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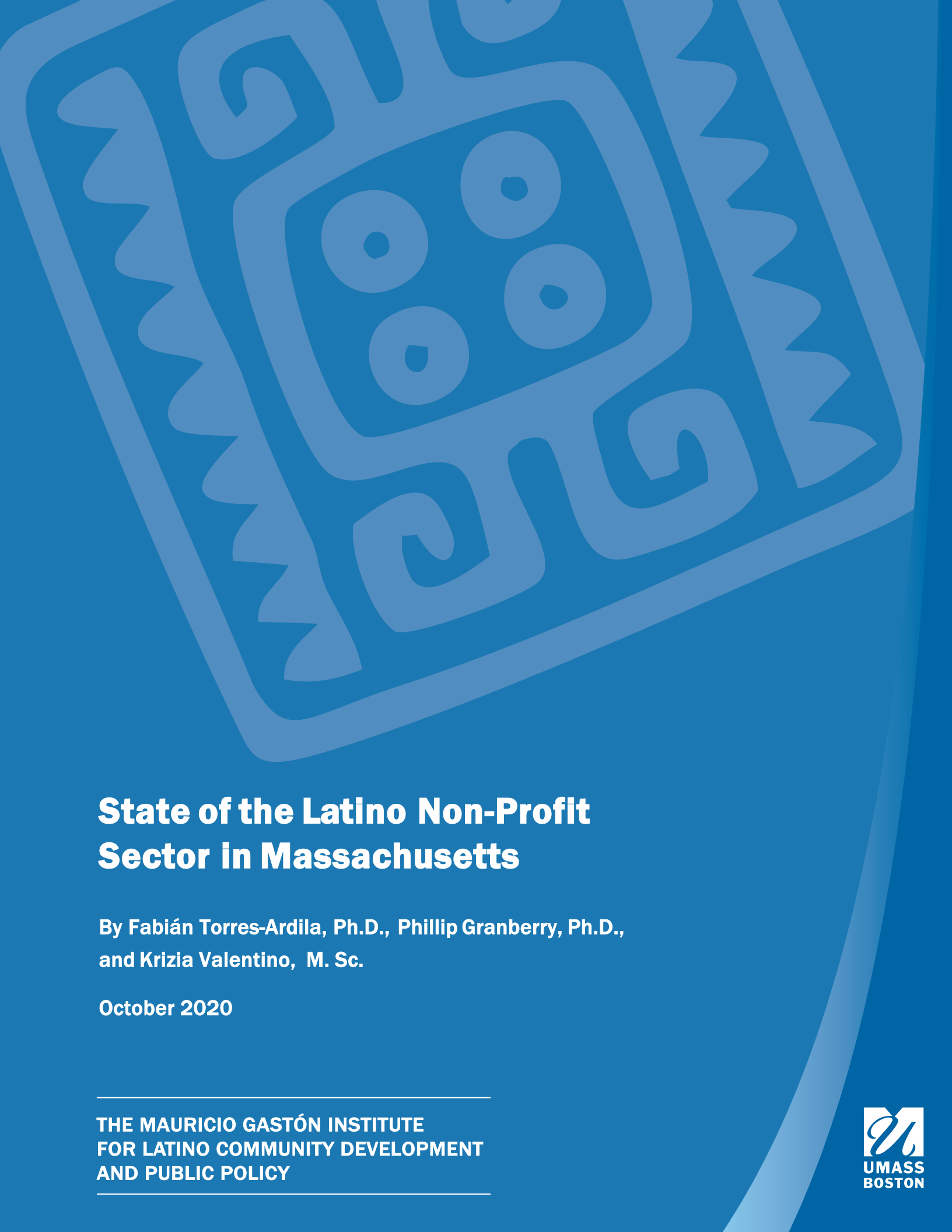
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A large, stylized geometric pattern in shades of blue, featuring concentric squares, circles, and zig-zag lines, resembling a traditional textile or architectural motif.

State of the Latino Non-Profit Sector in Massachusetts

By Fabián Torres-Ardila, Ph.D., Phillip Granberry, Ph.D.,
and Krizia Valentino, M. Sc.

October 2020

THE MAURICIO GASTÓN INSTITUTE
FOR LATINO COMMUNITY DEVELOPMENT
AND PUBLIC POLICY

STATE OF THE LATINO NON-PROFIT SECTOR IN MASSACHUSETTS

The Mauricio Gastón Institute for Latino
Community Development and Public Policy
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UNIVERSITY OF MASSACHUSETTS BOSTON



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Executive Summary

Latinos are one of the fastest growing ethnic groups in Massachusetts. Between 1980 and 2017, the Massachusetts Latino population increased by 475%, with many new arrivals coming from Central and South America. In Massachusetts, the top ten Latino subgroups by population size are: Puerto Ricans, Dominicans, Brazilians, Salvadorans, Guatemalans, Mexicans, Colombians, Cubans, Ecuadorans, and Hondurans. These varied national origins reflect the diversity of the state's Latino community and its breadth of strengths and needs.¹ **The Mauricio Gastón Institute for Latino Community Development and Public Policy** (Gastón Institute) estimates that by 2035, the Latino population will represent nearly 15.3% of the state's population, compared to 12.4% in 2019.² This growth will be due more to future Massachusetts births than to international migration.

In partnership with Amplify Latinx, Gastón Institute researchers gathered data about the current Latino non-profit organizations in Massachusetts. Our goal was to establish a benchmark that would allow us to assess the strengths of the specific services provided by these non-profits to Latino communities across the state. The data collection and analysis for this report occurred between June 2019 and February 2020 and therefore predates the effect of the 2020 COVID-19 crisis on the work and stability of Latino organizations. Yet, the COVID-19 crisis highlights the great urgency for policies and practices that can strengthen the ability of Latino organizations to respond to community needs.

Early studies of the COVID-19 crisis show a disproportionate effect on certain Latino communities across the state. For example, by July 10, 2020 the seven cities with the highest Latino populations (together comprising half all of all the State's Latinos) all had rates of positive COVID-19 cases higher than the state's average of 1,813 cases per 100k. These cities are Chelsea (7,846 per 100k), Lawrence (4,127), Lynn (3,633), Worcester (3,633), Lowell (2,503), Boston (2,037), and Springfield (1,814).³

¹ Rivera, L. (2019) Latinos in Greater Boston: Migration, New Communities and the Challenge of Displacement. In Boston Foundation, Changing Faces of Greater Boston. Available at <https://www.bostonindicators.org/-/media/indicators/boston-indicators-reports/report-files/changing-faces-2019/indicators-changing-facesf2web.pdf>

² Granberry, P. & Mattos, T. (2019). "Massachusetts Latino Population: 2010-2035" Gastón Institute Publications. 241. https://scholarworks.umb.edu/gaston_pubs/241

³ Gaston Analysis of Massachusetts Dept. of Public Health at <https://www.umb.edu/gastoninstitute/research>

Mapping of Latino Organizations in Massachusetts

In addition, the state's prolonged lockdown has affected employment in the areas where Latinos are present in significant proportions. For example, about 55% of all Latinos in the state are employed in seven occupations severely impacted by the economic shutdown (cleaning and maintenance, food preparation, production, construction, transportation, personal care and service, and health care support).⁴ Similarly, there have been significant barriers to accessing remote learning, especially for English Learners, the majority of whom are Latino. The current crisis has amplified the gaps in health, education, housing and financial security within the Latino community, requiring many Latino non-profits to pivot and provide basic human services within their communities.

THE LATINO NON-PROFIT SECTOR PROVIDES VALUABLE COMMUNITY SERVICES BUT IS DEEPLY UNDER-RESOURCED

We believe that a strong non-profit sector is essential to serving the Latino community's needs, particularly during a health and economic crisis like the one we are experiencing now. Past research has shown that non-profit community-based organizations (CBOs) play an increasingly vital role in public-private partnerships with federal, state, and local government. These partnerships are needed to provide affordable housing, plan economic development projects, and offer social services and educational programming to low-income communities and under-resourced Latino populations.

Despite the dynamism and responsiveness of existing Latino organizations to support the needs of a rapidly growing community, we find that the size and scale of the Latino non-profit sector is much smaller than what the community needs. In our analysis of the Massachusetts Latino non-profit sector, we highlight three key findings.

1. The Latino non-profit sector has grown over the last 30 years but is still too small to meet the needs of the growing Latino population. According to our baseline research, existing Latino non-profits would need to increase their size and nearly 100 new non-profit organizations would need to be created to fill the current service and geographic gaps in ways that are proportional to the Latino share of the state's population.
2. Existing Latino organizations are struggling with financial stability as funding remains sparse with less than 2% of philanthropic dollars being directly invested in Latino-based

⁴ Granberry, Phillip, "Latinos in the Labor Force" (2020). Gastón Institute Publications. 248. https://scholarworks.umb.edu/gaston_pubs/248

organizations.⁵ While the population that Latino non-profits serve is swelling and requires more services, their funding is insufficient to meet the needs. We found that 97% of the total net assets of Latino organizations are concentrated in just six cities in Massachusetts (Boston, Chelsea, West Springfield, Lawrence, Holyoke, and Worcester).

3. Non-profit organizations are stretched thin and concentrated in a few areas, both geographically and by services. Suffolk County is home to just 23% of the Latino population but contains 50% of all Latino non-profit organizations. There is also an urgent need for diversification and expansion of health, employment, education, and legal services. For instance, Massachusetts has only two Latino non-profit organizations focused on health.

The implications of these findings are compounded by the disproportionate health and economic threats posed by COVID-19 for communities of color. Early research has shown the crisis has impacted Latino community organizations in at least three critical areas:

- A. Latino organizations are redirecting their efforts and funds to provide direct assistance to families affected by unemployment created by the COVID-19 pandemic. This direct assistance has consisted of emergency food and housing services, cash assistance, provision of PPE and emergency childcare, which reduced the already strained resources these organizations need to sustain other necessary programs such as ESL instruction, workforce development, and education.
- B. In the aftermath of the crisis, many Latino communities will require additional support for programs in K-12 education, technical education, workforce development, unemployment, mental health, housing/rental assistance, and other social services. These increased needs will require additional funding from the state and philanthropic foundations to enable Latino organizations to respond at the necessary scale.
- C. The COVID-19 lockdown has affected the state and local economies in ways that remain to be seen. However, we can predict a differential effect across the state: cities with a much-diversified economy, such as Boston, may be able to rebound faster than other less resourced cities. As many of the local Latino organizations depend on grants from state and local government, the crisis will not only increase the unequal distribution of

⁵ Rendon, J. (2020, May 7). Nonprofits Led by People of Color Win Less Grant Money With More Strings (Study) <https://www.philanthropy.com/article/Nonprofits-Led-by-People-of/248720>

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funds for Latino and other community-based organizations, but also put at risk the very existence of some that were already on the verge of financial distress.

LATINO NON-PROFITS ARE TRUSTED COMMUNITY PARTNERS THAT SERVE AS FIRST RESPONDERS IN CRISIS

Despite the difficulties created by the COVID-19 crisis, Latino organizations have been able to quickly create a support network to provide families with much-needed help. This is evidence of the resilience of these organizations and the important role that they play in their communities. As Massachusetts plans for recovery, the crisis pushes us to acknowledge the systemic inequities that have led to under-investment in Latino organizations, and the necessity for policies that equitably and sustainably fund the Latino non-profit sector.

Based on our research on the Latino non-profit sector we recommend that leaders, funders, policymakers, and other stakeholders adopt the following three key measures, which are further described in the recommendations section:

1. Create an assets-based plan to strategically invest in the growth of existing Latino organizations and develop new organizations to provide the types of services required in growing Latino areas.
2. Develop a coordinated, cross-sector partnering and policy strategy (government, business, and philanthropy) that advances Latino leadership and the financial sustainability and the capacity of Latino organizations.
3. Conduct further research into the Latino non-profit sector to determine the gaps in resources and supports, as well as the baseline number of new Latino organizations needed to address the changing needs of the community.

These critical measures are needed to move toward more effectively serving the needs of the Latino population.

1. Introduction

In March 2019, Amplify Latino and the Mauricio Gastón Institute for Latino Community Development and Public Policy embarked on a study to identify and map existing Latino non-profit organizations in Massachusetts. Latinos currently make up 11.4% of the Commonwealth's population.⁶ This report contains the findings for the development of an inventory of Latino organizations, an interactive website tool, and an analysis of the current state of Latino non-profit organizations in Massachusetts.

By 2035, the Latino population is projected to grow to over 1.15 million and represent nearly 15.3% of the population.² This population growth calls for strong Latino organizations that can provide vital resources and services to these communities across the state.

The focus on non-profit organizations stems from the increasing use of public-private partnerships between federal, state, and local governments and non-profit community-based organizations (CBOs). These partnerships are used to manage affordable housing, plan economic development projects, and provide social service programming to low-income communities and specific population groups.

Amplify Latinx sought to gather data about the currently existing Latino non-profit organizations in Massachusetts with the ultimate goal of establishing a baseline that will allow the assessment of the strength of the specific services provided to the many Latino communities across the state. With this goal in mind, the Gastón Institute's researchers developed a database with a visual mapping of the currently existing Latino non-profit and civic organizations in Massachusetts. The information gathered can be used by community leaders/stakeholders to identify opportunities for collaboration and for mobilization of resources. It will also highlight existing gaps in service delivery (i.e., needs that are not being addressed) in the Latino

⁶ American Community Survey 2017.

⁷ Granberry, Phillip and Mattos, Trevor, "Massachusetts Latino Population: 2010–2035" (2019). Gastón Institute Publications. **241**. https://scholarworks.umb.edu/gaston_pubs/241

community. This project involved searching active Latino organizations across the state as well as identifying their core services, organizational size, and financial indicators.

MAIN DEFINITIONS

This report focuses on Latino-serving non-profit service/advocacy organizations because of the large space they occupy—and have occupied historically—in addressing quality of life issues affecting Massachusetts’s Latino communities. For purposes of this study, we use these definitions:

a. **Non-profit organization.** An organization with a 501c3 status. Although grassroots organizations that operate under a fiscal sponsor are also included, 501c3’s that are sponsored by religious organizations are not included.

b. **Latino organization.** A non-profit organization that fits all or most aspects of the following description:

- Its mission and services primarily target Latino communities.
- Its Executive Director identifies as Latino.
- Its Board of Directors has a majority of Latino members.
- Its organizational mission reflects a focus on Latino community needs and on strengthening families, youth, and adult individuals.
- Its practice promotes cultural proficiency, bilingualism as an asset, and the equitable treatment of Latino in all areas of life.
- It could be classified as a community-based organization (CBO), i.e., it is organized around a geographic place (i.e., a “community”) in which it provides its services. This distinguishes it from larger non-profits operating at multiple sites as well as from broad-based service organizations (e.g., Red Cross).

This definition was determined by consensus between Amplify Latinx, its partner CBOs from the Greater Boston Latino Network (GBLN), and researchers at the Gastón Institute. It attempts to distinguish between (a) organizations that were purposively funded with the aim of serving Latinos in their community and (b) organizations that because of the increasing Latino population are currently serving a larger share of Latinos than at the time of their funding, but do not have a specific Latino focus in their mission.

METHODOLOGY

The following steps outline the methodology used in this study to identify the Latino organizations that appear in this report. (See Appendix III for detailed information.)

Step 1: We used data from the 2013–2017 American Community Survey (ACS) to identify the cities and towns throughout the Commonwealth of Massachusetts with a significantly large Latino population. In this step we identified 84 cities and towns that, together, contain 91% of the total Latino population in Massachusetts.

Step 2: Researchers at the Mauricio Gastón Institute conducted Google searches between March and September of 2019 on each of these 84 cities and towns to identify Latino non-profit organizations. Searches were based on twenty-one types of services offered by community-based organizations: such as health services, education, immigration, etc. Researchers at the institute adjusted the search terms to include the keywords Latino, Latina, Puerto Rican, Dominican, Salvadoran, Guatemalan, and Colombian. The information from the searches was used to create a preliminary list of Latino organizations.

Step 3: For each county in Massachusetts, an identified Latino community leader reviewed the preliminary list of organizations in that county, identified any omissions, and suggested corrections and additions.

Step 4: Between July and September of 2019, the research team conducted similar searches on GuideStar to triangulate Google search results. GuideStar (<https://www.guidestar.org>) is the largest source of information on U.S. non-profit organizations. A final list containing Latino organizations in Massachusetts was created.

Step 5: Between December of 2019 and January 2020, attempts were made to contact by phone the Latino organizations in the final list to confirm their organization type, leadership, and services offered. Approximately 40% of the organizations contacted at this stage offered confirmation or revisions of the data, which were then incorporated in the final report of the project.

Methodology for classification of services offered by organizations. The main service offered by each organization identified in this inventory was classified using codes from The National Taxonomy of Exempt Entities (NTEE)—core codes developed by the National Center for Charitable Statistics (NCCS). The NTEE system is used by the Internal Revenue Service to classify non-profit organizations. (See more at <https://nccs.urban.org/publication/irs-activity-codes>.)

2. Findings

1. Latino Organizations' Geography and Leadership

Geographic distribution. This study identified 80 active Latino non-profit organizations in Massachusetts, located within 25 cities (Table 1.) Thirty-seven of the 80 organizations (46.25%) are located in the City of Boston, which has about 17.8% of the state's Latino population in the state. In contrast, the Western Massachusetts cities of Holyoke and Springfield have a combined share of 11.6% of the state's Latinos but only seven Latino organizations (8.8% of the state's total). It is clear then, that the Latino organizations are not necessarily distributed in proportion to each cities' share of the Latino population.

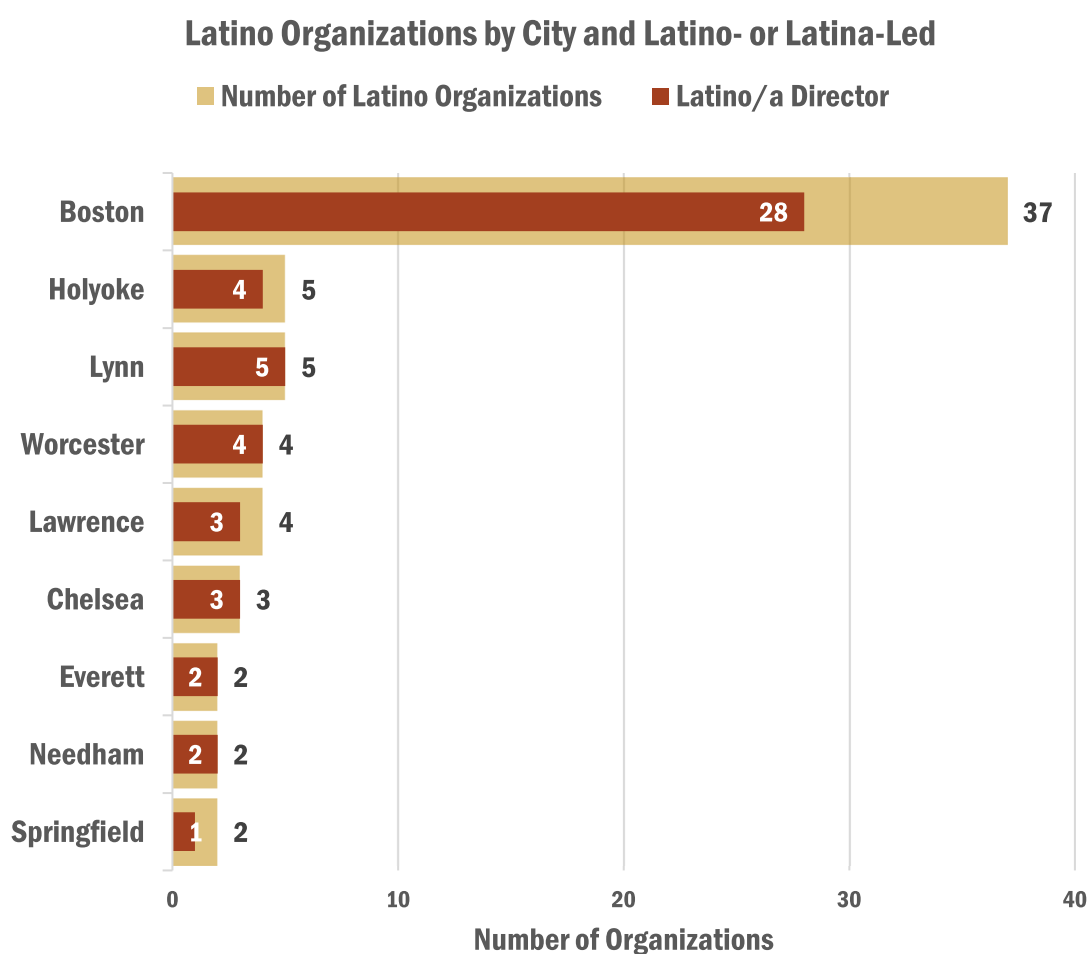
Table 1. Latino Organizations by City	
CITY	ORGANIZATIONS
BOSTON	37
HOLYOKE	5
LYNN	5
LAWRENCE	4
WORCESTER	4
CHELSEA	3
EVERETT	2
NEEDHAM	2
SPRINGFIELD	2
BELMONT, CAMBRIDGE, EASTON, FRAMINGHAM, GRAFTON, LEE, LEOMINSTER, NEW BEDFORD, NORTHAMPTON, PAXTON, READING, SOMERVILLE, WALTHAM, WAYLAND, WESTFIELD, WEST SPRINGFIELD (ONE ORGANIZATION BY CITY)	16
TOTAL	80

SOURCE: GASTÓN INSTITUTE RESEARCH

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Leadership. We define Latino-led organizations as those in which the Executive Director is Latina or Latino. Using this definition, we found that 52 out of 80 organizations are Latino-led, about 65% of all organizations (Figure 1). In Boston, three quarters of operating Latino organizations are Latino-led with their Executive Director identifying as Latino or Latina. There are not enough organizations in other cities to make a reasonable comparison between Latino or non-Latino led organization, but the implications of operating Latino organizations that are not Latino-led include (but are not limited to) culture mismatch, misrepresentation, and, most importantly, lack of role models for the Latino community.

Figure 1: Distribution of Latino Organizations with a Latina or Latino Director. Only cities with more than one organization are included. Source: Gastón Institute research.



Massachusetts cities and towns with at least one Latino non-profit organization

Number of cities with identified organizations: 25

Total number of organizations identified: 80

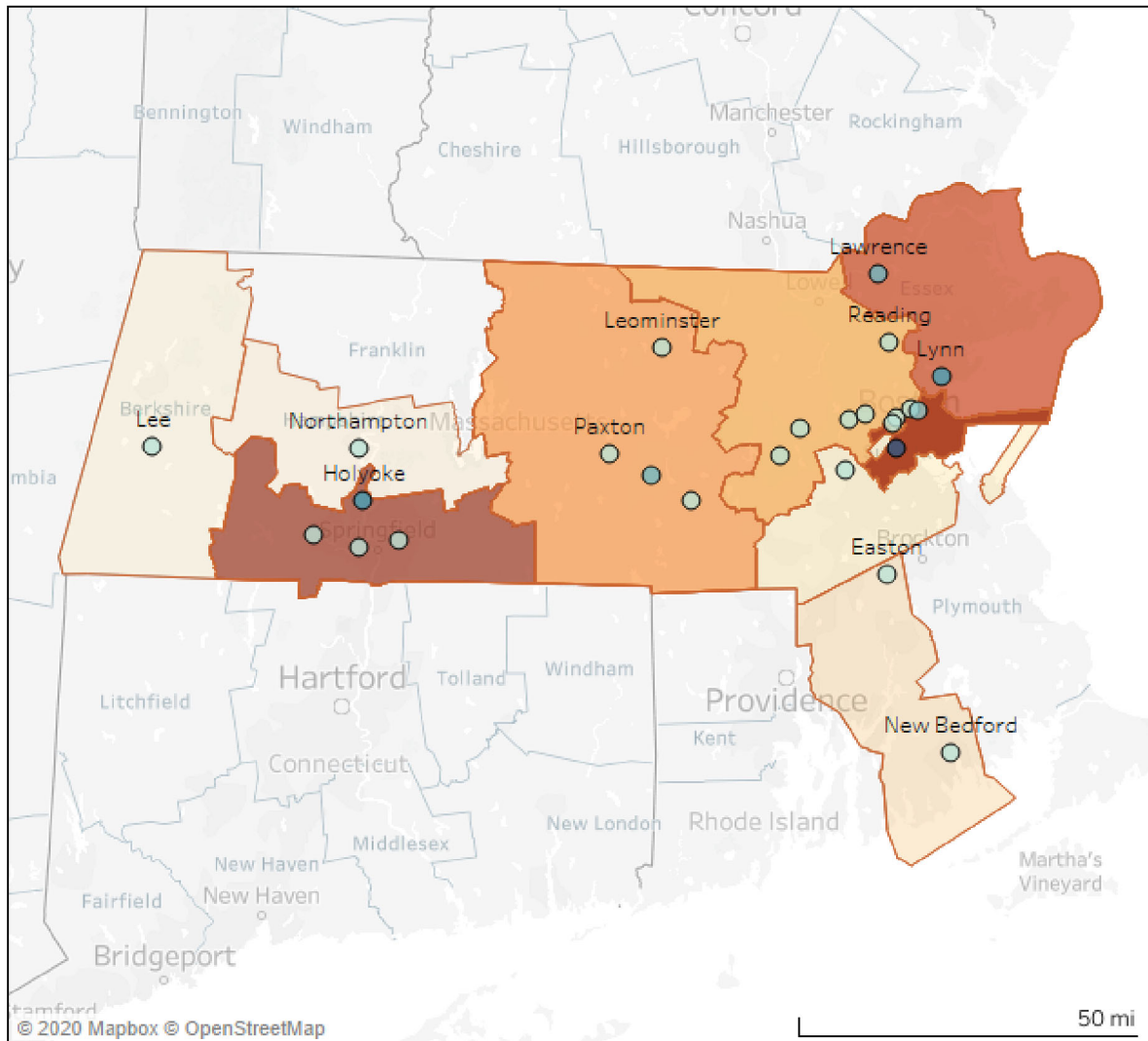
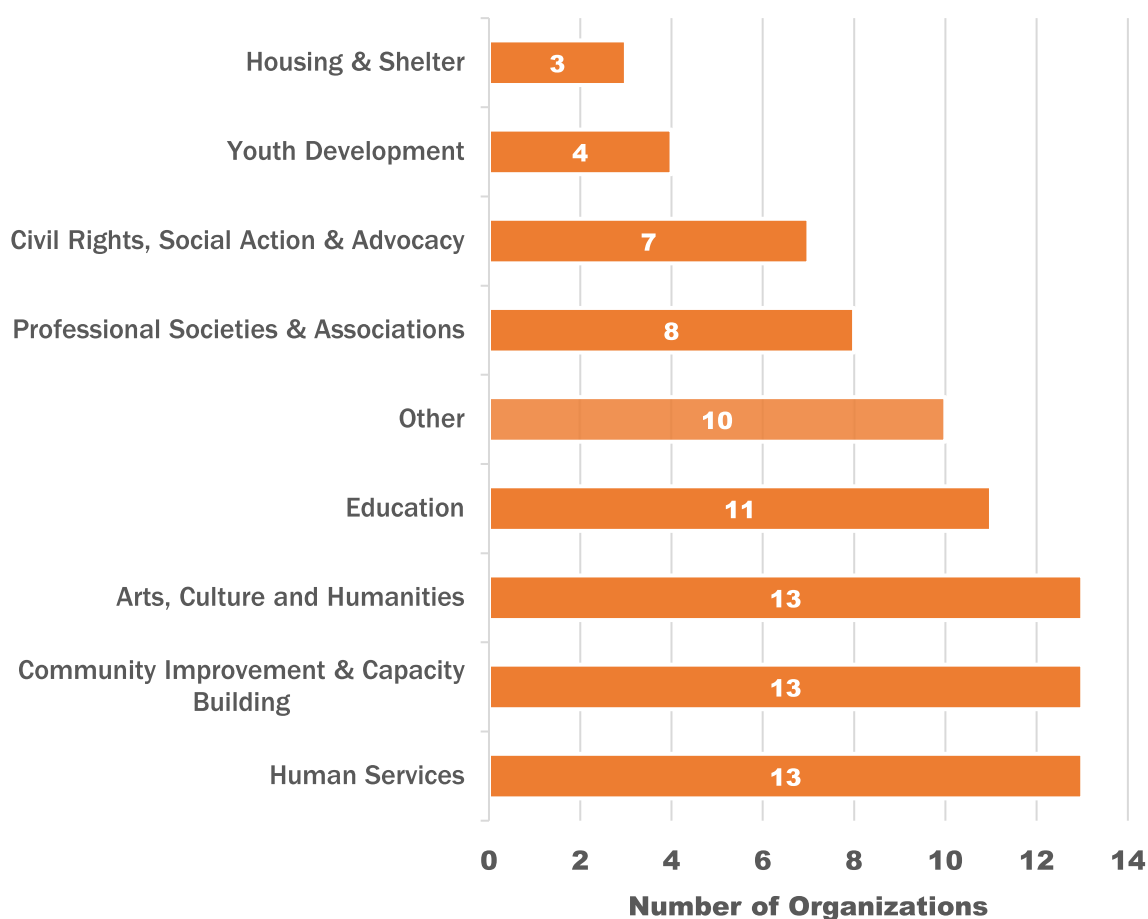


Figure 2. Map colored according to the percentage of Latinos in the County. Only counties with at least one Latino organization are shown. Source: Gaston Institute and ACS 2013- 2017. Link for Tableau Public mapping: <https://tabsoft.co/2Dy8Vq9>

2. Main Services Offered

Figure 3 shows that out of the total 26 NTEE major groups,⁸ only 15 different organizational foci were identified in the inventory. Human Services, Community Improvement & Arts, Culture & Humanities, and Education are the most common organizational foci of the Latino organizations in this inventory (63% of all organizations.)

Figure 3. Main Services Offered by Latino Organizations The “Other” category includes services such as Employment, Health, and Public Policy. The numbers indicate the number of organizations by service area. Source: Gastón Institute research.)



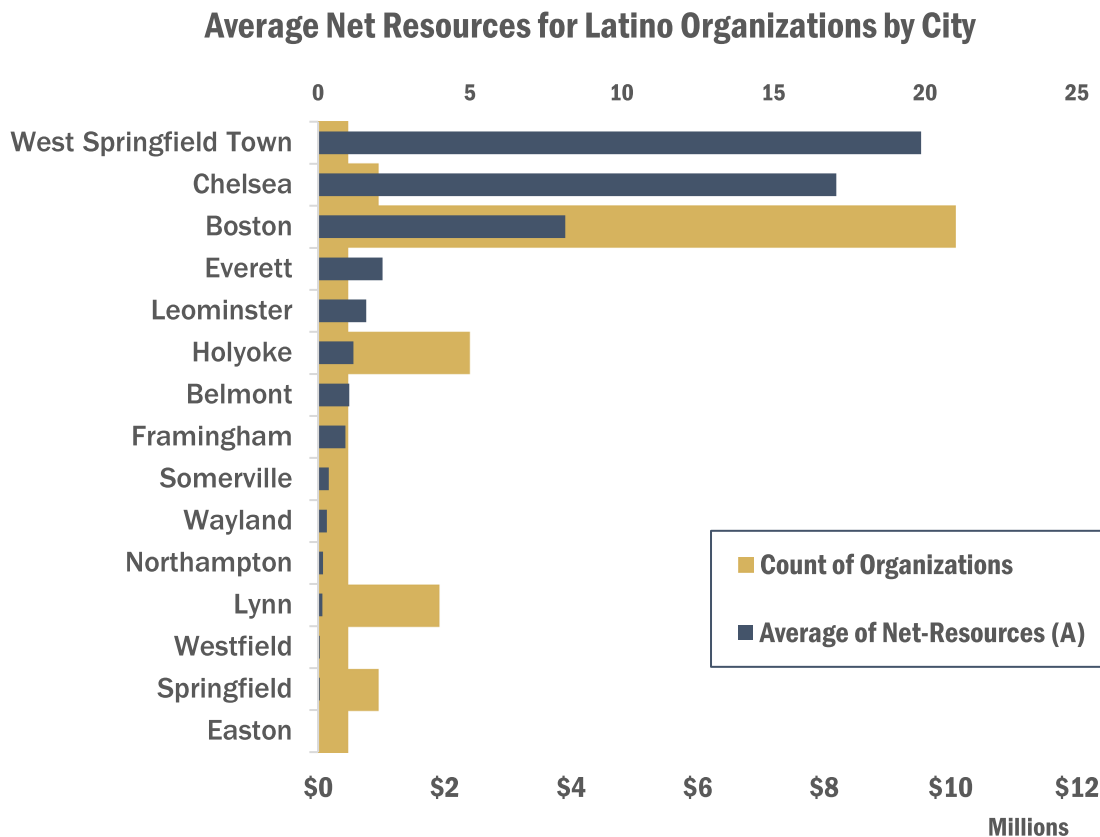
⁸ The National Taxonomy of Exempt Entities (NTEE) Common Codes was developed by the National Center for Charitable Statistics (NCCS)⁸ and the IRS to classify non-profit organizations and determine tax-exempt status. <https://nccs.urban.org/>. See Appendix III for full definitions.

3. Average Net Resources

Net resources are referred to as the organization's total resources (total revenue plus assets) minus expenses. Figures 4 and 5 show average non-zero positive net resources ($A > 0$) for non-subordinate (that is, with no parent organization) Latino organizations currently operating in Massachusetts. Figure 4 shows positive net resources by city. West Springfield and Chelsea have the highest average net resources, but this is largely skewed: West Springfield's Gándara Mental Health Center has almost \$10 million in net resources and Roca, Inc. in Chelsea reported about \$15 million in net resources in its last fiscal year.

Boston has the greatest number of organizations, 21, that are in positive standing, spreading out the average over a larger pool. Other cities that have more than one Latino organization, including Holyoke, Springfield, and Lynn, reported less than \$1 million in average net resources for their last fiscal year.

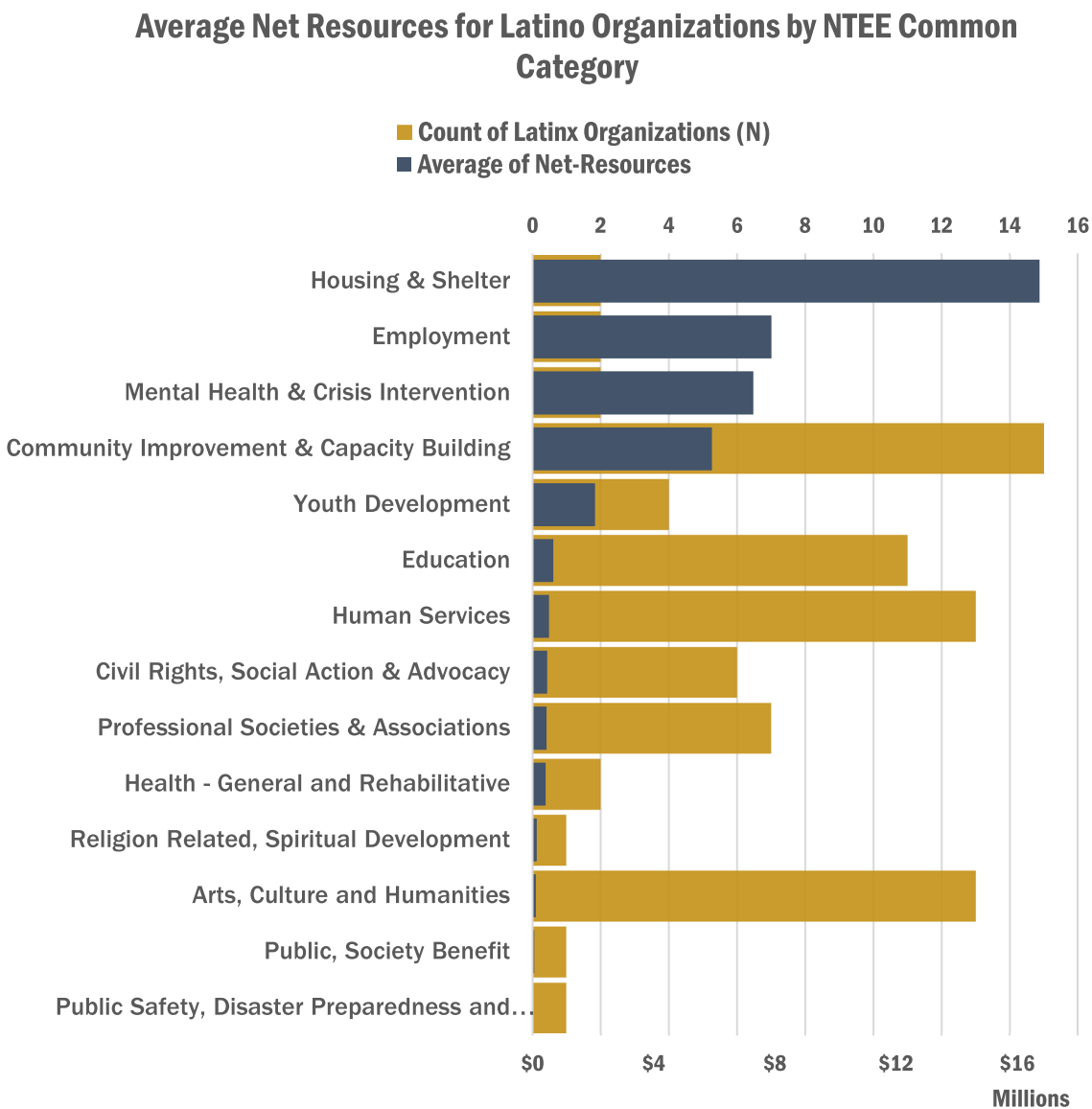
Figure 4: Average Net Resources for Latino Organizations by City (Only organizations with net resources greater than zero are shown. Source: Gastón Institute research.)



STATE OF THE LATINO NON-PROFIT SECTOR IN MASSACHUSETTS

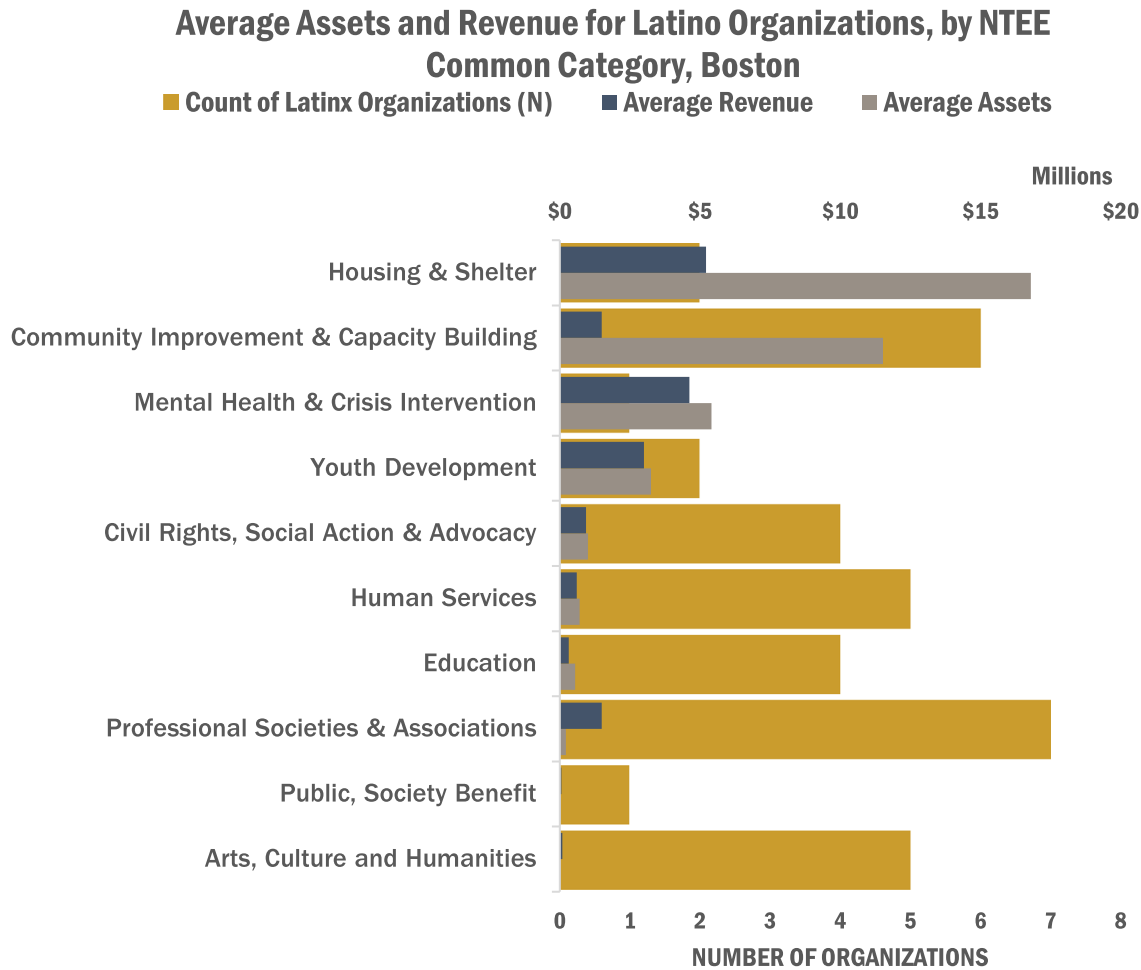
Figure 5 shows the positive average net resources by organizational categories as classified by the National Taxonomy of Exempt Entities (NTEE). The categories that are associated with the highest funding levels include Housing & Shelter, Employment, Mental Health & Crisis, and Community Improvement and Capacity Building—all with average net resources surpassing \$6 million in their last fiscal year. Higher funding needs are evident for Human Services, Education, Civil Rights Advocacy, and the Arts, as their representation is higher in the number of organizations yet their average net resources remain relatively low.

Figure 5. Average Net Resources for Latino Organizations by NTEE Common Category (Source: Gastón Institute research)



Mapping of Latino Organizations in Massachusetts

Figure 6. Average Assets and Revenue in Boston (Source: Gastón Institute research)

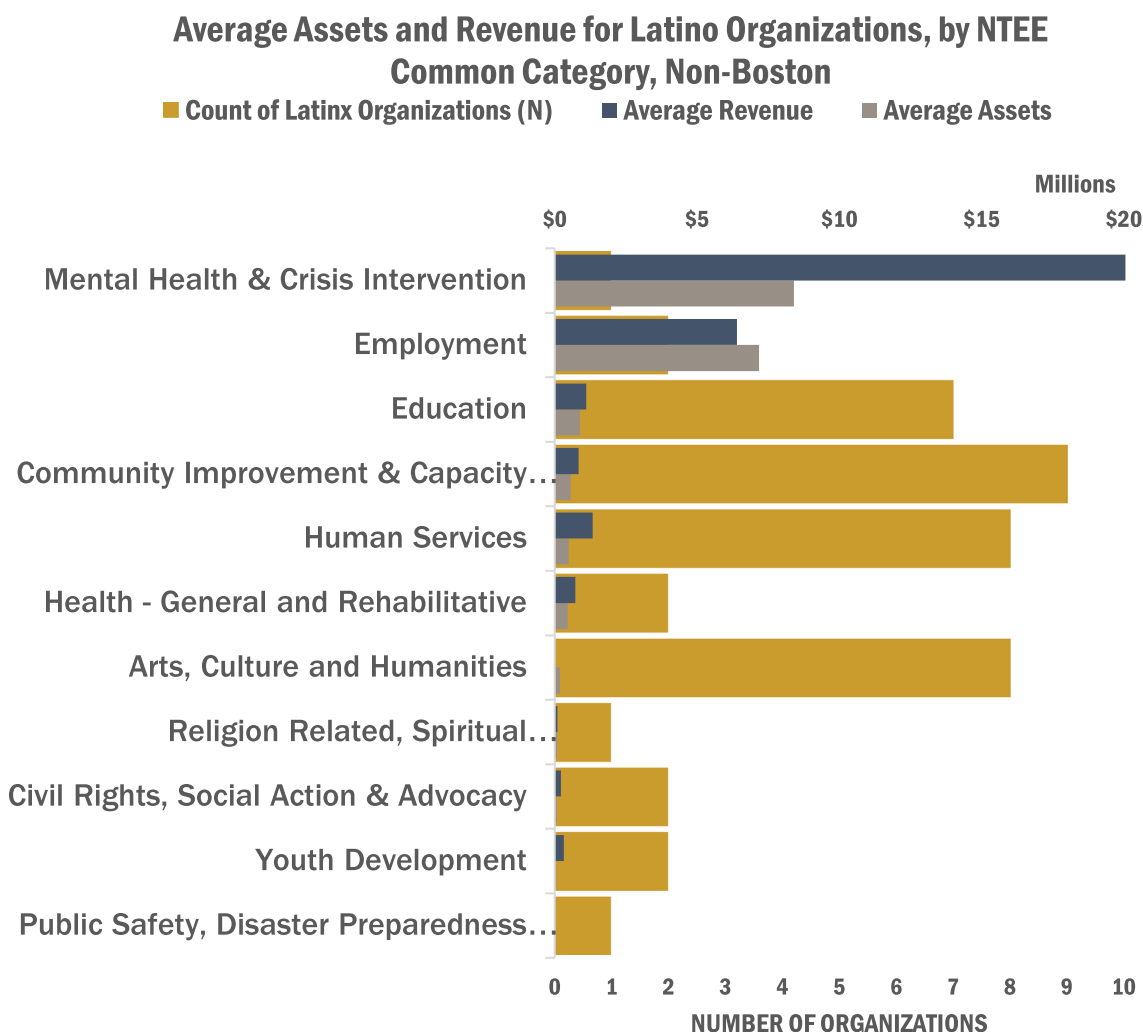


Taking a closer look at net resources, Figure 6 displays average assets and revenue for groups or organizations by NTEE Common Categories in the city with the most Latino organizations: Boston. Assets and revenue are selected to compare total financial resources of organizations. The most common types of Latino organizations in Boston include Education, Community Improvement, and the Arts. Housing and Shelter organizations reported the highest financial resources, with average assets greater than \$15 million, while the Community Improvement organizations have an average of just over \$10 million. Higher funding needs are evident for organizations under Human Services, Professional Associations, and the Arts: their representation in Boston is high but their average financial resources fall below \$2 million.

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The organizations with the lowest funding levels in Boston fall under Public & Society Benefit and the Arts organizations with less than \$100,000 in assets—consistent with the net resources gap displayed in Figure 5.

Figure 7. Average Assets and Revenue for Latino Organizations outside Boston (Source: Gastón Institute research)



Organizations located in cities outside of Boston tell a different story in terms of funding needs and priorities. The category ranking the highest in financial resources is Mental Health & Crisis Intervention, followed by Employment. The organization with the highest revenue is one mentioned before: Gándara Mental Health Center, located in West Springfield. Gándara reported revenue that was more than five times its assets for its last fiscal year. Nonetheless, it has the

Mapping of Latino Organizations in Massachusetts

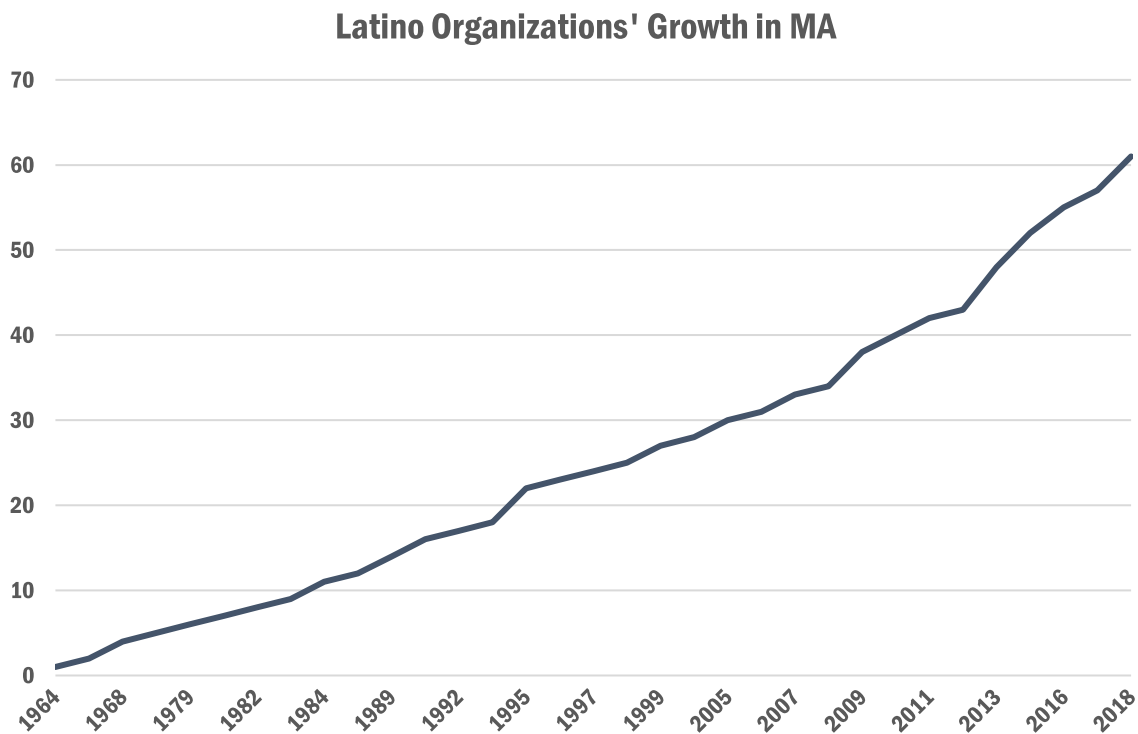
highest assets among Latino organizations outside of Boston. The other two non-Boston organizations with average assets similar to Gándara's are in the Employment category. There are many more organizations under Community Improvement, Human Services, Arts, and Education that are under-funded, on average, similar to Boston. These organizations reported very low financial resources in their last fiscal year, falling under \$1 million for both assets and revenue.

Overall, there seem to be similar needs among cities across the state, including Boston. Professional Associations take the lead for the category with the most organizations in Boston, but are very under-funded. Organizations outside of Boston are concentrated in the areas of Community Improvement, Education, Human Services, and the Arts, but Mental Health leads in financial resources with the highest capacity to serve this community.

4. Sustainability and Longevity of Latino Organizations

With financial resources being a strong determinant of the capacity of organizations to serve the community, the length of time that organizations are capable of keeping their doors open determines their longevity.

Figure 8. Growth in the Number of Non-Profit Organizations in MA (Source: Gastón Institute research)



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The first designated Latino organization, Action For Boston Community Development - Hispanic Center of Boston, MA, opened in 1964. The first Latino organization outside of Boston, the Spanish American Center Inc. in Leominster, did not start until 1966. Figure 8 shows that the number of Latino organizations has been increasing at a steady rate, most notably since 2013.

Figure 9: Earliest Starting Year by Service Category (Source: Gastón Institute research)

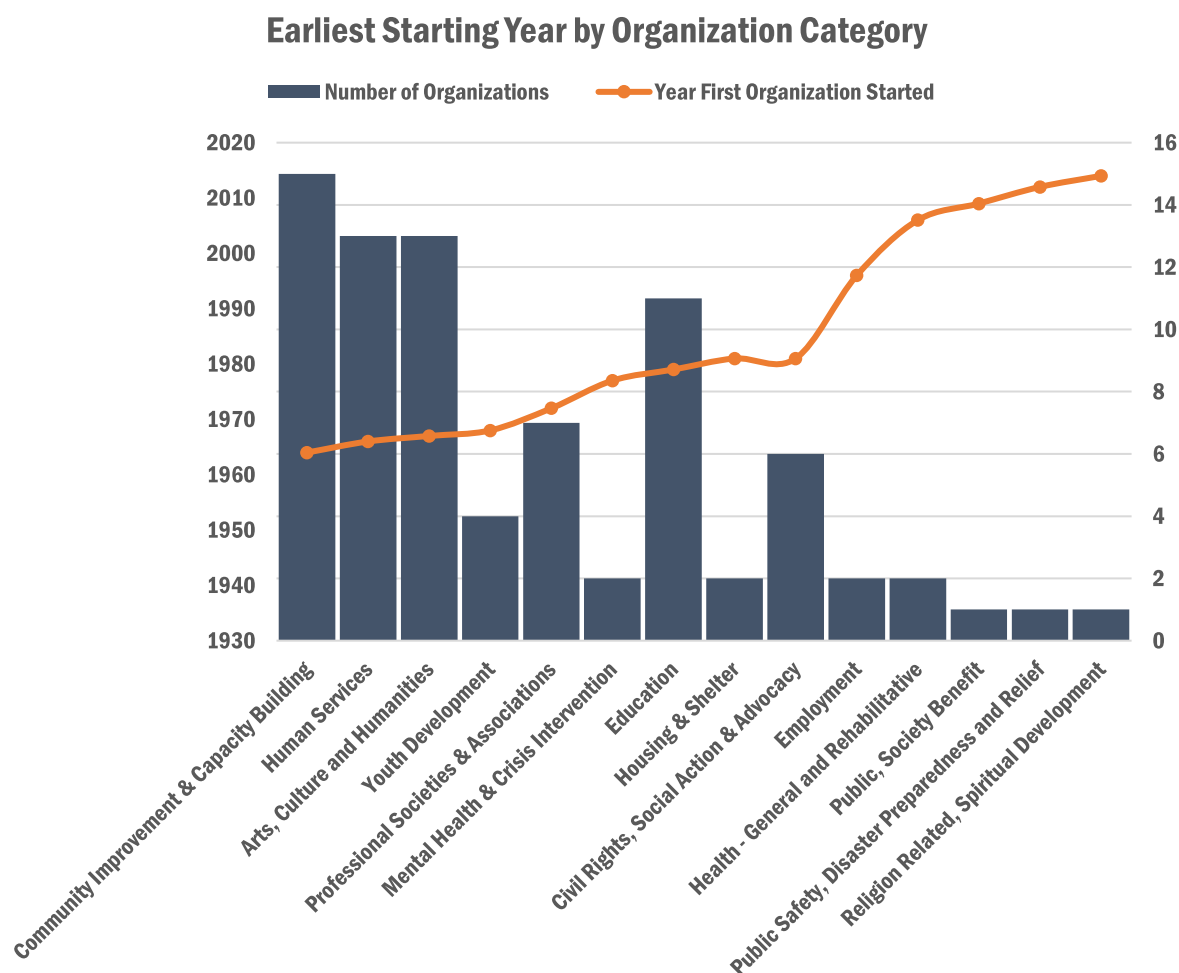


Figure 9 describes which service areas are most common within the Latino-community and when the first organization in each category opened. Human Services organizations have been in service for much longer than other organizations, on average; yet, as indicated earlier, they are the most poorly funded. For example, there are 4 organizations dedicated to youth development, the first of which was founded in the 1960's. The newest category of Latino organizations is Religion-Related according to the IRS 990 filings, opening in 2017.

5. Findings by County

It is important to note that the Latino population in Massachusetts is heavily concentrated in a few cities and towns. Half of the Latino population lives in just seven cities: Boston, Springfield, Lawrence, Worcester, Lynn, Chelsea, and Lowell. Not surprisingly, Latino organizations are found mostly in the areas with the largest Latino populations. However, Latino non-profit organizations often provide services to people in the region outside their respective cities. For example, Latinos in Holyoke could access services in Springfield or vice versa. As a result, we group our analysis of organizations by the county where it is located. The seven cities with the largest number of Latinos are in four counties: Essex, Hampden, Suffolk, and Worcester, which collectively account for about 74% of all Latinos in the state (Table 2.) From another perspective, 250 cities and towns in the state have a population that is less than one percent Latino. Table 2 displays the distribution of Latino organizations by county in the state and we provide a more detailed description of each county in the following sections.

Table 2: Number of Organizations by County

COUNTY	LATINO POPULATION	PERCENTAGE LATINO	PERCENTAGE OF LATINO IN STATE	NUMBER OF LATINO ORGANIZATIONS
SUFFOLK	173,707	22%	22.9%	40
HAMPDEN	112,302	24%	14.8%	9
ESSEX	152,189	20%	20.0%	9
MIDDLESEX	121,171	8%	15.9%	9
WORCESTER	88,475	11%	11.6%	7
BRISTOL	40,913	7%	5.4%	2
NORFOLK	28,900	4%	3.8%	2
HAMPSHIRE	8,634	5%	1.1%	1
BERKSHIRE	5,461	4%	0.7%	1
NANTUCKET	943	9%	0.1%	0
FRANKLIN	2,669	4%	0.4%	0
PLYMOUTH	18,664	4%	2.5%	0
BARNSTABLE	5,869	3%	0.8%	0
DUKES	280	2%	0.0%	0
TOTALS	760,177		100.0%	80

SOURCE: 2013–2017 AMERICAN COMMUNITY SURVEY & GASTÓN INSTITUTE RESEARCH

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Hampden County

Hampden County is in the Pioneer Valley of Western Massachusetts. Springfield, which is 44% Latino, and Holyoke, which is 51% Latino, account for 79% of the county's Latino population according to the 2013–2017 American Community Survey. These two cities between them are home to seven of the nine Latino non-profit organizations (West Springfield and Westfield each have one). Because Latinos in these two cities are predominantly Puerto Rican, only 7% of Latinos in the county are foreign-born. The county has over 25,000 Latino children enrolled in school. Of the Latino population over age five, 82% speak only English or speak it very well. Among the adult Latino population, 37% have less than a high school education and only 54% are in the labor force. Over 37% of the Latino population live in poverty. However, only 5% of Latinos lack medical insurance.

Leadership

Of the nine Latino organizations in Hampden County, seven had a Latino/a Director and eight had a majority-Latino board composition. These organizations are relatively small, ranging from six to sixteen staff members.

Financial

Among those that filed IRS 990s, Hampden County's organizations have an average net worth of \$1.55 million with a median of \$417,000. The organization with the lowest resources is *Westfield Spanish American, Inc.* with \$34,993 in assets and revenue for its last fiscal year. The organization with the highest resources is *Gándara Mental Health Center* with \$56.8 million in assets and revenue for its last fiscal year. The oldest filing dates back to 2016 with the newest being 2018. One-third of these organizations have net resources that are sustainable (able to withstand another year without any additional change to resources).

ORGANIZATION	CITY
COMMUNITY EDUCATION PROJECT INC ^B	HOLYOKE
ENLACE DE FAMILIAS DE HOLYOKE ^S	
NUESTRAS RAICES INC ^S	
NUEVA ESPERANZA INC ^A	
WOMANSHELTER COMAÑERAS INC ^P	
ARISE INC ^R	SPRINGFIELD
NATIONAL ASSOCIATION OF HISPANIC NURSES ^E	
GÁNDARA MENTAL HEALTH CENTER INC ^F	WEST SPRINGFIELD
WESTFIELD SPANISH AMERICAN INC ^B	WESTFIELD

NTEE Major Group:

A=Arts, Culture, & Humanities; B=Education; E=General Health; F=Mental Health, Crisis Intervention; P=Human Services, R=Civil Rights & Social Advocacy, S=Community Improvement, Capacity Building

Suffolk County

Suffolk County has the state's largest Latino population, and Boston is the city with the largest Latino population, though Latinos compose only 20% of the city's population. Chelsea is 66% Latino and Revere 30% according to the 2013–2017 American Community Survey. Together these three cities account for 99% of the county's Latino population. Boston is home to 37 and Chelsea to 3 Latino non-profit organizations. Suffolk County has a diverse Latino population with large numbers of Puerto Ricans, Dominicans, Salvadorans, Colombians, Hondurans, and Guatemalans. Nearly half (46%) of the population is foreign-born. Of this foreign-born population, 64% are not U.S. citizens. Over 37,000 Latino children are enrolled in school. Of the Latino population over age five, 56% speak only English or speak it very well. Among the adult population, 33% have less than a high school education, and 71% are in the labor force. Over 27% of the Latino population lives in poverty. However, only 7% of the population lack medical insurance.

Leadership

All but three of the forty Latino organizations in Suffolk County had a Latino/a Director, but barely half had a Latino-majority board. The organizations are somewhat larger than those in Hampden County, with the smallest

consisting of four staff members and the largest of forty-three staff members with a median of eight.

Financial

The average net worth for the twenty-six organizations with a current IRS 990 in this county is \$4.6 million, with a median of \$890,000. *The Talented and Gifted Association* report the lowest financial resources (assets plus revenue) with a total of \$73,600, while *Action for Boston Community Development Center – Hispanic Center* reported the highest with \$33 million in total resources. Fourteen of the twenty-six Latino organizations have net resources that are sustainable, with only five that are very sustainable (able to withstand operation without change in financial resources for more than one year).

ORGANIZATION	CITY
COMITE DE HONDUREÑOS UNIDOS DE MASSACHUSETTS CORP ^A	CHELSEA
CHELSEA COLLABORATIVE INC ^S	
ROCA INC ^J	
AMPLIFY LATINX ^S	BOSTON
BOSTON HIGHER EDUCATION RESOURCE CENTER ^B	
BRAZILIAN WORKER CENTER ^P	
CASA ESPERANZA INC ^F	

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CASA NUEVA VIDA INC ^L	PROSPANICA BOSTON ^Y
CENTRO PRESENTE INC ^R	PUERTO RICAN FESTIVAL OF MA ^A
CHICA PROJECT ^S	PUERTO RICAN VETERANS MONUMENT ASSOCIATION INC ^W
CONEXION ^Y	SOCIEDAD LATINA INC ^O
DOMINICAN DEVELOPMENT CENTER ^R	SOCIETY OF HISPANIC ENGINEERS ^U
EAST BOSTON ECUMENICAL COMMUNITY COUNCIL ^P	SOUTH BOSTON EN ACCION INC ^P
ENCUENTRO DIASPORA AFRO ^W	TALENTED AND GIFTED ASSOCIATION INC ^A
GREATER BOSTON LATINO NETWORK (GBLN) ^S	VERONICA ROBLES CULTURAL CENTER ^A
HYDE SQUARE TASK FORCE INC ^O	YO SOY LOLA ^A
INQUILINOS BORICUAS EN ACCION INC ^S	NTEE Major Group:
LA ALIANZA HISPANA INC ^P	A=Arts, Culture, & Humanities
LA PIÑATA LATIN AMERICAN CULTURAL FAMILIES NETWORK INC ^A	B=Education
LATINO PROFESIONAL NETWORK ^Y	F=Mental Health, Crisis Intervention
LATINO STEM ALLIANCE ^B	J=Employment
LAWYERS FOR CIVIL RIGHTS AND ECONOMIC JUSTICE INC. ^R	L=Housing & Shelter
LULAC BOSTON ^R	O=Youth Development
MASSACHUSETTS BLACK AND LATINO LEGISLATIVE CAUCUS ^Y	P=Human Services
MAVERICK LANDING COMMUNITY SERVICES INC ^P	R=Civil Rights & Social Advocacy
MUJERES UNIDAS AVANZANDO INC ^B	S=Community Improvement, Capacity Building
NATIONAL ASSOCIATION OF HISPANIC JOURNALISTS ^Y	U=Science and Technology
NATIONAL ASSOCIATION OF HISPANIC REALTORS ^Y	W=Public, Society Benefit
NUESTRA COMUNIDAD DEVELOPMENT CORP ^L	Y=Professional Societies & Associations
	Z=Unknown

Essex County

Compared to other counties, Essex County has more cities with a large Latino population. Lawrence, which is 79% Latino, is the city with the highest proportion of Latinos in the state according to the 2013–2017 American Community Survey. Also, the share of the Latino population in Lynn is 38%, in Methuen 27%, in Haverhill 21%, and in Salem 18%. Together, these five cities compose 88% of the county's Latino population. Lynn has five Latino non-profit organizations, and Lawrence has four. Essex County has a diverse Latino population with large numbers of Dominicans, Puerto Ricans, Guatemalans, Salvadorans, and Mexicans, and 43% of Latinos are foreign-born. Of this foreign-born population, 54% are not U.S. citizens. These cities enroll over 33,000 Latino children in school. Of the population over age five, 60% speak only English or speak it very well. Among the adult population, 35% have less than a high school education, and 70% are in the labor force. Nearly 25% of the Latino population live in poverty. However, only 8% of the population lack medical insurance.

Leadership

Eight out of nine Latino organizations in Essex County are led by a Latino/a Director, with seven being led by a majority Latino/a

board. Organization sizes run from five staff members to fifteen.

Financial

The average net worth of six organizations with current filings is \$736,000. The median amount of net resources is \$116 thousand. The organization with the lowest recorded total resources is *Casa Dominica Inc.* with \$12,727 in assets and revenue, while the organization with the highest resources recorded is *Lawrence Family Development Inc.* with more than \$7.5 million in assets and revenue. One organization, *Adelante, Inc.*, had net resources less than zero due to greater expenses than total resources.

ORGANIZATION	CITY
ADELANTE INC ^O	LAWRENCE
CASA DOMINICANA INC ^P	
EMPRENDIMIENTO PARA TODOS ^S	
LAWRENCE FAMILY DEVELOPMENT INC ^B	
LATINA CENTER MARIA ^S	LYNN
LYNN HISPANIC SCHOLARSHIP FUND INC ^B	
LATINO SUPPORT NETWORK ^P	
LA VIDA SCHOLARS ^O	
NORTH SHORE LATINO BUSINESS ASSOCIATION ^S	

NTEE Major Group:

B=Education; E=General Health; I=Crime, Legal-Related; O=Youth Development; P=Human Services
S=Community Improvement, Capacity Building Foundations; W=Public, Society Benefit

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Worcester County

Worcester County is in central Massachusetts. Worcester and Fitchburg have the largest Latino populations according to the 2013–2017 American Community Survey. Worcester is 21% Latino, Fitchburg 26%, and Leominster 19%. Together, these three cities have 64% of the county's Latino population. Worcester has four Latino non-profit organizations, while Grafton, Leominster, and Paxton have one each. The county has a large Puerto Rican population along with smaller numbers of Dominicans, Mexicans, Salvadorans, and Colombians. The combined Latino population in these three cities is only 21% foreign-born. Of this foreign-born population, 55% are not U.S. citizens. These cities enroll over 5,600 Latino children in their schools. Of the population over age five, 67% speak only English or speak it very well. Among the adult population, 33% have less than a high school education, and 64% are in the labor force. Over 35% of the Latino population live in poverty. Only 4% of the population lack medical insurance.

Leadership

In Worcester County, there are seven Latino organizations, all of which had a Latino/a Director and six of which had a majority Latino board. There was not enough

information to report on the staff size of these organizations.

Financial

Only three organizations have a current IRS 990. The average net worth of these organizations is \$3.98 million, with a median of 1.5 million. The organization with the lowest recorded resources is *Spanish American Center Inc* with \$1.3 million in revenue and assets, while the organization with the highest resources is *Centro Las Americas Inc*, with \$9.1 million. Despite these large numbers, only one organization has net resources that are sustainable.

ORGANIZATION	CITY
CHRISTIAN LATINOS ACHIEVING SUCCESS SCHOLARSHIP FUND ^B	GRAFTON
SPANISH AMERICAN CENTER INC ^P	LEOMINSTER
CASA CULTURAL DOMINICANA DE WORCESTER ^A	PAXTON
LATINO HISTORY PROJECT OF WORCESTER ^A	WORCESTER
CENTRO LAS AMERICAS ^P	
ADELANTE-WORCESTER ^A	
WORCESTER LATINO DOLLARS FOR SCHOLARS ^B	

NTEE Major Group:

A=Arts, Culture, & Humanities

B=Education

P=Human Services

Middlesex County

This county's Latino population is geographically dispersed compared to other counties in the state. Lowell is 19% Latino, Framingham 10%, Everett 9%, and Cambridge 8%. Together, these four cities and towns have only 45% of the county's Latino population according to the 2013–2017 American Community Survey. Everett is the only city with more than one Latino non-profit organization. The county also has a diverse Latino population. Puerto Ricans compose 30% of the county's Latino population followed by Salvadorans (12%), Mexicans (9%), Dominicans (8%), Guatemalans (8%), and Colombians (6%). The Latino population in these four cities and towns is 35% foreign-born. Of this foreign-born population, 67% are not U.S. citizens. These cities and towns enroll over 19,000 Latino children in their schools. Of the population over age five, 71% speak only English or speak it very well. Among the adult population, 30% have less than a high school education, and 69% are in the labor force. Over 30% of the Latino population live in poverty. Only 7% of the population lack medical insurance.

Leadership

In Middlesex County, eight out of the nine Latino organizations have a Latino/a Director, and all but one has a Latino-

majority board. The size of these organizations ranges from three to ten staff members.

Financial

Six of the nine organizations show an average net worth of \$389,000, with half being less than \$174 thousand. The organization with the lowest resources for its last fiscal year is *Latinos Unidos en Massachusetts*, with only \$19,000 in assets and revenue. The highest recorded resources are for *Latinos for Education Inc* with \$1.8 million in assets plus revenue for its last fiscal year. Four of these organizations have net resources that are sustainable.

NON-PROFIT ORGANIZATION	CITY
LATINOS FOR EDUCATION INC ^B	BELMONT
BOSTON LATINO FILM FESTIVAL ^A	CAMBRIDGE
LA COMUNIDAD INC ^L	EVERETT
LATINOS UNIDOS EN MASSACHUSETTS ^P	
LATINO HEALTH INSURANCE PROGRAM INC ^E	FRAMINGHAM
SOCIETY OF HISPANIC ENGINEERS (SHPE) ^Y	READING
WELCOME PROJECT INC ^R	SOMERVILLE
LATINOS EN ACCION DE WALTHAM ^P	WALTHAM
FAITH IN ACTION WITH EL SALVADOR ^X	WAYLAND

NTEE Major Group:

A=Arts, Culture, & Humanities; B=Education
E=General Health; L=Housing, Shelter;
P=Human Services; R=Civil Rights & Social
Advocacy; Y=Professional Societies &
Associations; X=Religion Related

Norfolk County

Norfolk County is in Eastern Massachusetts. The county's Latinos make up a smaller share of the population compared to other counties with a larger total population in the state. Latinos are also more dispersed. The two cities with the highest number of Latinos are Randolph (which is 8% Latino) and Quincy (which is 3% Latino) according to the 2013–2017 American Community Survey. Together, these two cities have only 18% of the county's Latino population. Of the two Latino non-profit organizations in the county, one is in Needham and the other in Westwood. The county also has a diverse Latino population: Puerto Ricans compose 28% of the county's Latino population followed by Salvadorans (12%), Dominicans (12%), Mexicans (10%), Colombians (8%), and Guatemalans (7%). Taking together the Latino populations of Randolph and Quincy, 30% are foreign-born and of this foreign-born population, 49% are not U.S. citizens. These cities enroll over 3,000 Latino children in their schools. Of the population over age five, 84% speak only English or speak it very well. Among the adult population, 12% have less than a high school education, and 83% are in the labor

force. Over 20% of the Latino population lives in poverty. Only 1% of the Latino population lacks medical insurance.

Leadership

Norfolk County has two Latino organizations, both of which are Latino-led in their Director and board positions. There was not enough information to report on the size of the organizations.

Financial

The average net resources for these two is equal to \$71,000. Both organizations are considered sustainable.

NON-PROFIT ORGANIZATION	CITY
ASOCIACION DE ECUATORIANOS DE NUEVA INGLATERRA ^P	NEEDHAM
NEW ENGLAND ASSOCIATION OF COLOMBIAN CHILDREN ^P	WESTWOOD

NTEE Major Group:

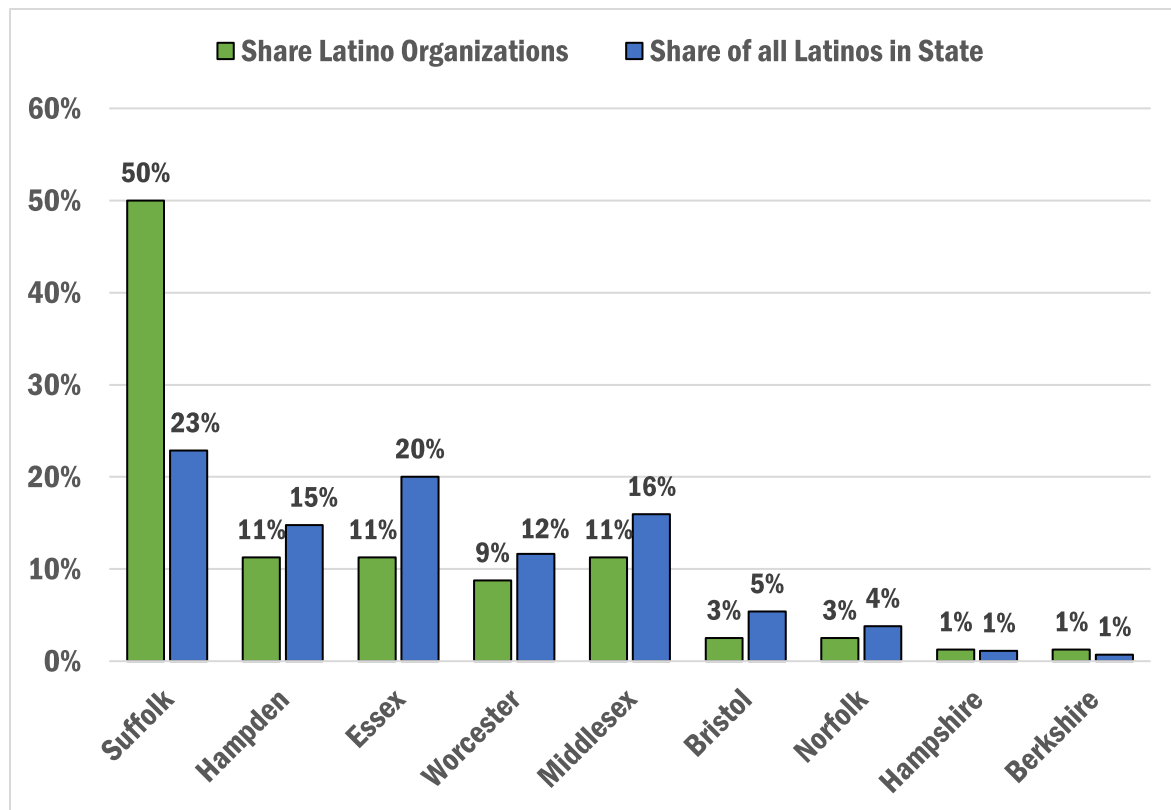
P=Human Services;

3. Analysis

1. Size and Geographic Distribution of the Non-Profit Latino Organizations

The distribution of the non-profit Latino sector roughly corresponds, in some respects, to the distribution of Latinos across the state. Seventy-six Latino organizations (about 95%) are in the five counties (Suffolk, Hampden, Essex, Worcester, and Middlesex) where about 85% of all Latino individuals are located. This concentration of Latinos is related to migration patterns among Puerto Ricans, who first arrived in Western Massachusetts in the 1950s and later in Boston. Dominicans first arrived in Boston, but by the 1980s their migration led them to concentrate in Lawrence. In the 1980s to 1990s Salvadorans, Guatemalans, and Colombians

Figure 10. Distribution of Latino Organizations by county. (Source: Gastón Institute research)



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Table 3. Latino Non-Profit Organizations by County in Proportion to Suffolk County

COUNTY	CURRENT LATINO NON-PROFIT ORGANIZATIONS	PROPORTIONAL TO SUFFOLK COUNTY	UNDER- REPRESENTATION TO SUFFOLK COUNTY
Suffolk	40	40	-
Hampden	9	29	17
Essex	9	35	26
Middlesex	9	28	19
Worcester	7	20	13
Bristol	2	9	7
Norfolk	2	7	5
Berkshire	1	1	0
Hampshire	1	2	1
Barnstable	0	1	1
Franklin	0	1	1
Plymouth	0	4	4

SOURCE: 2013–2017 AMERICAN COMMUNITY SURVEY & GASTÓN INSTITUTE RESEARCH

migrated to cities and towns in Eastern Massachusetts. These migration patterns were supported by their social networks.⁹

The establishment of non-profit organizations has been shaped by the migration and subsequent growth of the Latino population, which has led to an unequal geographical distribution of Latino organizations across the state. Boston and its surroundings, with multiple Latino populations, have the most Latino non-profit organizations. In fact, 50% of all Latino organizations are in Suffolk County even though its share of Latino and Latinas in the state is only 23%. The largest

⁹ Uriarte, Miren; Granberry, Phillip; Halloran, Megan; Kelly, Susan; Kramer, Rob; Winkler, Sandra; Murillo, Jennifer; Wagle, Udaya; and Wilson, Randall, "Salvadorans, Guatemalans, Hondurans, and Colombians: A Scan of Needs of Recent Latin American Immigrants to the Boston Area" (2003). *Gastón Institute Publications*. 134. https://scholarworks.umb.edu/gaston_pubs/134

gap in the number of Latino organizations occurs in Essex and Middlesex counties. These counties with respectively 20% and 16% of all the Latino population, each have roughly 11% of all Latino organizations. In the other counties, the gap between the percentage of Latino organizations and their corresponding share of Latino population is also present but to a small degree (see Figure 10).

In its report “The People's Sector: A Look at Nonprofit Gains and Losses”¹⁰ the Urban Institute reports that in 2014 there were 9,223 non-profits in Massachusetts. This means that the 80 Latino organizations found in this inventory represent about 0.8% of all non-profits in the state. Considering that the Latino share of the population is about 12%,¹¹ there is a strong indication that the size of the Latino non-profit sector is not proportional to the size of Latino population. Any comparison of Latino non-profit organizations to others in the state will only highlight this underrepresentation.

For example, we could compare the distribution of Latino non-profit organizations across the state to their distribution where they are most abundant, Suffolk County, under the assumption that Suffolk County presents the best representation of Latino non-profit organizations to its Latino population. We can ask then what would be a proportional representation of organizations in the state's other counties. Suffolk County in 2018 had one Latino non-profit organization for every 4,000 Latino persons. Taking this as metric for representation, Table 3 shows that Essex County would need another 26 Latino non-profit organizations to have the same representation as Suffolk County. Similarly, Middlesex County would need another 19, and Hampden County would need another 17. Only Berkshire County has a proportional number of organizations close to that of Suffolk County. Adding the numbers on the fourth column in Table 3, we would find that there is a deficit of 95 Latino organizations in the state to maintain the same ratio of organizations to Latino population as Suffolk county. Under this scenario, we estimate that the state would require an increase of around 120% in the total number of Latino organizations in the state.

2. Financial Sustainability of the Non-Profit Latino Sector

Basic financial metrics for the organizations in this study are displayed in Table 4. They show large financial discrepancies among the cities where the organizations are located. For example, just six cities (Boston, Chelsea, West Springfield, Lawrence, Holyoke, and Worcester) house

¹⁰ [The People's Sector: A Look at Nonprofit Gains and Losses](#)

¹¹ ACS 2013–2017

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organizations that are responsible for 97% of the total net assets of Latino organizations in the state, approximately \$132M out of a total of \$135M. Those same cities account for approximately 97% of Latino organizations' total revenue in the state, approximately \$112M. This paints a picture of extreme financial variability between organizations across the state, with a potential impact on their financial sustainability and the services that they can provide in their respective communities.

Table 4. Basic Financial Indicators (Only organizations that filled IRS 990 form are shown, with the number of organizations in the second column.)

CITY	No.	TOTAL			
		ASSETS	REVENUE	EXPENSES	NET ASSETS
Boston	28	\$100,342,755	\$39,987,172	\$34,780,975	\$105,072,211
Chelsea	2	\$14,765,072	\$14,063,373	\$12,746,842	\$16,081,603
West Springfield Town	1	\$8,404,973	\$41,456,030	\$40,328,152	\$9,532,851
Lawrence	4	\$4,250,746	\$6,242,555	\$6,217,762	\$4,275,539
Holyoke	5	\$2,771,167	\$2,836,285	\$2,814,830	\$2,792,622
Worcester	3	\$1,801,938	\$7,373,719	\$7,452,335	\$1,723,322
Everett	2	\$940,824	\$426,334	\$342,357	\$1,024,801
Belmont	1	\$774,058	\$1,133,759	\$1,067,391	\$840,426
Leominster	1	\$730,121	\$594,562	\$561,116	\$763,567
Framingham	1	\$456,932	\$730,494	\$752,470	\$434,956
Somerville	1	\$107,666	\$208,414	\$148,471	\$167,609
Needham	2	\$119,291	\$95,366	\$71,785	\$142,872
Wayland	1	\$87,874	\$91,783	\$39,753	\$139,904
Lynn	2	\$94,422	\$419,709	\$375,683	\$138,448
Northampton	1	\$97,489	\$68,412	\$88,626	\$77,275
Springfield	1	\$45,186	\$231,351	\$226,713	\$49,824
Westfield	1	\$25,699	\$7,428	\$5,532	\$27,595
Easton	1	\$7,683	\$12,659	\$7,749	\$12,593
Waltham	1	\$4,309	\$25,595	\$23,329	\$6,575
New Bedford	1	\$50,807	\$98,283	\$151,013	(\$1,923)
TOTAL		\$ 135M	\$ 116M	\$108M	\$143M

SOURCE: 2013–2017 AMERICAN COMMUNITY SURVEY & GASTÓN INSTITUTE RESEARCH

The notion of sustainability of a non-profit encompasses several aspects. For example, according to the National Council of Nonprofits:

“For charitable nonprofits, the phrase ‘sustainability’ is commonly used to describe a nonprofit that is able to sustain itself over the long term, perpetuating its ability to fulfill its mission.... [It] includes concepts of financial sustainability, as well as leadership succession planning, adaptability, and strategic planning.”¹²

However, in this study we focus on the *financial sustainability* of the non-profits in our sample.

Financial sustainability is defined here **as the ability of an organization to operate during**

negative financial shocks or times of financial distress. The method for measuring

sustainability was created under the assumption that financial shocks or financial distress occur when the organization sees little or no revenue (a big cut in its fundraising or grants, for example) for one or more fiscal years.

Assuming expenses are constant, if the organization can operate for another year, assuming they experience no change in their current level of net resources (net resources remain greater than or equal to expenses) the organization is sustainable. If the organization can operate for another two years with no change in its current level of net resources, it is considered very sustainable. If the organization can operate for another three or more years with no change in its current level of net resources, it is considered extremely sustainable. Out of the 60 organizations with financial information available, 11 organizations are sustainable, 6 very sustainable, and 11 extremely sustainable, for a total of 28 organizations that are sustainable in some degree. The remaining 32 organizations would be considered not sustainable under the criterion defined previously. This suggests that many Latino non-profit organizations face a precarious financial future and that present funding mechanisms for these organizations are insufficient. As these organizations serve as a bridge between government agencies and the community, their financial health is, in large part, determined by the needs of the community. An unsustainable organization poses an inability to keep up with the needs of the community. Both the government and the community would be limited in their efforts if these organizations disappear.

Table 5 summarizes the average assets and expenses for the 28 organizations which fall under the categories of sustainable, very sustainable, and extremely sustainable. We exclude revenue because the amount of assets an organization possesses represents its “financial cushion.”

The likelihood of an organization being able to bounce back from a loss in revenue is dependent on how much greater its assets are than its annual expenses. While we do not present average annual expenses, we compare the most recent public fiscal year’s expenses to the assets at the

¹² National Council of Nonprofits: <https://www.councilofnonprofits.org/>

beginning of that year. There are more Latino organizations in Boston that are sustainable than outside of Boston

Table 5. Breakout of Number of Organizations by Degree of Sustainability (The breakout includes only 28 of 60 the organizations for which financial information is available. The remaining 32 organizations are not sustainable according to our criteria.)

Sustainable: able to operate during negative financial shocks or times of financial distress lasting up to one year.	No. Org.	Median Assets	Median Expenses
Boston	5	\$669,126	\$428,288
Non-Boston	6	\$418,893	\$354,793
Total	11	\$669,129	\$428,288
Very Sustainable: able to operate during negative financial shocks or times of financial distress for up to two years.	No. Org.	Median Assets	Median Expenses
Boston	5	\$1,440,420	\$692,568
Non-Boston	1	\$56,064	\$19,651
Total	6	\$1,285,011	\$659,842
Extremely Sustainable: able to operate during negative financial shocks or times of financial distress lasting three or more years.	No. Org.	Median Assets	Median Expenses
Boston	5	\$12,453,515	\$121,420
Non-Boston	6	\$56,786	\$21,051
Total	11	\$380,217	\$36,570

SOURCE: GASTÓN INSTITUTE RESEARCH

3. Size of Service Sectors in Relation to Population and Needs

The Latino population is dispersed across the state, but the state's Latino non-profit organizations do not reflect this dispersion. Suffolk County is home to 23% of the Latino population but contains 50% of the Latino non-profit organizations. Essex County is home to 20% of the Latino population but contains only 11% of these organizations (see Figure 10). Given this unequal distribution of the Latino population across the state, we examine how the services offered by these organizations respond to the location of the population.

We develop a metric to determine the needs that these organizations meet by looking at the ratio between the size of the population that might have a need and the number of organizations in the county that has the most of these organizations. We then apply this ratio to the other

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counties in order to determine for other counties the change in number of organizations necessary to equal the ratio in the county with the highest number of organizations.

Educational Services. Massachusetts has 11 Latino educational non-profit organizations. Although the focus of these organizations may differ, we highlight the needs of K-12 education. Even though Essex County has 20% of the state's Latino school-aged children, it has only one organization with an educational focus. Suffolk County and Hampden County, with 20% and 17% of the state's school-aged children respectively, each have three organizations with an educational focus. Worcester County has two educational organizations, and Middlesex and Norfolk Counties only one each.

Suffolk County has one educational non-profit organization for approximately every 8,000 Latino students enrolled in its K-12 schools. If the other counties in the state matched this ratio, Essex County would need to develop two more educational non-profit organizations, Middlesex County would need two more organizations, and Hampden County would need one more.

Human Services. Massachusetts has 13 Latino human service non-profit organizations. These organizations are distributed across the state. Worcester County has 12% of the state's Latino population, and it has three of these organizations. Many human service organizations provide services to lower-income populations. Worcester County has only 13% of the state's Latino population who live in poverty. Suffolk County (with its larger Latino population and 23% of the state's Latino population who live in poverty) and Essex County (where 18% of the state's Latino population lives) each have only two Latino non-profit human service organizations, while Hampden County (with 22% of the state's Latino population) lives, has only one.

Worcester County has one Latino human service organization for approximately every 8,500 Latinos in the community who live below the poverty threshold. If the other counties in the state matched this ratio, Hampden County would need to develop four more Latino non-profit organizations, while Essex County would need two more and Middlesex County would need one.

Other areas. There is a lack of Latino non-profit organizations in the important areas of health, civil rights, and employment.

Even though several community health centers provide services to large Latino populations, Massachusetts has only two Latino non-profit organizations related to health. Hampden County has one health-related Latino non-profit organization for its entire population. If this ratio were met by other counties, Suffolk County would need two more health-related Latino non-profit

organizations, while Essex and Worcester Counties would each need to develop one health-related Latino non-profit organization.

Massachusetts has only two Latino organizations focusing on employment. One is in Bristol County and the other is in Suffolk County. Bristol County has a Latino employment non-profit organization for every 2,000 unemployed workers. If this ratio were met by the other counties, Essex and Hampden and Suffolk Counties would each need to develop three Latino non-profit organizations working with unemployed workers. Middlesex and Worcester would each need to add two of these non-profit organizations and Norfolk County would need to add one Latino non-profit organization with a focus on employment.

Massachusetts has six civil rights, social action, and advocacy non-profit organizations. One focus of these organizations would be to address immigration problems. Suffolk County has four of these organizations or one for every 10,000 non-citizen-born residents. Some counties do not have large foreign-born Latino populations. For this reason, only Essex County (three) and Middlesex County (one) would need to add Latino non-profit organizations providing civil rights, social action, and advocacy services.

4. Recommendations

Non-profit organizations play an important role in the functioning of society, especially in low-income communities. They are designed to fill the gap between government policy and the private sector. However, this report finds that non-profit organizations in Massachusetts serving the Latino community have experienced underinvestment over the last 30 years.

In the past four decades, the Latino population in Massachusetts has increased nearly fivefold, growing by 475% since 1980. Latino organizations have been caught between these two trends: on one hand, the population that they serve needs more services, but on the other hand, funding required to provide these services is scarcer and more difficult to access for these organizations. The issue is compounded by health and economic effects of the COVID-19 pandemic and its disproportionate impact on communities of color, particularly the Latino community. Latino non-profits serving the most vulnerable communities in Chelsea, East Boston and Lawrence, for example, have needed to quickly pivot in times of crisis to serve such basic community needs as emergency food, child care, and health care and providing language-accessible information to Latino residents.

We also find that Latino non-profit organizations are geographically concentrated in some regions of the state, making access to them difficult for the rest of the Latino population. Moreover, among the current Latino organizations, there are a small number addressing employment, education, health, and civil rights—issues that affect a majority of Massachusetts' Latino population.

Based on these findings, this report makes the following recommendations:

RECOMMENDATION 1:

CREATE AN ASSETS-BASED PLAN TO STRATEGICALLY INVEST IN THE GROWTH OF EXISTING LATINO ORGANIZATIONS AND DEVELOP NEW ORGANIZATIONS TO PROVIDE THE TYPES OF SERVICES NEEDED IN GROWING LATINO AREAS.

- **FUND GROWTH AND EXPANSION OF PROGRAMMING, SERVICES, AND CAPACITY OF EXISTING LATINO NON-PROFITS**

In our analysis, we observe that the distribution of organizations does not align with the distribution of the Latino population. There is an urgent need to build the scope of services,

capacity, and resources of existing organizations based on findings from an inventory of the existing assets in the region combined with an assessment of the areas in which there are gaps in services. We recommend developing an Assets-Based Mapping of the Latino non-profit sector in collaboration with funders, service providers, and the Latino community that looks at how to fill the gaps in services, geographical representation, and funding.

Transformative investment is necessary to create a thriving Latino non-profit sector that can effectively serve the needs of a rapidly growing and diverse Latino community. Presently, in the thick of the COVID-19 crisis, the Latino non-profit sector is stretched thin trying to provide for the needs of a growing Latino population that is disproportionately affected by the crisis especially in the areas of health, economic well-being, and access to education. Corporations, philanthropic organizations, the state government, and local municipalities must take a leadership role and commit to better supporting existing Latino non-profit organizations and building the necessary infrastructure for new organizations.

- **SUPPORT THE LAUNCH OF NEW LATINO NON-PROFITS TO FILL GEOGRAPHIC AND SERVICES GAPS.**

In addition, new organizations are needed in more densely populated Latino areas to provide programming and services for growing Latino communities which skew younger in age. The Assets-Based Mapping would provide insights into where the service gaps exist and allow for the strategic development of new organizations and partnerships to best meet the needs of the Latino community. Based on our research, the types of non-profit organizations that need further development across the state should center on youth development, mental health, civil rights, entrepreneurship and employment services.

RECOMMENDATION 2:

DEVELOP A COORDINATED, CROSS-SECTOR PARTNERING AND POLICY STRATEGY THAT ADVANCES LATINO LEADERSHIP AND THE FINANCIAL SUSTAINABILITY AND CAPACITY OF LATINO ORGANIZATIONS.

- **DEVELOP CAPACITY-BUILDING PARTNERSHIPS WITH CROSS-SECTOR BUSINESS ORGANIZATIONS, GOVERNMENT, AND OTHER NON-PROFITS.**

Latino organizations could increase their reach in the community and promote inclusion and sustainability by partnering and building coalitions with the business and philanthropic community and other organizations that serve the Latino community. Nevertheless, partnerships in themselves

are not enough. These partnerships need to be developed strategically to focus on those aspects of capacity-building that support the longevity and stability of non-profits—bolstering essential overhead systems such as information technology systems, financial systems, skills training, and fundraising. For this reason, partnering with major employers in a given city/town could help ensure that services are efficiently utilized and performed.

- **RECOGNIZE AND RECOMMEND STATE, CITY, AND FEDERAL POLICIES THAT WOULD REDUCE THE FINANCIAL VARIABILITY AMONG LATINO NON-PROFIT ORGANIZATIONS.**

There is extreme financial variability between Latino organizations across the state. The assets-based plan should recognize current policies and recommend future policies on city, state, and federal levels that would help support deep investment in Latino organizations to create financial stability of the sector. In our study, we find that fewer than half of the 60 organizations with available financial data are financially sustainable to some degree. This has a potential negative impact on the services that they can provide to the community, particularly with the additional burden of COVID-19 on their financial resources and those of the governments and donors that fund them.

- **PROMOTE THE ADVANCEMENT OF LATINO LEADERS AND ANALYZE THE ROLE OF LATINO LEADERSHIP IN THE GROWTH AND SUSTAINABILITY OF LATINO NONPROFIT ORGANIZATIONS**

Past research has highlighted the importance of community-based leadership in CBOs. Latino non-profit leaders are often under-resourced. They need additional supports and professional development opportunities that can open doors to strategic partners, funders, and advocates. However, more data and supports are needed to expand Latino leadership as a means of sustaining the growth of the present organizations. Underfunding in infrastructure, capacity, and staffing could stunt the effectiveness and growth of minority-based organizations. Leadership turnover is a major issue for many minority-based organizations as they cannot compete with the salaries and benefits of larger and better-funded organizations. Hence, CBOs are losing talented staff. There is an urgent need to study leadership turnover in these organizations, how new leaders can be groomed, and the best practices for leadership retention. Future research should focus on the role played by Latino leadership in the CBOs serving the Latino community.

RECOMMENDATION 3:

CONDUCT FURTHER RESEARCH INTO THE LATINO NON-PROFIT SECTOR TO DETERMINE THE GAPS IN RESOURCES AND SUPPORTS.

- **IMPROVE THE BASELINE METRIC TO DETERMINE THE NUMBER OF LATINO ORGANIZATIONS NEEDED TO ADDRESS THE NEEDS OF THE LATINO COMMUNITY.**

This research has identified a dearth of Latino non-profit organizations and also research in this area. Presently, no metric exists to determine the appropriate number of non-profit organizations for a population. In the report, we provide some crude metrics and estimate that 95 Latino non-profit organizations may need to be created to adequately help the community. Further research is needed to specifically look at the needs of the Latino population across the state and the number of organizations to support the population. Additionally, this research does not fully capture the role played by unincorporated grassroot organizations in serving the Latino community. Clearer understanding of the size and funding of these grassroot organizations, and the roles they play, is essential for a complete picture of the actors in the ecosystem serving Latinos.

- **DEVELOP MECHANISMS FOR FUNDING FUTURE RESEARCH.**

This research was an initial attempt to identify the state of Latino non-profit organizations. Future research is needed to better understand how Latino non-profit organizations develop and are sustained over time. If these organizations are to expand to meet the needs of the growing Latino community in the state, the needs of these organizations themselves should be better understood. Funding for ongoing research of Latino populations and the organizations that support them will be vital to identifying best practices, capacity-building strategies, and investment needs of the Latino nonprofit sector.

Appendix I: Cities Included in the Online Searches

Table I.1 Cities Included in the Online Searches (Within each county, cities are ordered by their share of Latino population in the state.)

City	County	Total Pop.	Latino Pop.	Pct. Latino	Share of State's Latino Population
Barnstable Town	Barnstable	44,325	1,872	4.2%	0.25%
Pittsfield	Berkshire	43,289	2,618	6.0%	0.34%
Lee	Berkshire	5,796	122	2.1%	0.02%
New Bedford	Bristol	95,125	1,9015	20.0%	2.50%
Fall River	Bristol	89,258	8,791	9.8%	1.15%
Taunton	Bristol	56,826	3,682	6.5%	0.48%
Attleboro	Bristol	44,326	3,008	6.8%	0.39%
North Attlenborough	Bristol	29,033	1,493	5.1%	0.20%
Easton	Bristol	24,001	712	3.0%	0.09%
Lawrence	Essex	79,497	62,856	79.1%	8.25%
Lynn	Essex	93,069	36,196	38.9%	4.75%
Methuen	Essex	49,575	13,500	27.2%	1.77%
Haverhill	Essex	62,943	13,300	21.1%	1.75%
Salem	Essex	43,146	7,576	17.6%	0.99%
Peabody	Essex	52,610	4,919	9.3%	0.65%
North Andover	Essex	30,170	1,806	6.0%	0.24%
Beverly	Essex	41,431	1,739	4.2%	0.23%
Saugus	Essex	28,037	1,356	4.8%	0.18%
Andover	Essex	35,375	1,323	3.7%	0.17%
Danvers	Essex	27,527	1,174	4.3%	0.15%
Marblehead	Essex	20,393	707	3.5%	0.09%
Greenfield	Franklin	17,474	1,263	7.2%	0.17%
Springfield	Hampden	154,613	67,748	43.8%	8.90%
Holyoke	Hampden	40,362	20,652	51.2%	2.71%
Chicopee	Hampden	55,778	11,064	19.8%	1.45%
Westfield	Hampden	41,667	3,470	8.3%	0.46%
West Springfield	Hampden	28,671	2,829	9.9%	0.37%
Agawam	Hampden	28,748	1,987	6.9%	0.26%
Ludlow	Hampden	21,331	1,671	7.8%	0.22%
Northampton	Hampshire	28,548	2,475	8.7%	0.32%

Amherst	Hampshire	39,880	2,435	6.1%	0.32%
South Hadley	Hampshire	17,737	1,014	5.7%	0.13%
Lowell	Middlesex	110,964	22,530	20.3%	2.96%
Framingham	Middlesex	71,232	11,607	16.3%	1.52%
Everett	Middlesex	45,212	10,362	22.9%	1.36%
Cambridge	Middlesex	110,893	9,707	8.8%	1.27%
Waltham	Middlesex	62,832	8,724	13.9%	1.15%
Somerville	Middlesex	79,983	7,942	9.9%	1.04%
Malden	Middlesex	61,212	5,715	9.3%	0.75%
Marlborough	Middlesex	39,771	5,156	13.0%	0.68%
Newton	Middlesex	88,479	4,856	5.5%	0.64%
Watertown	Middlesex	34,553	3,265	9.4%	0.43%
Medford	Middlesex	57,700	3,050	5.3%	0.40%
Arlington	Middlesex	44,992	1,941	4.3%	0.25%
Dracut	Middlesex	31,113	1,845	5.9%	0.24%
Billerica	Middlesex	42,791	1,822	4.3%	0.24%
Natick	Middlesex	35,957	1,413	3.9%	0.19%
Woburn	Middlesex	39,500	1,399	3.5%	0.18%
Hudson	Middlesex	19,843	1,330	6.7%	0.17%
Chelmsford	Middlesex	35,067	1,305	3.7%	0.17%
Belmont	Middlesex	25,965	1,236	4.8%	0.16%
Concord	Middlesex	19,357	1,232	6.4%	0.16%
Wakefield	Middlesex	26,823	1,037	3.9%	0.14%
Wayland	Middlesex	13,700	530	3.9%	0.07%
Brookline	Norfolk	59,246	3,469	5.9%	0.46%
Quincy	Norfolk	93,824	2,908	3.1%	0.38%
Randolph	Norfolk	33,704	2,670	7.9%	0.35%
Dedham	Norfolk	25,377	2,118	8.3%	0.28%
Norwood	Norfolk	29,121	1,961	6.7%	0.26%
Weymouth	Norfolk	55,890	1,848	3.3%	0.24%
Wellesley	Norfolk	29,004	1,440	5.0%	0.19%
Stoughton	Norfolk	28,338	1,265	4.5%	0.17%
Milton	Norfolk	27,527	1,094	4.0%	0.14%
Walpole	Norfolk	24,960	1,063	4.3%	0.14%
Canton	Norfolk	22,829	963	4.2%	0.13%
Needham	Norfolk	30,429	823	2.7%	0.11%
Westwood	Norfolk	15,597	298	1.9%	0.04%
Brockton	Plymouth	95,161	10,114	10.6%	1.33%
Plymouth	Plymouth	58,695	1,562	2.7%	0.21%

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Boston	Suffolk	669,158	129,520	19.4%	17.01%
Chelsea	Suffolk	39,272	25,865	65.9%	3.40%
Revere	Suffolk	53,864	16,222	30.1%	2.13%
Winthrop	Suffolk	18,391	2,100	11.4%	0.28%
Grafton	Worcester	18,517	1,034	5.6%	5.58%
Worcester	Worcester	184,743	38,687	20.9%	5.08%
Fitchburg	Worcester	40,666	10,793	26.5%	1.42%
Leominster	Worcester	41,446	7,365	17.8%	0.97%
Southbridge	Worcester	16,858	5,735	34.0%	0.75%
Milford	Worcester	28,630	3,354	11.7%	0.44%
Clinton	Worcester	13,855	2,294	16.6%	0.30%
Webster	Worcester	16,926	1,955	11.6%	0.26%
Shrewsbury	Worcester	36,716	1,838	5.0%	0.24%
Gardner	Worcester	20,496	1,652	8.1%	0.22%
Paxton	Worcester	4,845	139	2.9%	0.02%
Totals		4,402,585	694,526	15.8%	96.6%

SOURCE: ACS 2013–2017

Appendix II. Alphabetical List of Organizations

Action For Boston Community Development - Hispanic Center

City: Boston. County: Suffolk.

Director: Nephthalie Dehoux. No. Staff: 7

Services offered: Real Estate Organizations. Starting year: 1964.

Website: <https://bostonabcd.org/>

Adelante, Inc

City: Lawrence. County: Essex.

Director: Mr. David Hildt. No. Staff: 0

Services offered: Youth Centers, Clubs, Multipurpose. Starting year: 1989.

Website:

Adelante-Worcester

City: Worcester. County: Worcester.

Director: Eric Batista. No. Staff: 0

Services offered: Cultural & Ethnic Awareness. Starting year: 2009.

Website: <http://adelante-worcester.org/>

ALPFA Boston

City: Boston. County: Suffolk.

Director: Mr. Mario Rivera. No. Staff: 0

Services offered: Professional Societies & Associations. Starting year: 1972.

Website: <https://www.alpfa.org/>

Amplify Latinx

City: Boston. County: Suffolk.

Director: Rosario Ubiera-Minaya. No. Staff: 0

Services offered: Alliance/Advocacy Organization. Starting year: 0.

Website: <https://amplifylatinx.co/>

Arise Inc

City: Springfield. County: Hampden.

Director: Ms. Tanisha Arena. No. Staff: No data

Services offered: Alliance/Advocacy Organization. Starting year: 1987.

Website: <http://www.arisespringfield.org/>

Asociacion De Ecuatorianos De Nueva Inglaterra

City: Needham. County: Norfolk.

Director: Alexandra Serrano. No. Staff: 14

Services offered: Cultural, Ethnic Awareness. Starting year: 2017.

Website: <https://www.aeni.org/>

Boston Higher Education Resource Center

City: Boston. County: Suffolk.

Director: Mr. Samuel Acevedo. No. Staff: 0

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Services offered: Student Services, Organizations of Students. **Starting year:** 1999.

Website: <https://www.bostonherc.org>

Boston Latino International Film Festival

City: Cambridge. **County:** Middlesex.

Director: Ms. Sabrina Aviles. **No. Staff:** No data

Services offered: Arts, Cultural Organizations - Multipurpose. **Starting year:** .

Website: <http://www.bliff.org/>

Brazilian Worker Center

City: Boston. **County:** Suffolk.

Director: Ms. Natalicia Tracey. **No. Staff:** 5

Services offered: Ethnic & Immigrant Centers. **Starting year:** 1995.

Website: <https://www.braziliancenter.org/>

Casa Cultural Dominicana De Worcester

City: Paxton. **County:** Worcester.

Director: Ms. Tania Romero. **No. Staff:** 0

Services offered: Cultural, Ethnic Awareness. **Starting year:** 2016.

Website: <https://www.facebook.com/CasaCulturalDominicanadeWorcester/>

Casa Dominicana Inc

City: Lawrence. **County:** Essex.

Director: Ms. Ana Medina. **No. Staff:** 7

Services offered: Services to Promote Independence of Specific Populations. **Starting year:** 2018.

Website: http://www.casadominicana.org/?fbclid=IwAR1DB1-3cY7hJRX7rvlhtY51TXdYHLXuO69XI_J9cQ7bDnjqq1Jaowm2Rs

Casa Esperanza Inc

City: Boston. **County:** Suffolk.

Director: Ms. Emily Stewart. **No. Staff:** 18

Services offered: Alcohol, Drug Abuse, Treatment Only. **Starting year:** 1984.

Website: <https://www.casaesperanza.org/who-we-are/faq/>

Casa Latina Inc

City: Northampton. **County:** Hampshire.

Director: Ms. Luzeneida Garcia. **No. Staff:** 8

Services offered: Community Service Clubs. **Starting year:** 1984.

Website: <http://www.casalatinainc.org/>

Casa Nueva Vida Inc

City: Boston. **County:** Suffolk.

Director: Mr. Manuel Duran. **No. Staff:** 7

Services offered: Homeless Shelters. **Starting year:** 1987.

Website: <https://www.casanuevavida.org>

Centro Comunitario De Los Trabajadores

City: New Bedford. **County:** Bristol.

Director: Mr. Adrian Ventura. **No. Staff:** 5

Services offered: Sheltered Remunerative Employment, Work Activity Center N.E.C. **Starting year:** 2009.

Website: <http://cct-newbedford.org/>

Centro Las Americas Inc

City: Worcester. **County:** Worcester.

Director: Tina Velazquez. **No. Staff:** 11

Services offered: Human Service Organizations - Multipurpose. **Starting year:** 1997.

Website: <http://www.centroinc.org/>

Centro Presente Inc

City: Boston. **County:** Suffolk.

Director: Mrs. Patricia Montes. **No. Staff:** 8

Services offered: Civil Rights, Social Action, and Advocacy N.E.C.. **Starting year:** 1981.

Website: <http://www.cpresente.org>

Chelsea Collaborative Inc

City: Chelsea. **County:** Suffolk.

Director: Ms. Gladys Vega. **No. Staff:** 11

Services offered: Community Coalitions. **Starting year:** 1988.

Website: <https://www.chelseacollab.org/>

Chica Project

City: Boston. **County:** Suffolk.

Director: Ms. Erika Rodriguez. **No. Staff:** 10

Services offered: Alliance/Advocacy Organization. **Starting year:** 2011.

Website: <http://www.chicaproject.org>

Christian Latinos Achieving Success Scholarship Fund

City: Grafton. **County:** Worcester.

Director: Jessica Ortega. **No. Staff:** 0

Services offered: Scholarships, Student Financial Aid Services, Awards. **Starting year:** 2005.

Website: <http://clasfund.com/about/>

Comite De Hondureños Unidos De Massachusetts Corp

City: Chelsea. **County:** Suffolk.

Director: Margarita Franco. **No. Staff:** 0

Services offered: Cultural, Ethnic Awareness. **Starting year:** 2013.

Website: <https://www.facebook.com/Hondureños-Unidos-de-Massachusetts-240887502708779/>

Community Education Project Inc

City: Holyoke. **County:** Hampden.

Director: Ms. Rose Egan. **No. Staff:** 7

Services offered: Adult, Continuing Education. **Starting year:** 1991.

Website: <https://www.cepholyoke.org/>

Conexion Inc

City: Boston. **County:** Suffolk.

Director: Ms. Phyllis Barajas. **No. Staff:** 3

Services offered: Professional Societies & Associations. **Starting year:** 2005.

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Website: <http://conexion-all.org>

Dominican Development Center

City: Boston. County: Suffolk.

Director: Magalis Troncoso Lama. No. Staff: No data

Services offered: Minority Rights. Starting year: .

Website: <http://www.dominicanddevelopmentcenter.org/>

East Boston Ecumenical Community Council

City: Boston. County: Suffolk.

Director: Frank Ramirez. No. Staff: 0

Services offered: Ethnic/Immigrant Services. Starting year: 1983.

Website:

Emprendimiento Para Todos

City: Lawrence. County: Essex.

Director: Janin Duran. No. Staff: 11

Services offered: Economic Development. Starting year: 2010.

Website: <https://eparatodos.org/>

Encuentro Diaspora Afro

City: Boston. County: Suffolk.

Director: Yvette Modestin. No. Staff: 1

Services offered: Cultural, Ethnic Awareness. Starting year: 2004.

Website: <https://www.facebook.com/pg/Encuentro-Diaspora-Afro-158717790807549/about/>

Enlace De Familias De Holyoke Holyoke Family Network Inc

City: Holyoke. County: Hampden.

Director: Betty Medina Lichtenstein. No. Staff: 6

Services offered: Community, Neighborhood Development, Improvement. Starting year: 2007.

Website: <http://www.enlacedefamilias.org/>

Faith In Action With El Salvador

City: Wayland. County: Middlesex.

Director: David Applegate. No. Staff: 10

Services offered: Christianity. Starting year: 2014.

Website: <https://www.facebook.com/CasitaElSalvadorPaginaOficial>

Festival Latino

City: Lee. County: Berkshire.

Director: Liliana Ortiz Bermudez. No. Staff: 0

Services offered: Cultural, Ethnic Awareness. Starting year: 2014.

Website: <http://festivallatino.org>

Gándara Mental Health Center Inc

City: West Springfield Town. County: Hampden.

Director: Mr. Jeffrey McGeary, COO (Interim CEO). No. Staff: 850

Services offered: Community Mental Health Centers. Starting year: 1977.

Website: <https://gandaracenter.org/>

Greater Boston Latino Network (GBLN)

City: Boston. County: Suffolk.

Director: Beatriz Abascal. No. Staff: 2

Services offered: Alliance/Advocacy Organization. Starting year: 2013.

Website:

Hyde Square Task Force Inc

City: Boston. County: Suffolk.

Director: Dr. Celina E. Miranda. No. Staff: 15

Services offered: Youth Development Programs. Starting year: 1989.

Website: <https://www.hydesquare.org>

Inquilinos Boricuas En Accion Inc

City: Boston. County: Suffolk.

Director: Dr. Vanessa Calderón-Rosado. No. Staff: 36

Services offered: Community, Neighborhood Development, Improvement. Starting year: 1968.

Website: <http://www.ibaboston.org>

La Alianza Hispana Inc

City: Boston. County: Suffolk.

Director: Ms. Marisol Amaya-Aluigi. No. Staff: 7

Services offered: Family Services. Starting year: 1971.

Website: <http://www.laalianza.org>

La Comunidad Inc

City: Everett. County: Middlesex.

Director: Pedro Antonio Iraheta. No. Staff: 4

Services offered: Housing Owners, Renters Organizations. Starting year: 1999.

Website: <http://www.lacomunidadinc.org/home.html>

La Piñata Latin American Cultural Families Network Inc

City: Boston. County: Suffolk.

Director: Rosalba Solis. No. Staff: 4

Services offered: Cultural, Ethnic Awareness. Starting year: 2001.

Website: <https://www.lapinata.org/about>

La Vida Scholars

City: Lynn. County: Essex.

Director: Mr. Peter Barros. No. Staff: 3

Services offered: Youth Development Programs. Starting year: 1998.

Website: <http://www.la-vida.org/>

Latina Center Maria

City: Lynn. County: Essex.

Director: Magalie Torres Rowe. No. Staff: 8

Services offered: Women's Service Clubs. Starting year: 2016.

Website: <https://latinacentermaria.org/LatinaCenterMaria#1486217578454>

Latino Health Insurance Program Inc

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City: Framingham. **County:** Middlesex.

Director: Milagros Abreu. **No. Staff:** 7

Services offered: Health (General & Financing). **Starting year:** 2006.

Website: <http://www.lhiprogram.org>

Latino History Project Of Worcester

City: Worcester. **County:** Worcester.

Director: William Wallace. **No. Staff:** 0

Services offered: Historical Societies & Historic Preservation. **Starting year:** 2014.

Website: <https://www.latinohistoryworcester.org/>

Latino Professional Network

City: Boston. **County:** Suffolk.

Director: Mr. Ray Torres. **No. Staff:** 1

Services offered: Professional Societies & Associations. **Starting year:** 1986.

Website: <https://latinoprofessionalnetwork.org/>

Latino Stem Alliance

City: Boston. **County:** Suffolk.

Director: Ms. Karen Chacon. **No. Staff:** 2

Services offered: Alliance/Advocacy Organization. **Starting year:** 2010.

Website: <https://www.latinostem.org>

Latino Support Network

City: Lynn. **County:** Essex.

Director: Hugo Carvajal. **No. Staff:** 5

Services offered: Ethnic, Immigrant Centers, Services. **Starting year:** 2018.

Website: <https://www.latinosupportnetwork.org/>

Latinos En Accion De Waltham

City: Waltham. **County:** Middlesex.

Director: Neida Ortiz. **No. Staff:** 3

Services offered: Human Service Organizations - Multipurpose. **Starting year:** 2009.

Website: <https://www.facebook.com/LEADWALTHAM/>

Latinos For Education Inc

City: Belmont. **County:** Middlesex.

Director: Amanda Fernandez. **No. Staff:** 10

Services offered: Educational Services and Schools - Other. **Starting year:** 2016.

Website: <https://www.latinosforeducation.org/about-us/>

Latinos Unidos En Massachusetts

City: Everett. **County:** Middlesex.

Director: Mr. Rodrigo Camarena. **No. Staff:** No data

Services offered: Ethnic & Immigrant Centers. **Starting year:** .

Website: https://www.immigrationadvocates.org/nonprofit/legaldirectory/organization.392950-Latinos_Unidos_en_Massachusetts_LUMA

Lawrence Family Development Inc

City: **Lawrence**. County: **Essex**.

Director: **Mr. Ralph Carrero**. No. Staff: **13**

Services offered: **Educational Services and Schools - Other**. Starting year: **1995**.

Website: <https://www.lfdef.org/index.php/about-us/mission-section.html>

Lawyers For Civil Rights

City: **Boston**. County: **Suffolk**.

Director: **Mr. Ivan Espinoza-Madrigal**. No. Staff: **12**

Services offered: **Minority Rights**. Starting year: **1968**.

Website: <http://www.lawyersforcivilrights.org/>

LULAC Boston

City: **Boston**. County: **Suffolk**.

Director: **Ms. Regla Gonzales**. No. Staff: **No data**

Services offered: **Minority Rights**. Starting year: **1929**.

Website: <http://www.lulacboston.com/>

Lynn Hispanic Scholarship Fund Inc

City: **Lynn**. County: **Essex**.

Director: **Mrs Laura Sanchez**. No. Staff: **0**

Services offered: **Scholarships, Student Financial Aid Services, Awards**. Starting year: **1991**.

Website: <https://www.schoolandcollegelisting.com/US/Lynn/277844443949/LYNN-Hispanic-Scholarship-Fund>

Massachusetts Black and Latino Legislative Caucus

City: **Boston**. County: **Suffolk**.

Director: **Mr. Lucas DeBarros**. No. Staff: **No data**

Services offered: **Professional Societies & Associations**. Starting year: **.**

Website: <http://www.mablacklatinocaucus.com/>

Massachusetts Latino Police Officers Association Inc

City: **Easton**. County: **Bristol**.

Director: **Yessenia Gomez**. No. Staff: **4**

Services offered: **Professional Societies & Associations**. Starting year: **2012**.

Website: <https://www.masslatinopolice.org/home.html>

Maverick Landing Community Servicesinc

City: **Boston**. County: **Suffolk**.

Director: **Rita Lara**. No. Staff: **13**

Services offered: **Human Service Organizations**. Starting year: **2007**.

Website: <https://mlcsboston.org>

Mujeres Unidas Avanzando Inc

City: **Boston**. County: **Suffolk**.

Director: **Ms. Johannah Malone**. No. Staff: **12**

Services offered: **Adult, Continuing Education**. Starting year: **1979**.

Website: <http://muaboston.org>

National Association of Hispanic Journalists (NAHJ)

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City: Boston. **County:** Suffolk.

Director: Ms. Karina Cuevas. **No. Staff:** 0

Services offered: Professional Societies & Associations. **Starting year:** 2018.

Website: <http://nahj.org/>

National Association Of Hispanic Nurses

City: Springfield. **County:** Hampden.

Director: Ruth Amador. **No. Staff:** 14

Services offered: Public Health Program. **Starting year:** 2013.

Website: <https://www.nahnwmass.org/about>

National Association of Hispanic Real Estate Professionals **City:** Boston. **County:** Suffolk.

Director: N/A. **No. Staff:** No data

Services offered: Professional Societies & Associations. **Starting year:** .

Website: <https://nahrep.org/>

New England Association for Colombian Children

City: Needham. **County:** Norfolk.

Director: Margarita Duque-Escallon. **No. Staff:** No data

Services offered: Human Service Organizations. **Starting year:** 2013.

Website: <https://neacol.org/>

North Shore Latino Business Association

City: Lynn. **County:** Essex.

Director: Ms. Frances Martinez. **No. Staff:** 0

Services offered: Promotion of Business. **Starting year:** 2011.

Website: <http://www.nslba.org/>

Nuestra Comunidad Development Corp

City: Boston. **County:** Suffolk.

Director: Mr. David Price. **No. Staff:** 16

Services offered: Housing Development, Construction, Management. **Starting year:** 1981.

Website: <http://nuestracdc.org>

Nuestras Raices Inc

City: Holyoke. **County:** Hampden.

Director: Ms. Hilda Roque. **No. Staff:** 8

Services offered: Community, Neighborhood Development, Improvement. **Starting year:** 1992.

Website: <http://nuestras-raices.org/>

Nueva Esperanza Inc

City: Holyoke. **County:** Hampden.

Director: Kayla Rodriguez. **No. Staff:** 9

Services offered: Arts, Cultural Organizations - Multipurpose. **Starting year:** 1982.

Website: <https://www.nuevaofholyokey.org/>

Prospanica Boston

City: Boston. **County:** Suffolk.

Director: Christine Jauregui. **No. Staff:** No data

Services offered: Professional Societies & Associations. **Starting year:** .
Website: <https://www.prospanica.org/members/group.aspx?code=Boston>

Puerto Rican Festival of MA

City: Boston. **County:** Suffolk.

Director: Edwin Alices. **No. Staff:**

Services offered: Cultural, Ethnic Awareness. **Starting year:** 1967.

Website: <https://www.puertoricanfestivalofma.org/>

Puerto Rican Veterans Monument Association Inc

City: Boston. **County:** Suffolk.

Director: Antonio Molina. **No. Staff:** 8

Services offered: Military/Veterans' Organizations. **Starting year:** 2009.

Website: <https://www.prculturalcenter.org/>

Roca Inc

City: Chelsea. **County:** Suffolk.

Director: Ms. Molly Baldwin. **No. Staff:** 18

Services offered: Employment Procurement Assistance and Job Training. **Starting year:** 1996.

Website: <https://rocainc.org>

Sociedad Latina Inc

City: Boston. **County:** Suffolk.

Director: Ms. Alexandra Oliver-Dávila. **No. Staff:** 18

Services offered: Youth Development Programs. **Starting year:** 1968.

Website: <https://www.sociedadlatina.org>

Society of Hispanic Engineers (SHPE)

City: Reading. **County:** Middlesex.

Director: Axel vigo. **No. Staff:** No data

Services offered: Professional Societies, Associations. **Starting year:** 1995.

Website: <https://www.shpeboston.org/>

South Boston En Accion Inc

City: Boston. **County:** Suffolk.

Director: Gladys Bruno. **No. Staff:** 7

Services offered: Human Service Organizations - Multipurpose. **Starting year:** 2008.

Website: <https://www.facebook.com/sbaccion/>

Spanish American Center Inc

City: Leominster. **County:** Worcester.

Director: Neddy Latimer. **No. Staff:** 3

Services offered: Ethnic & Immigrant Centers. **Starting year:** 1966.

Website: <http://www.spanishamericancenter.org>

Talented And Gifted Association Inc

City: Boston. **County:** Suffolk.

Director: Ilyitch Nahiely Tabora. **No. Staff:** 0

Services offered: Alumni Associations. **Starting year:** 2014.

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Website: www.jolgorio.org

The Latina Circle Inc

City: Boston. County: Suffolk.

Director: Rosario Ubiera-Minaya. No. Staff: 2

Services offered: Women's Service Clubs. Starting year: 2018.

Website: <http://www.latinacircle.com>

Veronica Robles Cultural Center

City: Boston. County: Suffolk.

Director: Veronica Robles. No. Staff: 7

Services offered: Arts, Cultural Organizations - Multipurpose. Starting year: 2013.

Website: www.vrocc.org

Welcome Project Inc

City: Somerville. County: Middlesex.

Director: Ben Echevarria. No. Staff: 4

Services offered: Minority Rights. Starting year: 1987.

Website: <https://www.welcomeproject.org/>

Westfield Spanish American Inc

City: Westfield. County: Hampden.

Director: Rafael Rivera. No. Staff: No data

Services offered: Scholarships, Student Financial Aid Services, Awards. Starting year: 1995.

Website: www.wsaassoc.org

Womanshelter Compañeras Inc

City: Holyoke. County: Hampden.

Director: Carmen Nieves. No. Staff: 16

Services offered: Family Violence Shelters, Services. Starting year: 1980.

Website: <https://www.womanshelter.org/>

Worcester Latino Dollars For Scholars

City: Worcester. County: Worcester.

Director: Mr. John Rodriguez. No. Staff: 0

Services offered: Scholarships, Student Financial Aid Services, Awards. Starting year: 1994.

Website: <https://worcesterlatino.dollarsforscholars.org>

Yo Soy LOLA

City: Boston. County: Suffolk.

Director: Ana Mascote. No. Staff: 0

Services offered: Cultural, Ethnic Awareness. Starting year: 2017.

Website: <https://www.yosoylola.com/>

Appendix III. Methodology

The methodology to carry out this research includes the implementation of two protocols, one for searching the organizations and one for classifying the services that they offer. Both protocols are described below. The data collection occurred between March 2019 and February 2020. Data analysis was ongoing as each data collection phase helped to refine the research protocols.

SEARCH PROTOCOL

Step 1: We used data from the 2013–2017 American Community Survey (ACS) to identify the cities and towns throughout the Commonwealth of Massachusetts that had a significant Latino population. This step enabled us to identify a total of 84 cities and towns capturing 91% of the total Latino population in Massachusetts.

Step 2: Researchers at the Mauricio Gastón Institute conducted Google searches between March and September of 2019 on each of these 84 cities and towns to identify Latino non-profit organizations. Searches were based on twenty-one types of services offered by community-based organizations, including such areas as health services, education, immigration, and others. Researchers at the institute adjusted the search terms to include the keywords Latino, Latina, Puerto Rican, Dominican, Salvadoran, Guatemalan, and Colombian. Information from the searches was used to create a preliminary list of Latino organizations.

Step 3: For each county in Massachusetts, a self-identifying Latino community leader reviewed the preliminary list of organizations in that county, identified any omissions, and suggested corrections and additions.

Step 4: Between July and September of 2019, the research team conducted similar searches on GuideStar to triangulate Google search results. GuideStar (<https://www.guidestar.org>) is the largest source of information on U.S. non-profit organizations. A final list containing Latino organizations in Massachusetts was created.

Step 5: Between December of 2019 and January 2020, attempts were made to contact by phone the Latino organizations in the final list to confirm their organization type, leadership, and services offered. Approximately 40% of the organizations contacted at this stage offered confirmation of the data, which was then incorporated in the final report of the project.

Table III.1. NTEE Common Codes

01	ALLIANCE/ADVOCACY ORGANIZATIONS
02	MANAGEMENT AND TECHNICAL ASSISTANCE
03	PROFESSIONAL SOCIETIES/ASSOCIATIONS
05	RESEARCH INSTITUTES AND/OR PUBLIC POLICY ANALYSIS
11	MONETARY SUPPORT – SINGLE ORGANIZATION
12	MONETARY SUPPORT – MULTIPLE ORGANIZATIONS
19	NONMONETARY SUPPORT NOT ELSEWHERE CLASSIFIED (N.E.C.)

PROTOCOL FOR CLASSIFICATION OF SERVICES OFFERED

In order to categorize the organizational focus for each organization in the inventory (i.e., the main service that each organization offers to the community), we used the National Taxonomy of Exempt Entities (NTEE) Common Codes developed by the National Center for Charitable Statistics (NCCS)¹³ and the IRS to classify non-profit organizations and determine tax-exempt status. These are “3-character categories” indicating specialized functions within each major group. The first character is a letter indicating the major area of service (see Table 1). In addition, each of the 25 major groups has the same set of seven categories or common codes that indicate a secondary set of “specialized functions” (see Table 2).

For an example of the use of this coding, two NPOs codified as A01 and I01 are both referred to as “Alliance/Advocacy Organizations.” The “A” prefix for the first organization means that the NPO is in the Arts, Culture & Humanities area. The “I” prefix for the second means that the NPO is in the Human Services area. The ‘01’ suffix describes both NPOs’ strategy as an alliance/advocacy organization¹⁴.

The main advantage of using the NTEE common codes for the classification of services is that since the 1990’s they have been used systematically by the Internal Revenue Service (IRS) to classify organizations eligible to receive federal tax-exempt status. It offers a degree of comparability and uniformity with other statistical data.¹⁵

LIMITATIONS

This research has several limitations. The methods for this research were developed by the Gastón Institute to identify incorporated Latino non-profit organizations, i.e., organizations that

¹³ <https://nccs.urban.org/>

¹⁴ National Taxonomy of Exempt Entities (NTEE) Codes, <https://nccs.urban.org/project/national-taxonomy-exempt-entities-ntee-codes>

¹⁵ Ibid.

have been granted non-profit status. Such organizations were identified through keyword Google searches and confirmed through the GuideStar database. Any omission of keywords could limit the efficacy of this search process. Even though efforts were made to confirm the results of these searches, it is possible that organizations that were once active could still exist in the databases but not be functional.

In addition, the search protocol used for this study is not efficient for identifying grassroots or non-incorporated community-based organizations. These Latino community-based organizations may depend on other non-Latino organizations for their financial management. In cases like this, our methods may fail to identify these organizations during the online search. Despite this limitation, this study includes several grassroots organizations whose information was provided by key informants in the Latino community.

About the Gastón Institute

Established in 1989, the Mauricio Gastón Institute for Latino Community Development and Public Policy was created by the Massachusetts Legislature in response to a need for improved understanding about the Latino experience in the commonwealth. Now in its 30th year, the Gastón Institute continues its mission of informing the public and policymakers about issues vital to the state's growing Latino community and providing information and analysis necessary for effective Latino participation in public policy development. To learn more about the Gastón Institute, visit www.umb.edu/gastoninstitute.

One of the goals of the Gastón Institute is to be responsive to the needs of the Latino and policy communities through the research we undertake. Please feel free to contact us with suggestions or requests for specific information.

About the Authors

Fabián Torres-Ardila, Ph.D. is the current Associate Director of the Gastón Institute. He holds a PhD in mathematics from Boston University. Dr. Torres-Ardila diligently works to ensure that the institute supports the development of Latino community leadership through partnerships with local groups.

Krizia Valentino is a 2020 graduate from the Applied Economics program at UMass Boston. She has supported data collection and analysis for a wide range of projects during her tenure as a research assistant at the Gastón Institute.

Phillip Granberry, Ph.D. is Senior Data Analyst at the Gastón Institute, and Senior Lecturer of Economics, at the UMass Boston College of Liberal Arts. He has published several articles on the accumulation and use of social capital among Latinos and the sexual health communication of Puerto Rican mothers with their children.



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