	9,071	5,545
Grade 11	12,020	10,515	1,505
Grade 12 No Diploma	23,686	22,727	958
HS Diploma	20,536	25,701	-5,165
GED	17,604	25,574	-7,969
Some College (Less than 1 year)	22,966	21,401	1,565
1+ year(s) College (No degree)	18,320	22,241	-3,922
Assoc	33,113	41,376	-8,263
BA	43,583	62,037	-18,454
Masters	72,680	78,220	-5,540
Prof Degree Beyond BA	78,009	114,285	-36,276
Doctorate	92,583	96,158	-3,575

Source: Public Use Microdata Sample 2013-2017

Figure 15 / Average Wages by Education Attainment, Latinx and Non-Latinx



• The following table and chart are based on the latest American Community Survey 2013–2017 (Table C23002 series). It shows that the Latinx male unemployment rate was reported at 9.5% much higher than the 5.8% of White, not Latinx rate. It compares to a Black male unemployment rate of 12.9%.

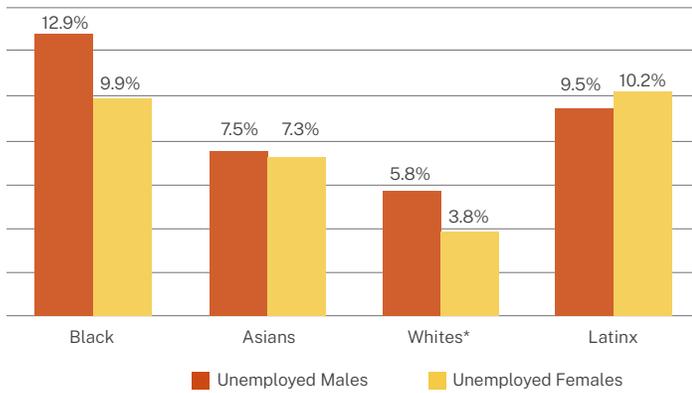
• White women who are not Latina have an unemployment rate of approximately 3.8%, compared to Latinas at 10.2%, and Black females at 9.9%.

Table 14 / Labor Force Characteristics by Race and Ethnicity

	LATINX		BLACK		ASIAN		WHITE, NON-LATINX	
TOTAL	99,063		134,157		56,577		276,049	
Male:	48,047		60,507		25,996		135,200	
16 to 64 years:	44,459		52,784		22,770		118,886	
In labor force:	33,949	76.4%	39,641	75.1%	15,463	67.9%	97,370	81.9%
In Armed Forces:	16		110		14		494	
Civilian:	33,933		39,531		15,449		96,876	
Employed	30,709		34,428		14,286		91,265	
Unemployed	3,224	9.5%	5,103	12.9%	1,163	7.5%	5,611	5.8%
Not in labor force*	10,510	23.6%	13,143	24.9%	7,307	32.1%	21,516	18.1%
Female:	51,016		73,650		30,581		140,849	
16 to 64 years:	46,138		61,710		26,637		119,059	
In labor force:	32,303		46,338		16,457		93,854	
In Armed Forces:	0		15		0		39	
Civilian:	32,303		46,323		16,457		93,815	
Employed	29,008		41,727		15,259		90,227	
Unemployed	3,295	10.2%	4,596	9.9%	1,198	7.3%	3,588	3.8%
Not in labor force	13,835	30.0%	15,372	24.9%	10,180	38.2%	25,205	21.2%

* Not in labor force refers to persons who are neither employed or unemployed; even if unemployed, persons are counted as part of the labor force; in other words, it would not be accurate to include persons 'Not in the labor force' to calculate employment and unemployment levels.

Figure 16 / Unemployment Rates in Boston by Race and Ethnicity



• Latinx persons who are students in grades 11 and 12 have significantly higher participation in the labor force than others as shown below based on those reporting working last week.

Table 15 / Persons in Grades 11 and 12 who Worked Last Week, by Race and Ethnicity

White*	24.4%
Black*	22.7%
Asian*	21.4%
Latinx	34.9%

*Not Latinx

Source Public Use Microdata Sample 2012-2016

INCOME, WEALTH AND POVERTY

• Latinx persons have among the highest poverty rates in Boston at 31.3%; this means that almost one third of all persons in this group had incomes below the poverty level according to the ACS 2013 - 2017 5 Year estimates. This compares to almost one quarter (24%) of African Americans who have incomes below the poverty level, but only 12.2% for Whites who are not Latinx.

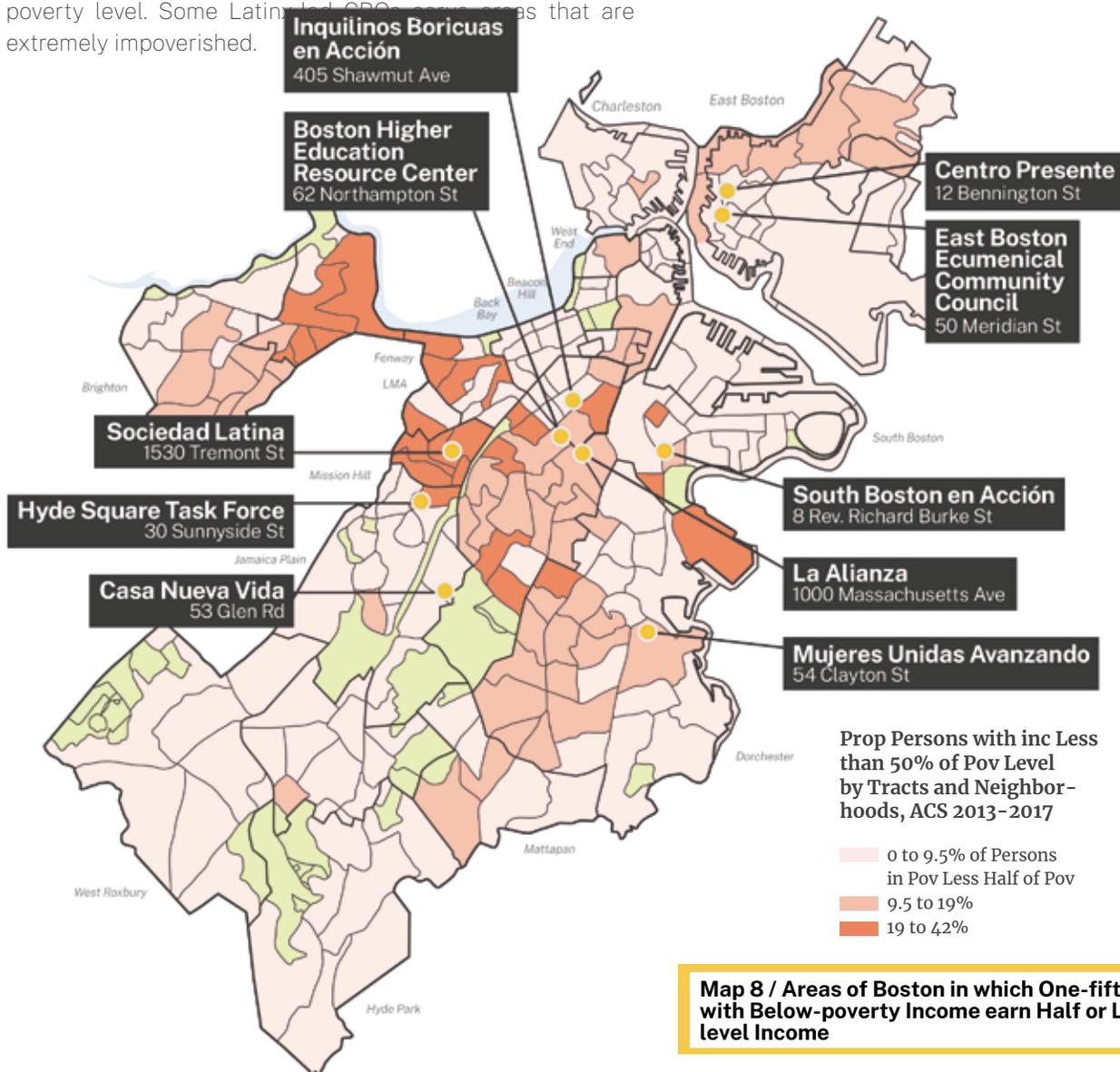


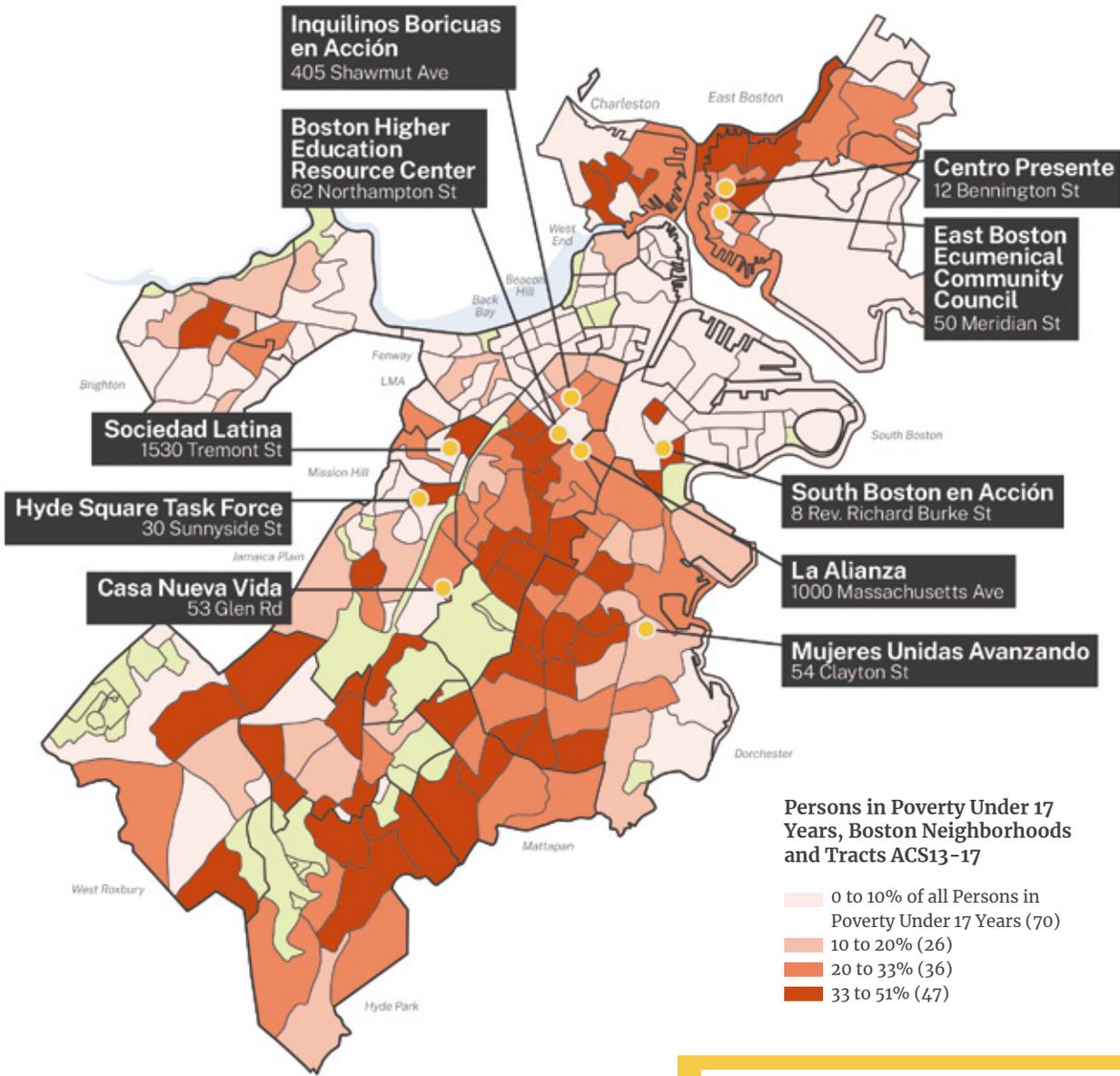
Table 16 / Poverty Status in the Past 12 Months, by Race and Ethnicity

		AT OR BELOW POVERTY LEVEL	
TOTAL	626,118	128,618	20.5%
Race and Hispanic or Latinx Origin:			
White alone	323,795	47,201	14.6%
Black or African American alone	165,302	39,639	24.0%
American Indian and Alaska Native alone	2,406	579	24.1%
Asian alone	56,680	17,657	31.2%
Native Hawaiian and Other Pacific Islander alone	149	18	12.1%
Some other race alone	46,294	15,673	33.9%
Two or more races	31,492	7,851	24.9%
Hispanic or Latinx origin (of any race)	124,615	39,035	31.3%
White alone, not Hispanic or Latinx	273,935	33,359	12.2%

• Even for all persons with incomes under the official poverty level there are differences in the degree of poverty. For example, Map 8 shows that there are some areas of Boston where one fifth (19.0%) or more of all persons with incomes under the poverty level, only have incomes that are half the poverty level. Some Latinx and Black neighborhoods as that are extremely impoverished.

• The poverty rate among youth is especially pronounced in various parts of Boston and where Latinx population tends to reside as shown in the following Map 9. Some of these areas and census tracts report that 40% or more of all youth 17 years or under are poverty-stricken.





Map 9 / Percentage of Persons in Poverty in Boston by Tracts and Neighborhoods



SELECT BIBLIOGRAPHY

Browne, Colette, and Crystal Mills. “Theoretical Frameworks: Ecological Model, Strengths Perspective, and Empowerment Theory.” *Culturally Competent Practice: Skills, Intervention and Evaluation*, 2001, 10–30.

Bryan, Brielle “Diversity in Philanthropy: A Comprehensive Bibliography of Resources Related to Diversity Within the Philanthropic and Nonprofit Sectors | D5.” *The Foundation Center*, 2008. <http://www.d5coalition.org/tools-and-resources/diversity-in-philanthropy-a-comprehensive-bibliography-of-resources-related-to-diversity-within-the-philanthropic-and-nonprofit-sectors/>.

Cahn, Edgar S. *No More Throw-Away People: The Co-Production Imperative*, 2000.

Castellanos, Jeanette, and Alberta M. Gloria. “Research Considerations and Theoretical Application for Best Practices in Higher Education: Latina/os Achieving Success.” *Journal of Hispanic Higher Education* 6, no. 4 (2007): 378–396.

Clarke, Brian. “Anchor Institutions: The Economic Benefits of Putting Community First.” *Communities and Banking*. Boston: Federal Reserve Bank of Boston, April 13, 2017. <https://www.bostonfed.org/publications/communities-and-banking/2017/spring/anchor-institutions-the-economic-benefits-of-putting-community-first.aspx>.

Cortés, Michael. “Do Hispanic Nonprofits Foster Hispanic Philanthropy?” *New Directions for Philanthropic Fundraising* 1999, no. 24 (1999): 31–40.

Dorfman, Aaron. “Creating a Philanthropic Sector That Is More Responsive to the Needs of Diverse Communities.” *Philanthropy at Its Best: Guiding NCRP into the Next Five Years*, 2007, 16.

Duran, Lisa. “The Politics of Philanthropy and Social Change: Challenges for Racial Justice.” *Foundations for Social Change: Critical Perspectives on Philanthropy and Popular Movements*, 2005, 211–23.

Gallegos, Herman E. (ed.); O’Neill, Michael (ed.); Foundation Center. *Hispanics and the Nonprofit Sector*. New York, NY: Foundation Center. 1991.

Gordon, Avery F. *Ghostly Matters: Haunting and the sociological imagination*. University of Minnesota Press, 2008, p.17.

Hinojosa, Jennifer, N. Román, and E. Meléndez. “Puerto Rican Post-Maria Relocation by States.” *Center for Puerto Rican Studies* 1, no. 1 (2018): 1–15.

Iglehart, Alfreda P., and Rosina M. Becerra. *Social Services and the Ethnic Community: History and Analysis*. Waveland Press, 2010.

Jennings, James. “Community Health Centers in US Inner Cities: From Cultural Competency to Community Competency.” *Ethnicity and Race in a Changing World* 1, no. 1 (2009): 1–12.

Jennings, James. Community Based Organizations and the Nonprofit Sector in Massachusetts: Where Do We Go from Here? Research Report, <https://sites.tufts.edu/jamesjennings/> (September 2005).

Jennings, James, Jen Douglas, and Miren Uriarte. “The Silent Crisis II: A Follow-Up Analysis of Latin@ Participation in City Government Boards, Commissions, and Executive Bodies in Boston and Chelsea, Massachusetts,” 2017.

Johnston, Katie. “INVISIBLE in Any Language: Mass. Latinos Face Intense Inequality” *The Boston Globe*, March 8, 2018. <https://www.bostonglobe.com/business/2018/03/08/invisible-any-language-mass-Latinos-face-intense-inequality/Wp7mUPBWFLNXMtpAUNEYGL/story.html>.

Lopez, Russ. *Boston’s South End: The Clash of Ideas in a Historic Neighborhood*. Shawmut Peninsula Press, 2015.

Mathews, David. “A Question of Culture.” *In Higher Education Exchange*. Kettering Foundation, 2018. https://www.kettering.org/sites/default/files/product-downloads/hex_2018.pdf.

Meléndez, Edwin. “The Potential Impact of Workforce Development Legislation on CBOs.” *New England Journal of Public Policy* 13, no. 1 (1997): 13.

Meléndez, Edwin, and Jennifer Hinojosa. “Estimates of Post-Hurricane Maria Exodus from Puerto Rico.” *Research Brief Centro RB2017-01*, Center for Puerto Rican Studies, 2017, 1–7.

Muñoz, Ana Patricia; Marlene Kim; Mariko, Chang; Regine, Jackson; Darrick Hamilton, and William A. Darity. “The Color of Wealth in Boston.” Available at SSRN 2630261, 2015.

O’Connell, Brian, and John William Gardner. *Civil Society: The Underpinnings of American Democracy*. UPNE, 1999.

Paulino, Erik. “State of the Latinx Community: The Role of the Latinx Nonprofit and Philanthropy.” *State of Philanthropy 2004*, National Committee for Responsible Philanthropy, 2004, 15–19.

Rivera Lorna, Granberry Phillip, Estrada-Martínez Lorena, Uriarte Miren, Siqueira Eduardo, Linde-Arias Ana Rosa, and Bacigalupe Gonzalo. “COVID-19 and Latinos in Massachusetts” (2020). *Gastón Institute Publications*; available from https://scholarworks.umb.edu/gaston_pubs/253.

Robinson, David and Justin Steil. “Evictions in Boston: The Disproportionate Effects of Forced Moves on Communities of Color.” *Boston: City Life Vida Urbana*, 2020.

Rodriguez, Aida, Hugh T Fox, Gloria Elena Jimenez, Kendahl Goldwater-Feldman, and Ben Francisco Maulbeck.

“Foundation Funding and Latinx Community Priorities: Gaps and Opportunities.” *Hispanics in Philanthropy*, 2012, 24.

Rodríguez, Félix V. Matos. “The ‘Browncoats’ Are Coming”: Latinx Public History in Boston.” *The Public Historian* 23, no. 4 (2001): 15–28.

Rosenstein Carole. “Cultural Heritage Organizations: Nonprofits That Support Traditional, Ethnic, Folk, and Noncommercial Popular Culture.” *Washington, DC: The Urban Institute*, 2006.

Scheie, David, T Williams, and Janis Foster. *Improving Race Relations and Undoing Racism: Roles and Strategies for Community Foundations*. Rainbow Research. 2001: Rainbow Research. 2001, 2001.

Shiao, Jiannbin Lee. *Identifying Talent, Institutionalizing Diversity: Race and Philanthropy in Post-Civil Rights America*. Duke University Press, 2004.

Taylor, Mark Zachary. *The Politics of Innovation: Why Some Countries Are Better than Others at Science and Technology*. Oxford University Press, 2016.

The New York Times. *The Fullest Look Yet at the Racial Inequity of Coronavirus* (July 5, 2020).

The Denver Foundation. *Expanding Nonprofit Inclusiveness Initiative. A Report from the Pipeline: Reflections on the Nonprofit Sector from People of Color in Metro Denver*. Denver, CO: The Denver Foundation, 2007.

UnidosUS. “Become an Affiliate of UnidosUS.” Accessed October 15, 2019. <https://www.unidosus.org/affiliates/join/>.

Miren Uriarte, *Organizing for Survival: The emergence of a Puerto Rican Community*, Ph D dissertation, Boston University, 1988

Uriarte Miren. “Contra Viento y Marea (against All Odds): Latinos Build Community in Boston.” *Boston Persistent Poverty Project, Latinos in Boston: Confronting Poverty, Building Community*, 1993, 3–6.

Uriarte, Miren, James Jennings, and Jen Douglas. “The Silent Crisis: Including Latinos and Why It Matters, Representation in Executive Positions, Boards, and Commissions in the City Governments of Boston, Chelsea, and Somerville,” n.d., 42.

U.S. Bureau of Labor Statistics. “Nonprofit Establishments, Employment and Wage Estimates, 2017 Annual Figures,” 2018. <https://www.bls.gov/cew/publications/employment-and-wages-annual-averages/2018/home.htm>.

Wolk, Andrew, Root Cause, and James Jennings. “Mapping Momentum for Boston’s Youth: Programs & Opportunities for Black and Latinx Young Men,” 2016.

ABOUT THE AUTHORS

Melissa Colón

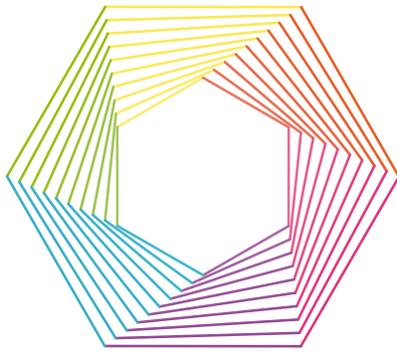
Melissa Colón, is an Associate Professor of Sociology at Bunker Hill Community College. She is also a Research Associate at the Gastón Institute and at TIER, a program evaluation center at Tufts University. Her interests in research, evaluation, and policy emerged from her work to address social inequities experienced by Black and Latinx children, youth, and families. Understanding schooling and communities as important developmental contexts, her work examines the social and policy determinants of outcomes and engagement. Her research and teaching espouses culturally sustaining participatory processes. Melissa has a BA in Education and History from Boston College, as well as a Master’s in Public Policy and Doctorate in Child Study and Human Development from Tufts University.

Dr. James Jennings

Dr. James Jennings, is Professor Emeritus of Urban and Environmental Policy and Planning at Tufts University. He has worked with foundations and government to conduct research on urban affairs impacting Black and Latinx communities. Some of his recent collaborative publications include *Mapping Momentum for Boston Youth: Programs and Opportunities for Black and Latino Young Men*; *Silent Crisis II: A Follow-up Analysis of Latino/a Civic Participation in Chelsea and Boston, Massachusetts*; *Understanding Gentrification and Displacement: Community Voices and Changing Neighborhoods*, and other publications. Currently he is working with a group of housing and civil rights activists and the City of Boston in completing a comprehensive assessment of affirmatively furthering fair housing report.

Jen Douglas

Jen Douglas, works as an independent researcher for community-based clients in Boston and beyond, and a grant writer for United for a Fair Economy. She is a graduate of the Ph.D. in Public Policy at UMass Boston’s John W. McCormack Graduate School of Policy and Global Studies. Recent collaborative publications include *Understanding Gentrification and Displacement: Community Voices and Changing Neighborhoods*; *Silent Crisis II: A Follow-up Analysis of Latino/a Civic Participation in Chelsea and Boston, Massachusetts*; *The Nonprofit Racial Leadership Gap in Massachusetts: A Race to Lead Brief* (forthcoming); and a report on the impacts of the COVID-19 pandemic and the uprisings against systemic racism on people of color-led community-based nonprofits (forthcoming).



GREATER BOSTON
LATINO NETWORK

