Organizational Capacity of Oregon Latino Nonprofits and its Role in Immigrant Integration

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MPP Essay
Submitted to
Oregon State University
In partial fulfillment of
The requirements for
the degree of

Master of Public Policy

Presented June 7th, 2018

Commencement June 16th, 2018

Master of Public Policy essay of Maria Dolores Vazquez, June 7th, 2018

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Table of Contents

I. Abstract	1
II. Introduction and statement of the problem	2
III. Context: Latinos in Oregon	5
IV. Literature Review	7
a. Immigrant Integration	7
b. The Role of Nonprofits in Promoting Civic Engagement, Advocacy, and Collective Action	8
c. Nonprofit Organizational Capacity and Resources	11
V. Research Questions and Expectations	15
VI. Methods	16
VII. Findings	17
a. Oregon Latino Nonprofits Capacity and Resources	17
b. Oregon Latino Nonprofits and State Relationship	24
c. Oregon Latino Nonprofits and Relationships with the Public, Media, and Other Nonprofits	26
VIII. Recommendations	33
IX. Conclusion	35
X. Limitations of the Study	36
XI. References	37
Appendix I	45
Appendix II	47
Appendix III	54

List of Figures

Figure 1. The continuum of civic engagement 9

Figure 2. Immigrant political incorporation pathways 11

Figure 3. Main purpose of Latino nonprofits surveyed 18

Figure 4 Histogram of total revenue of Oregon Latino nonprofits surveyed 23

List of Tables

Table 1. Oregon Latino nonprofits organizational establishment 18

Table 2. Oregon Latino nonprofits human resources 20

Table 3. Oregon Latino nonprofits funding resources 22

Table 4. Oregon Latino nonprofits financial resources 23

Table 5 Total revenue and expenses of surveyed Oregon Latino nonprofits 24

Table 6. Oregon Latino nonprofits and government relationships 25

Table 7. Oregon Latino nonprofit and Public/Nonprofit/Media relationships 27

Table 8. In your opinion, how effective is your organization in working with the following organizations and citizens? 27

Table 9. Could you please rank the activities important for your organization? 28

Table 10. Could you please rank the reasons why you think people support your groups? 29

List of Appendixes

Appendix 1 Key findings shared by 21 Oregon rural organizations 45

Appendix 2. Interview questions 47

Appendix 3. Survey questions 54

Abstract

This essay provides an assessment of the human, social and financial resources that Oregon Latino immigrant-serving nonprofits have available to achieve their mission of promoting Latino immigrant integration and civic engagement practices. Under the framework of immigrant integration, this study examines the strategies Latino nonprofits rely upon to achieve their goals of improving living conditions of the Latino immigrant population in the state of Oregon. Using surveys and interviews of nonprofit directors, the results of this study indicate that Oregon Latino immigrant-serving nonprofits are mainly dedicated to advocating for access to health services, economic growth, cultural activities and provision of services in general. It is highlighted that nonprofits that work with the Latino community rely heavily on volunteerism and that collaboration with other organizations in a coalition is an important mechanism to achieve their goals. The success of these Latino nonprofits is determined by capacities such as management and leadership, financial resources, and the skills and dedication of their staff. Solid core capacities mean positive relationships with city departments and agencies, public officials, other organizations and the community in general, which translates into social changes and progressive policies for the benefit of the economic and social integration of the Latino immigrants and their families. Regardless of citizenship status, these nonprofits facilitate the incorporation of Latino immigrants into the mainstream culture by providing a place to interact and receive needed assistance, education in how to navigate life in the adopted country, and gain economic and social stability with the ultimate goal to empower Latino immigrants to work for their place in American society.

I. Introduction and Statement of the Problem

U.S. government policy uses the terms "Latino" and "Hispanic" interchangeably and defines the terms not as a race, but as an ethnicity (US census, 2018; Pew Research Center 2017). Latinos in the United States are typically treated as if they are one large, relatively homogeneous group (Cauce and Domenech-Rodriguez, 2002), but this ethnic group is considered a pan-ethnic one, where various ethnic groups are grouped together based on their related cultural origins (Min, 2010). The ethnic designation of Latino is any person that traces its heritage to Latin America or Spain (US Census, 2018). Individuals that belong to the Latino ethnicity may be of any race (Mestizo, Mulatto, Indigenous, White, and Black) with different cultural traditions and identities and come from any of the 21 countries of Latin America where Spanish is the official language. In addition, a Latino can belong to any of the reported 400 indigenous groups with their own native language with roots in either Quechuan, Aymara, Guaraní, Mayan or Nahuatl (Montenegro and Stephens, 2006; Yashar, 2015; Wade, 2010). Individuals belonging to this ethnographic group vary greatly in physical appearance, levels of education, economical resources, and cultural background, often resulting in severe socio-economic and racial diversity and inequality (Stromquist, 2004). It was reported in 2015 that Latinos accounted for 17.6% of the total U.S. population, with U.S. births as the primary source of Latino growth and with several stances being mixed-status households comprised of immigrant parents and their U.S. born children (Bussel 2008; Capps et al., 2016; Pew Research Center, Hispanic Trend, 2015).

Currently, immigration is a contentious topic, especially for Latinos whom in recent years have grown in population. Estimates by the US census (2018) indicate that Latino as an ethnic group will account for 60 percent of the population growth in the United States by 2050, and according to the Pew Research Center study "Hispanic Trends," (Pew Research Center (2017), the Latino population in the US jumped from 6 to 17 percent in the last 20 years, with the primary source of Latino growth being U.S births over newly arrived immigrants. Policies that have influenced the increase in the influx of Latinos into the U.S. in the past five decades include: (1) the Bracero Program (1942-1964), which allowed for temporary contract labor to meet agricultural demand in California (Bartnik, 2011); (2) the Immigration and Nationality Act of 1965, known as the "Hart-Celler Immigration Act," which set a system based on immigrants' family relationships with U.S. citizens or legal permanent residents. It abolished an earlier quota system from the 1920s based on national origin which favored western European immigrants (Chishti et al., 2015; Orchowski, 2015); (3) the Refugee Act of 1980, which includes provisions for people with special humanitarian

considerations to seek refuge in the U.S (Martin et al. 1982), which has been the case of immigrants coming to the US as refugees from Nicaragua, El Salvador, and Guatemala fleeing the Central American civil wars (Lynn, 2017; Padilla-Rodriguez, 2015; Roberts 1982); and (4) the North American Free Trade Agreement (NAFTA), enacted to expand regional trade, has negatively impacted the living conditions of small farmers and small businesses in Mexico which are not able to compete against imported US subsidized agricultural products, speeding low-skilled illegal immigration into the U.S (Hing, 2010; Koven and Götzke, 2010).

Integration for Latino immigrants into the mainstream US culture is an important strategy to successfully achieve parity in key indicators -education, earnings, language proficiency, and occupational distribution. Integration is defined as the process in which individuals hold positive attitudes toward involvement with both the ethnic and dominant culture and occurs when individuals adopt the cultural norms of the dominant host culture while maintaining their culture of origin. Integration is often synonymous with biculturalism (Berry, 2005b; Devos, 2006). A 2016 study by the National Academies of Sciences and Committee on Population found that immigrant integration increases over time and successive generations achieve strong progress in key indicators. The success of Latino immigrants or first-generation Latino-Americans -first-generation refers either to a person who has immigrated to a new country and been naturalized, or to the children of such an immigrant- is linked to the level of integration and opportunities that immigrants and their families experience after their arrival (Hispanic Pew Research, 2015; National Academies of Sciences, 2016). Latino immigrants and their direct descendants must navigate between retaining identification and involvement with their culture of origin as well as identification and participation in the dominant culture. It is now understood that acquiring the values, practices and beliefs of the host country dominant culture does not imply that an immigrant has to discard those from their cultural heritage (Berry 2005b; Schwartz et al., 2010). Low levels of integration create inequality among immigrant communities that results in an unfavorable position within the community as a whole (Dixon et al., 2018). Policies reported as successful in promoting immigrant integration and immigrants' economic and professional success included English language proficiency, social capital through various activities like civic engagement, assisting in building professional networks, workplace acculturation, access to formal education and training, guidance for securing better jobs with better incomes, and municipal or state identification documents that allow immigrant greater mobility (Bergson-Shilcock and Witte, 2015; De Graauw, 2016; Dixon el al., 2018; Koven and Götzke, 2010).

Because the US currently has no comprehensive federal policy that promotes immigrant integration, policy-making and implementation is left to the state and local levels of government. Nonprofits play an important role in bridging the gap between communities of mainly disadvantaged immigrants and governments by advocating with local public officials and the community in general for the implementation of policies that favor the immigrant community (Hung, 2007). These nonprofits are usually located in neighborhoods or cities with high concentrations of immigrants. Being in close contact with Latino immigrant communities provides nonprofits with the opportunity to develop trust and connect with individuals who lack skills and are fearful to directly contact government officials about the help they need (De Graauw, 2016; Jones-Correa, 2013). These nonprofits propose and collaborate in the implementation of policies that promote integration, providing accessible and culturally appropriate services that improve Latino immigrants' living conditions, health, and economic standing. But also, these organizations receive mixed public support, are often underfunded, have limited organizational resources, and often find themselves in constant competition for government and foundation grants (De Graauw, 2016; Fyall, 2017).

The intention of this study is to examine the current situation of nonprofits that work with the Latino community in Oregon and their work toward promoting Latino immigrant integration and civil engagement practices. An assessment is done by looking at their organizational structure, resources, services provided and advocacy practices. This study begins by laying out the current status of Latinos in Oregon, subsequently, the literature review on nonprofits is built under the framework of integration, civic engagement and capacity building. The focus of study is to analyze the core capacities that Latino nonprofits rely on to achieve their goals of supporting the Latino immigrant population by exploring the barriers, challenges and resources these nonprofits have. The levels of organizational resources and capacities available to Latino nonprofits in Oregon were assessed by using surveys and interviews of directors of nonprofits. The specific questions this research intends to answer are: "What are the main purposes of the nonprofits that work with the Latino immigrant community in Oregon?"; "What are the levels and types of resources available to them?"; "What are the barriers they face, and what are the best practices cited by the participants of this study?" Results indicate that nonprofits that work with the Latino community are mainly dedicated to advocacy, promoting health, economic growth, cultural activities and to provide services in general, and that collaboration with other organizations in a coalition and volunteerism are the main channels to achieve their goals. Latino immigrant-serving nonprofits promote activities

and services with the position that regardless of citizen status, building individual and community empowerment results in improved quality of life for the whole community by helping mitigate social stressors (Falicov, 2007). Based on the results of this study and existing literature, policy recommendations are given for future practices.

II. Context: Latinos in Oregon

Currently, Oregon's population is reported as 4 million people (US Census, 2018). The most populous immigrant group is Latinos, accounting for 12.8% of the population. Two-thirds of Oregon's Latinos are U.S. born and one-third foreign born. By national origin the largest group of Latinos residing in Oregon are Mexicans, who constitute 80% of the entire Latino population in the state; the remaining 20% are from Guatemala and El Salvador (Central America), Puerto Rico and Cuba (Caribbean), Colombia and Peru (South America) - the list is presented in descending order of their proportion of the state's Latino population (American Immigration Council, 2017; U.S Census Bureau, 2018). Between 2000 and 2014, Latinos have reached all Oregon's 36 counties, where in some cases Latinos comprise 20% or more of the county population (The Oregon Community Foundation, 2016). More recently, an increasing number of individuals from indigenous groups have migrated to Oregon, representing more than fourteen indigenous groups with distinctive languages and customs from Guatemala and southern Mexico (Bussel, 2008). People from indigenous groups and belonging to ethno-racially disadvantaged minorities confront more challenges upon their arrival and face significant barriers, as many speak neither Spanish nor English, have little or no formal education, and are poor or undocumented. This means that the support to guarantee their economic development and social standing in Oregon is cultural-specific (Bussel, 2008; Gonzales-Berry and Mendoza, 2010). Many Latino households are "mixed-status families," meaning members with different immigration statuses, with some holding US citizenship or legal status and other members being undocumented (Bussel, 2008; Rodriguez, 2018; Walsh, 2018). Mixed-status families are vulnerable to poverty. Undocumented parents may be unaware that state or federal support programs exist for their US citizen children or may fear that accessing these programs can lead to their deportation. Families with undocumented parents have access to mainly low-paying and precarious jobs, leading the entire family to experience economic and social vulnerability (Rodriguez, 2018; Walsh, 2018).

While a growing number of Latinos are entering the middle class, still there is a large gap in income, educational attainment and health care between Latinos and the overall population (the

Oregon Community Foundation, 2016). Regarding education, the Oregon Department of Education (ODE) and the Early Learning Division (ELD) each provide an annual assessment -the Oregon Kindergarten Assessment- which provides a snapshot of students' foundational skills in three core areas of learning and development: early literacy, early math and interpersonal/self-regulation skills (Oregon Department of Education, 2018; Oregon Early Learning, 2017). Results released by the state in 2018 report low levels of readiness among Latino kindergartners compared to White or Asian and well-off students. This information is important because data shows that students who scored poorly on Oregon's readiness test at the start of kindergarten remain far behind at the end of third grade adversely impacting their trajectories over their school career (OregonLive.com, 2018, The Oregon Community Foundation, 2016; The Oregon Community Foundation, 2017). The Community Reporter Tool (2016), prepared by Oregon Community Foundation and the OSU Rural Studies Program, indicates that half of the Latinos in Oregon do not have a high school diploma and only 12% have a bachelor's degree or higher compared to their non-Latino peers in Oregon. One-third of all Latinos in Oregon live in poverty with annual individual incomes of $13,740 - the average annual personal income is $28,822- over one-quarter do not have access to health insurance compared to 10% on average, and over one-third of Latino children live in poverty (The Oregon Community Foundation, 2016; The Oregon Community Foundation, 2017; Oregon Office of Economic Analysis, 2017; US Census Bureau, 2018).

While current statistics show immigrant Latinos performing below average in key indicators like education, health and income, it is also important to highlight their economic and social positive contributions even when in disadvantage. According to the American Immigration Council (2017), immigrants are essential to the labor force in Oregon, where undocumented immigrants comprised 4.8 percent of the state's workforce in 2014. Immigrant-led households in the state paid $1.7 billion in federal taxes and $736.6 million in state and local taxes in 2014. Undocumented immigrants in Oregon paid $80.8 million in state and local taxes in 2014. Their contribution could rise to $119.4 million if they could receive legal status. DACA recipients in Oregon paid an estimated $20 million in state and local taxes in 2016. Also, the importance in social values like family is a fundamental aspect of the Latino culture. The main force among Latino immigrants has to do with family - either to be reunited with family or provide economic help to family left behind in their countries of origin (Martinez, 2010).

III. Literature Review

a. Immigrant Integration

"The process of integration is considered a local work" (Dixon, et al 2018)

The National Partnership for New Americans defines immigrant integration as "a dynamic, two-way process in which immigrants and the receiving society work together to build secure, vibrant, and cohesive communities (Pisnanont et al., 2015)." Immigrant integration is seen as a process of intermixing new immigrants into their new communities, aiming for a positive response from residents and the mutual adaptation to the change in demographic, with the goal of vibrant integrated collective community identity (Bloemraad and De Graauw, 2012). One of the key components in immigrant integration is for immigrants to have access to mainstream institutions (Dixon et al., 2018). Integration is considered to originate through local and state government agencies, social service nonprofits, resettlement organizations, schools, businesses, immigrant-based aid associations and faith organizations (De Gauww 2016; Pisnanot et al., 2015). Racial and ethnic discrimination leads to negative stereotypes associated with immigrant communities, which in turn reflects in policies that prevent immigrants' access to mainstream institutes and social services (Ayon, 2015; Hacker et al., 2015). Low levels of integration due to racial and ethnic discrimination lead to inequality, social isolation, and economical marginalization and have a negative impact in the immigrant's mental and physical health and the community as a whole (Caplan, 2007; Dixon et al., 2008; Lara et al., 2005; Martinez, et al., 2015; McClure et al., 2010).

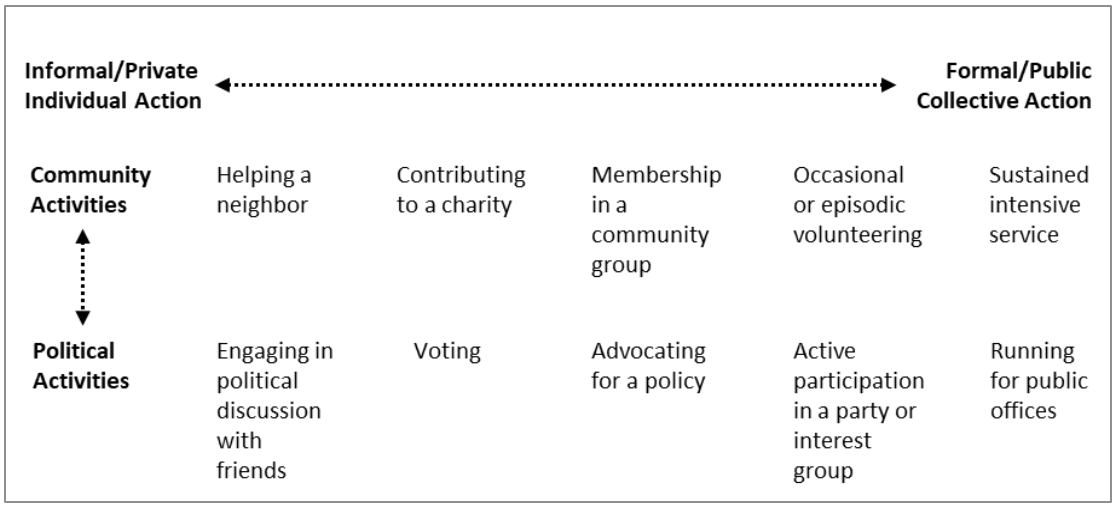
The concept of integration alongside with assimilation, separation and marginalization, are part of the four models of acculturation proposed by Berry (1997). By acculturation it is understood the social, psychological and cultural changes that result from the contact between two or more cultural groups and their individual members (Berry, 2005b; Schwartz, 2010). Those changes occur for mutual adaptation, at the individual level with changes in a person's behavior, and at the social level in institutional and cultural practice changes (Berry, 2005b). The other three models besides integration are: assimilation, understood as the full incorporation to the main culture -considered to be achieved after the second generation of immigrants- and involves losing the identity of the country of origin. Secondly, separation, in which immigrants disassociate themselves from the main culture by not participating and behaving indifferent to it. The third is marginalization, which involves a total rejection of the host country main culture (Dixon et al., 2018, Berry, 2005b). Among the four models, integration is considered the model that benefits the most to both the host country and the immigrants with their direct descendants.

Immigrant integration policies are reported to strengthen the system and tools that allow immigrants to participate in their communities and support their families in a respectful environment (Boushey and Luedtke, 2011). For immigrants to achieve economic and professional success, English language proficiency, workplace acculturation, social capital through various activities like civic engagement and assisting in building professional networks is required (Bergson-Shilcock and Witte, 2015). At the institutional level, there are recognized programs to promote integration among the most vulnerable immigrants, which includes: help with learning English, help with health care access, finding housing, subsidized preschool programs for children, access to formal education and training, guidance for joining the workforce and securing better jobs with better incomes, and municipal or state identification documents that allow them greater mobility (Bussel 2008; De Graauw, 2016; Dixon et., 2018; Koven and Götzke, 2010). Latino immigrants and their direct descendants must navigate between retaining identification and involvement with their culture of origin as well as identification and participation in the dominant culture. It is now understood that acquiring the values, practices and beliefs of the host country dominant culture does not imply that an immigrant has to discard those from their cultural heritage (Berry 2005b; Schwartz and Unger, 2010). Social integration requires building of social capital including social networks and through civic community organizing activities and institutional support (Dixon et al., 2018).

b. The Role of Nonprofits in Promoting Civic engagement, Advocacy and Collective Action

"*Civic community organizing activities for all immigrants, regardless of citizenship status, can help build individual and community identity and empowerment as well as help mitigate stressors associated with immigrant feelings of social isolation"* (Dixon et al., 2018)

A significant aspect of immigrant integration is civic participation and advocacy (de Leon et al., 2009). According to Adler and Goggin (2005), civic engagement describes many different philosophies of citizenship and activities. The goal of civic engagement is that of promoting social change or addressing "collective action problems" (Schlager, 1995). Civic engagement is defined in the context of community service and political involvement, accomplished at an individual level or in coalitions at a collective action level. Civic engagement can be accomplished in an individual informal setting or in a public, formal one (Adler and Goggin 2005; de Leon et al., 2009; Mandarano, 2015). Figure 1 points out examples of community and political activities involved in the spectrum of definitions of civic engagement from individual to collective action.



Source: Adler and Goggin, 2005

Figure 1. The continuum of civic engagement

Putnam (1995; 2000) suggested that "social organization by networks of civic engagement, norms and social trust, facilitate the coordination and cooperation for mutual benefit, and enable participants to act together more effectively to pursue shared objectives." Networks lead to power relationships or coalitions, allowing one group to obtain resources from other more privileged groups and convert it into economic, cultural, symbolic, or social capital in their benefit (Bourdieu, 1986). Through contacts and networks, it can reach politicians, corporate advisors, influencers and opinion leaders (Dalrymple and Boylan, 2013; Mandarano, 2015).

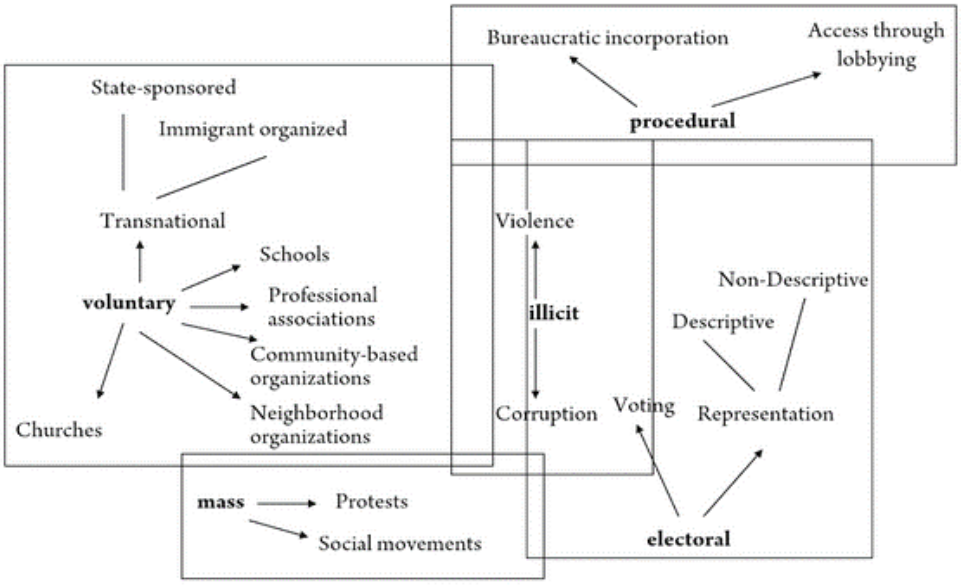
Advocacy is inherent to politics where contacts and networks are considered a way to gain power and acquire capital such as goods and resources. Advocacy are actions taken by a group - either directly or on its behalf through an organization - in pursuit of members perceived shared interests (Scott and Marshall, 2009; Wolf, 2018). Nonprofits are advocacy organizations and collective actors involved in public advocacy that follow methodical efforts to achieve policy goals and are not restricted to any particular policy domain. (Prakash and Gugerty, 2010; Jenkins-Smith and Sabatier 1995).

The majority of new immigrants (especially those undocumented) are in a social and economic position that leaves them outside of the power structure (Martinez 2008; Okamoto and Ebert, 2010). In an attempt to change state policy or challenge discriminatory actions, group-based efforts like nonprofits and grassroots organizations engage in what is known as *immigrant collective*

action, which involves the participation in public protests to raise the visibility of issues affecting the immigrant community (Okamoto and Ebert, 2010). When immigrant-serving nonprofits pursue civic engagement among their constituents, they turn to collective action. By engaging in collective action, nonprofits promote the interactions and networks that help them to achieve their goals of advocating for structural change and to address institutional discriminatory behaviors and policies that inhibit immigrants' integration into their new communities (Dixon, et al., 2018; Martinez, 2010). Nonprofits that work with immigrants carry out their mission of advancing social change by advocating with non-elected city officials, school administrators, teachers, and health care professionals and promoting civic engagement among their constituents (De Graauw, 2016).

Figure 2 represents the different pathways that lead to immigrant political incorporation by awareness of the political process, engagement and activism (Jones-Correa et al., 2013). The majority of grassroots organizations that work with the immigrant community follow the voluntary and rally pathways (mass meeting of people making a political protest or showing support for a cause) to advocate or protest proposed or existing policies (Martinez, 2010). Organizations with large memberships may have an advantage in letter writing, organizing public demonstrations, and training volunteers to carry out grassroots activities. On the other hand, organizations with few members but large budgets generally wish to focus on influencing the election of key decision-makers or lobbying such decision-makers after the elections (Dixon, et al., 2018; Martinez, 2010).

Nonprofits know they are more effective if they can organize, mobilize, and advocate on behalf of their constituents (De Graauw, 2016; Martinez, 2008). Grassroots organization and nonprofits that work with immigrants in advancing social change may employ cultural references, symbols and meanings that can increase collective participation not only among the immigrant and marginalized groups, but also among the "moveable middle," which is the segment of the population that has no direct stake in immigration reform, but can influence the outcome by exercising their right to vote or by other direct political actions like holding official offices (Dingeman-Cerda et al., 2016; Martinez, 2008; Williams, 2004).



Source Jones-Correa et al., 2013

Figure 2. Immigrant political incorporation pathways

Immigrant-serving nonprofits have reported successful advocacy practices to influence policy design and implementation, including: the interactions with non-elected city officials that strengthen the relationship between nonprofits and city departments, or the interaction with other organizations such as labor unions -which have more political resources and more advocacy freedom (De Graauw, 2016). These interactions bring greater attention to the needs of immigrant families and their communities. That, in turn, translates into additional resources and greater participation by local governments in issues of importance to immigrants (Jones-Correa, 2013; Okamoto and Ebert, 2010). Much of the effort done to represent and mobilize Latino immigrants has been under the frame of human rights, a message that, according to Martinez (2010), does not resonate with all segments of the electorate. Instead she maintains that emphasizing cultural values such as family (that is, using a family-oriented frame) and economical contribution can spur greater mobilization, collective action and approval among the electorate (Boushey and Luedtke, 2011; Sabogal et al., 1987).

c. Nonprofit Organizational Capacity and Resources

"The amount of organizational resources is critical. Stable funding sources help ensure a consistent stream of human resources and organizational support, which allows organizations to carry out their activities" (Steel et al., 2007).

The nonprofit sector includes a wide range of organizations involved in the arts, health care, human services, education, environment, social justice, religion and philanthropy sectors. There are 27 types of nonprofits defined in the Internal Revenue Service (IRS) code and all are tax exempt, they do not have to pay income taxes on the revenues they generate or the assets they hold (Salamon, 1999). A surge in community-based nonprofit organizations in the US was sparked by the civil rights era in the late 1960s, and more recently by a shift from government direct public service providers to nongovernmental organizations (NGOs) (Berry, 2005b; De Graauw, 2016). According to Young (2006) the government increasingly relies on the nonprofit sector to fill a gap in delivery services. The task has passed down to regional and local nonprofits to provide public services in areas like community health care, work training, education, and provisions to individuals in disadvantage (Kim, 2015; Reichman, 2010; Shier, et al., 2014). While government may depend on nonprofit organizations to provide human services, nonprofits must also conform to government standards, monitoring, and regulation (Mason and Fiocco, 2017).

Nonprofits as advocacy groups fall into three main categories under the Internal Revenue Code (IRS, 2018). These categories are: 501(c) Groups, nonprofits tax-exempt; 527 Groups that raise money for political activities, and Political Action Committees (PAC) which are political committees that raise and spend limited, tightly regulated contributions to elect or defeat candidates. 501(c) groups are sub-classified in: 501(c)(3) religious, charitable, scientific or educational purposes; 501(c)(4) social welfare, which may engage in political activities; 501(c)(5) unions (labor and agricultural groups); 501(c)(6) business leagues, chambers of commerce, real estate boards (Fyall, 2017).

The definition of section 501(c)(3) divides organizations into two classes: private foundations and public charities. Organizations that are classified as public charities have an active program of fundraising and receive contributions from many sources, including the general public, governmental agencies, corporations, private foundations or other public charities. They receive income from the conduct of activities in furtherance of the organization's exempt purposes, or actively function in a supporting relationship to one or more existing public charities. Private foundations, in contrast, typically have a single major source of funding (usually gifts from one

family or corporation rather than funding from many sources) and most have as their primary activity the making of grants to other charitable organizations and to individuals, rather than the direct operation of charitable programs (Fyall, 2017; IRS, 2018).

Tax exemptions and tax deduction privileges are given to 501(c)(3) nonprofits. Those who donate to 501(c)(3) nonprofits can claim a deduction from their federal income for their donation, which makes these organizations very attractive to donors (Berry 2005a; Young, 2006). Half of the nonprofits registered under the 501(c)(3) provision of the tax code are in the fields of human services and health care (Young, 2006). The government has imposed restrictions on 501(c)(3) nonprofits in how much political and legislative (*lobbying*) activities they may conduct. They may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates. Section 501(c)(3) organizations are restricted. Those 501(c)(3) nonprofits can hold forums, sponsor debates, invite candidates to their offices, register voters, publish analysis of election issues, and engage in other "nonpartisan" activities (American Bar Association, 2015; Bolder Advocacy. Alliance for Justice, n.d; IRS, 2018).

If the Treasury Department considers that the nonprofit organization has engaged in excessive lobbying or "carrying on propaganda, or otherwise attempting to influence legislation," the nonprofit's tax deductibility status can be revoked. "Excessive lobbying" is largely understood as making campaign contributions or endorsements, both of which are strictly forbidden, in addition to any communication that "contacts, or urges the public to contact members of a legislative body for the purpose of proposing, supporting, or opposing legislation or advocates for the adoption or rejection of legislation." If a 501(c)(3) wishes to engage in more lobbying than is permitted under either the 501(h)-expenditure test or the insubstantial part test, the organization may consider creating an affiliated 501(c)(4) organization, which can engage in an unlimited amount of lobbying (American Bar Association, 2015; Berry 2005a; Bolder Advocacy. Alliance for Justice, n.d; , IRS, 2018; Young, 2006).

According to the Oregon Department of Justice (2018), there are 16,500 501(c)(3) nonprofits registered in the state. The majority of nonprofits that serve immigrant populations are under the 501(c)(3) provision which constrains the amount and type of advocacy activities that these immigrant-serving nonprofits can engage (Berry, 2005a; Young, 2006). In general, nonprofits that work with the Latino community attempt to close the poverty and inequality gaps (including gaps in health care, housing, education, earnings), especially gaps that result from lack of speaking English and lack of formal education (Leal et al., 2016).

All nonprofits need to build strong capacity and social capital to carry on with their mission and purpose (GEO, 2016). Capacity building in general is defined as an effort to increase operational performance (Chaskin, 2001). Low skilled immigrants as a population are vulnerable and require specialized and overlapping services that include age and language-appropriate education, health care, legal services and housing (Mason and Fiocco, 2017). For nonprofit that work with immigrants in vulnerable position capacity building is perceived as "an investment in organization's specialized knowledge or expertise as it relates to policy implementation (Engstrom and Okamura, 2007; Mason and Fiocco, 2017)."

Nonprofits that work with immigrants require strategic investment in their capacity, so they can be strong collaborators with government and philanthropic foundations in their effort to provide human services (Mason and Fiocco, 2016; Young, 2006). Implementing capacity building requires substantial long-term economic investments. Resources to implement capacity building may be obtained through grants from local government, loans, or grants from foundations and from funds given by individuals (GEO, 2016). Increasingly, collaboration among agencies has been reported as a core activity among nonprofits as part of a reconfigured model for organizing both funding campaigns and service delivery in the US (Laurett and Ferreira, 2018).

Six essential elements that capacity building target are: (1) leadership; (2) human resources - including the recruitment of volunteers- and culture; (3) funding; (4) advocacy; (5) strategic planning; and (6) collaboration (Chaskin, 2001; GEO, 2016). While all of these capacities are important, it may not be necessary for one organization to be equally strong in all capacities. Certain capacities may be more critical at certain points in the organization's development than others. An organization's capacity needs will vary depending on its size, age, program models, revenue base, or the capacities of collaboration among organizations working in the same community or field. (Bokoff and Pond, 2015; GEO, 2016). The results of a capacity building program often depend on the nonprofit's pre-existing leadership and management skills, the ability of its staff, and the level of financial oversight. Those "capacities" depend on such factors as the organization's age, size, mission, program model, location, and revenue base (Smith and Phillips, 2016). Large nonprofits are more likely to possess the resources and skills to adapt and implement new models of operation, while small nonprofits may not be able to make these changes due to a lack of capital, infrastructure, leadership, and networking.

With an increased competitive environment to secure funding from both public and private sources, officials have encouraged nonprofits to adopt a business-like model, which are

characterized by mixed public, private and nonprofit elements with the expectation to produce social and financial returns (Maier et.al 2016; Smith and Phillips, 2016). In addition, to eliminate perceived inefficiencies because of duplication of services, funding agencies are supportive of more collaboration among nonprofits, particularly at the local level (Smith and Phillips, 2016). Collaboration leads to "service integration" that leads to shared funding, administration, and delivery of human services. For individual organizations, collaboration may reduce costs and provide incentive to engage in specialized capacity building to enhance their mission and secure funding by lasting relationship with governmental funding agencies and philanthropic organization (Masson and Fiocco, 2016; Smith and Phillips, 2016).

IV. Research Questions and Expectations

Knowing that nonprofits have the potential to meet community needs to address social issues, and to engage their constituents in community affairs and the public policymaking process, a broad range of questions arise on the role and impact that Latino immigrant-serving nonprofits have in Oregon communities. Questions include:

- What are the main purposes of the Latino immigrant-serving nonprofits in Oregon?
- What kinds and levels of resources do the Latino-immigrant serving nonprofits have to pursue their mission and purposes?
- What are the main barriers that Latino-immigrant serving nonprofits face?
- What are the best practices the Latino-immigrant serving nonprofits use to advocate for their constituents?

As the literature suggests, nonprofits that work with the Latino immigrant communities have, as their main purpose, the successful integration of their constituents into the society. In fulfilling their missions these nonprofits encounter economic, organizational and advocacy challenges. In this study, I look at four factors that impact the ability of Latino nonprofits to carry out their missions: (1) the institutionalization and resources available for nonprofits; (2) the nature and extent of collaboration between nonprofits and government bodies; (3) how well nonprofits represent their constituents and their communities; and (4) what nonprofits identify as their main barriers and best practices to achieving their goals. These factors will allow me to assess how

effectively nonprofits advocate for their constituents while providing them with the required support to succeed in their integration into the society.

V. Methods

This study was designed to assess the levels of organizational resources and capacities available for nonprofits in Oregon that work with the Latino immigrant community. Its focus is on nonprofits that are incorporated as 501 (c)(3) charities, tax-exempt organizations and that provide services to the Latino community, advocate for improved economical standing and better living conditions or that promote their cultural heritage. The survey results presented here document the responses of 26 nonprofits to a questionnaire concerning the role that nonprofits play in the successful integration of the Latino immigrant community. The data collected for this study took place from February to August 2017 in three phases: (1) assembling nonprofit contact information; (2) implementing a nonprofit survey designed to access organizational resources and strategies; and (3) interviewing eight directors of nonprofits that work with the Latino community.

Non-random sampling methods were applied to contact the nonprofits. The intention was to cover the largest number of nonprofits available serving the Latino community. At the end of February 2017, a directory of Latino nonprofits contact information was received from the Nonprofit Association of Oregon (NAO, 2018), which served as a starting point to search for additional nonprofits working with the Latino immigrant community. Seventy-five potential nonprofit organizations were identified. To ensure that active and trusted nonprofits were contacted, a filtering of nonprofits was done by checking their webpages to assess their presence in the Latino community. A shorter list with 61 nonprofits under the charitable status with accessible online presence was finally selected to send the surveys. Two waves of mail surveys spaced one month apart were sent. Nonprofits that did not respond were contacted by telephone and email and encouraged to fill out the questionnaire. When nonprofits were contacted by telephone to participate in the survey, some of them expressed that they do not work with Latinos only, and for that reason the survey did not apply to them. Even though I explained that I was interested in their responses, no surveys from theses nonprofits were received.

From the 61 nonprofits selected, 26 nonprofits answered the survey, resulting in a response rate of 42.6%. The majority of the nonprofits that answered the surveys were fully Latino-oriented with the exception of 4 nonprofits that mentioned they also work with all segments of the population. Some of the nonprofits selected are foundations, meaning they also provide funding to

smaller nonprofits that provide human services. In addition to the surveys, I also conducted interviews with eight nonprofit directors in April and June 2017. Interview protocols were semi-formal with general questions concerning the role of nonprofits in the community and the challenges their organizations and the Latino immigrant community encounter on a daily basis. The topics and the order varied depending on the context and situation of each nonprofit, as well as the flow of the interview. Each interview lasted about two hours. The interviews were not recorded given the sensitive topics, the political environment, and the negative perceptions toward Latino immigrants that has intensified under the current Trump administration. Handwritten notes were taken from the interviews and used as supplementary information to the survey data results.

VI. Findings

The following is a summary of findings from surveys received and interviews done of nonprofits' directors that work with Latino immigrants. The objective is to know which resources are available for meeting their goals of providing services and advocating for the Latino immigrant community and their families. The findings in this study are divided in subsections, 1) nonprofits and their available capacity, human and economic resources; 2) their relationship with the state and 3) their interaction with public, media and other nonprofits.

a. Oregon Latino Nonprofits Capacity and Resources

In a study on immigrant nonprofit organizations in U.S. metropolitan areas, Hung (2007) categorized immigrant nonprofit organizations into four functional types: religious organizations, cultural organizations, service organizations and public interest organizations, concluding that each organization type plays a different role during the different stages of immigrants' integration. It is also mentioned that religious organizations tend to be older, located in suburban middle-class communities with a diverse ethnic population, while immigrant secular organizations are generally younger, and that older immigrant nonprofits show a tendency to be financially stronger and more stable (Hung, 2007; Cordero-Guzman, 2005). In this study, seventy percent of the nonprofits surveyed are newly created organizations established after the year 2000. They reported the advocacy for improved living conditions among Latino immigrants as their main purpose. Following this, additional purposes were reportedly the provision of health services, housing, recreational services, legal advising, cultural activities and other activities such as translating documents, filling out taxes, serving as notaries, conducting English classes and organizing educational workshops (Figure 3).

Several nonprofits have connections to immigration lawyers that provide support to any individual that requires these services. Health service provisions, although not highly represented in this study, was commented on by some directors to be the sector with stronger capacity, better access to funds and more successful advocacy. Among the nonprofits surveyed, 83% reported participation in a coalition (Table 1). Collaboration among nonprofits with similar purposes and missions was mentioned by the directors as one of the best practices to achieve their goals. By collaborating, mainly smaller nonprofits access support from larger organizations with more resources and networks.

Table 1. Oregon Latino nonprofits organizational establishment

Mean/median year established	1997/2000
Previously existing organization (%)	28
Entirely new organization (%)	72
Participation with other organizations in a coalition	
Yes (%)	83.3
No (%)	16.7

**Foundations as large grant-makers nonprofits were not included in the descriptive statistics*

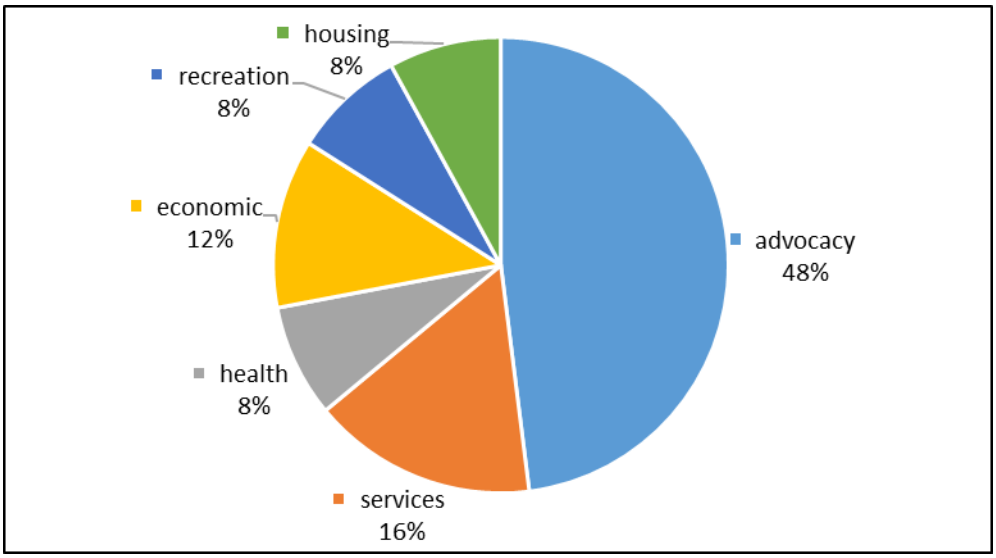


Figure 3. Main purpose of Latino nonprofits surveyed

All nonprofits need to build strong human, economic and social capacity to carry on with their mission and purpose (GEO, 2016). Nonprofits that work with immigrants in vulnerable positions - as in the case of the Latino low-skilled immigrant community-, require to provide specialized services that are age and language-appropriate. For those nonprofits, capacity building is "an investment in organization's specialized knowledge or expertise as it relates to policy implementation (Engstrom and Okamura, 2008; Mason and Fiocco, 2017)." Human capital and individual involvement is what ultimately makes a nonprofit successful in implementing its programs, providing services and attracting community members and volunteers. Volunteer work can be translated to other types of resources such as economic and social capital. (Reichman 2010).

All nonprofit in the study reported relying on volunteers on a regular basis, with some nonprofits being able to gather as many as 300 volunteers for a single specific event. Around 17% of the nonprofits that were surveyed reported having no paid staff, thus relying solely on volunteers. In fact, one director and nonprofit founder of a small but active organization commented that over the first five years of the newly founded nonprofit, the director did not receive any salary in order to have the resources to hire a single part-time staff member. Nonprofits that reported having paid staff had a median of seven full-time staff and two half-time staff. Large nonprofits participating in this study, such as foundations, which main purposes are to grant funds to different nonprofits, had between 75 and 500 full-time paid staff (Table 2).

Most of the nonprofits do not require individual membership dues for participating in their programs, making individual membership uncommon, with just one third of the nonprofits reported having registered members (Table 2). Among those who do have individual membership, a nonprofit in the health sector reported having up to 1000 members. Half of the nonprofits surveyed reported that membership has grown over the last two to three years, with a possible explanation of the growing Latino population in Oregon. A quarter of the nonprofits are members of civic or community organizations, government agencies and business or corporations, and to a lesser degree labor unions and research organizations (Table 2). The main goal to be part of another organization or coalition is that of offering or receiving technical assistance or services focus on strengthening the infrastructures of nonprofits – the board, personnel, fundraising, program development and finances of a member agency. Services are provided through training, individual consultation, and workshops.

It is reported that nonprofit organizations may face difficulty in creating collaborative relationships due to a lack of resources or personal negotiation skill (Smith-Phillips, 2016). In some instances, nonprofits located in rural Oregon with limited resources and organizational capacity have

reached out to larger nonprofits - usually located in urban areas- looking for support to carry out their projects. One director surveyed commented that when coalitions happen, there is certain loss of independence in program implementation. Directors from rural nonprofits emphasized that each community has different needs and a particular way or method of working and engaging based on the community needs and their mission. One criticism is that merging of nonprofits or the building of coalitions can result in mission drift and loss of idealism. The coalitions help to secure funds, but the selection and design of programs should not be decided solely by the direction of the larger urban nonprofit, usually located in Salem or Portland, which in some cases are unaware of the realities of the rural communities. This can result in the implementation of programs not relevant or poorly structured to meet the needs of the Latino rural communities.

Diversity in leadership positions was a theme heard frequently in interviews and in additional comments in the surveys. It was mentioned that several nonprofits are not led by a Latino executive director nor governed by a majority Latino board of directors. For a nonprofit to have bilingual and bicultural directors and staff means a better understanding of the culture and concerns of their constituents. This leads to designing cultural and language appropriate programs that have greater impact in achieving their goal of facilitating the integration of their constituents into the mainstream culture. It was mentioned by one program coordinator that nonprofits making the decision of not having a Latino director was to "connect better" with wealthy donors, this at the expense of a true connection with the base population these nonprofit serves.

Table 2. Oregon Latino nonprofits human resources

Mean/median number of paid staff	
Full time	33.0/7.0
Part time	7.0/2.0
Mean/median number volunteers:	55.0/28.0
Individual membership:	
Yes (%)	33.3
No (%)	66.7
Mean/median number members	392.0/144.0
Individual membership trend last two years:	
Grown (%)	50.0
Stayed the same (%)	30.0
Declined (%)	20.0
Institutional/other types of memberships:	
Yes (%)	24.0
No (%)	76.0
Types of other members (% indicating members):	
Civic/community organizations (%)	25.0
Government agencies, etc. (%)	25.0
Research organizations (%)	8.0
Businesses/corporations (%)	25.0
Labor organizations (%)	16.0
Clubs (%)	0.0

Latino nonprofits depend on various types of financial aid (Table 3). The three main sources of financial support for nonprofits in this study are: in-kind gifts from individuals, work from volunteers and grants from foundations. To secure resources, 30% of the directors reported spending practically all their time looking for funding. A director from a nonprofit in rural area

commented that 90% of its revenue comes from foundations grants and 10% from local donations. Both practitioners and researchers agree that diversity in funding sources is an important contributing factor to longer-term sustainability of nonprofits and a key to their advocacy work for social change (Steel et al., 2007; Miller, 2004). Losing trained staff due to a lack of funds to pay them a proper salary can jeopardize the organization's short and long-term goals. Securing funds for Latino nonprofits can be challenging since some donors may not agree ideologically with the mission of the nonprofit. In this regard it was mentioned by a foundation employee that some donors may put restrictions on which social causes their money can be used.

Over the past three years, Latino nonprofits in Oregon have seen an increase in financial support of 54.8% (Table 4). Chokshi, (2016) in an article published in The New York Times (2016) reported an outpouring of donations that had begun in the days after the election towards organizations that defend human rights and the environment. Throughout 2017, the Edge Research (2018) reported that many cause-related nonprofit organizations experienced a significant uptick in giving, mainly fueled by the current political climate in which people felt a greater sense of urgency to defend causes and beliefs that are under threat. In addition, responses in the surveys mentioned that membership increased, which could also be linked to an increase in the financial support. More members, volunteers and Latino community members in better socio-economic positions can helps to account for the rise in budgets. Figure 4 shows total revenues in 2016 for nonprofits participating in the surveys, as reported in their taxes, information available from the Department of Justice Public Charity Database (DOJ, 2018).

Table 5 shows the total revenues and expenses of the nonprofits that responded to this study. The ratio of programs service expenses is close to nearly 1:1 (correlation = 0.95), meaning major spending goes into program service expenses. One detail we can see in Table 5 is that nonprofits do not commonly engage in fundraising unless they are a large nonprofit with sizable revenues. This was also coming up in the survey responses. Fundraising activities such as events, dinners, etc., require substantial initial investments, volunteers, and networks -- resources that small nonprofit may not have. It has been noted in previous studies that older immigrant nonprofits show a tendency to be financially stronger and more stable (Hung, 2007; Cordero-Guzman, 2005).

Table 3. Oregon Latino nonprofits funding resources

Financial aid sources (% received from source):	
Membership dues	30.8
Fees for services	72.0
Fundraising activities	69.2
Grants from foundation	84.6
Other organizations	57.7
City administration	42.3
Business	72.0
Work of volunteers	96.2
Gifts from individuals	76.9
Percentage time spent finding resources:	
10%	26.1
25%	21.7
50%	8.7
75%	13.0
Practically all the time	30.4

Table 4. Oregon Latino nonprofits financial resources

Budget status last 23 years:	
Increased despite inflation (%)	54.8
Kept pace with inflation (%)	20.8
Decreased (%)	12.5
Other	12.5
Mean/median Total Expenses ($)	1,171,175 / 524,991
Mean/median Program Services Expenses ($)	970,588 / 425,539
Mean/median Management Expenses ($)	121,036 / 49,112
Mean/median Fundraising Services Expenses ($)	27,947 / 0

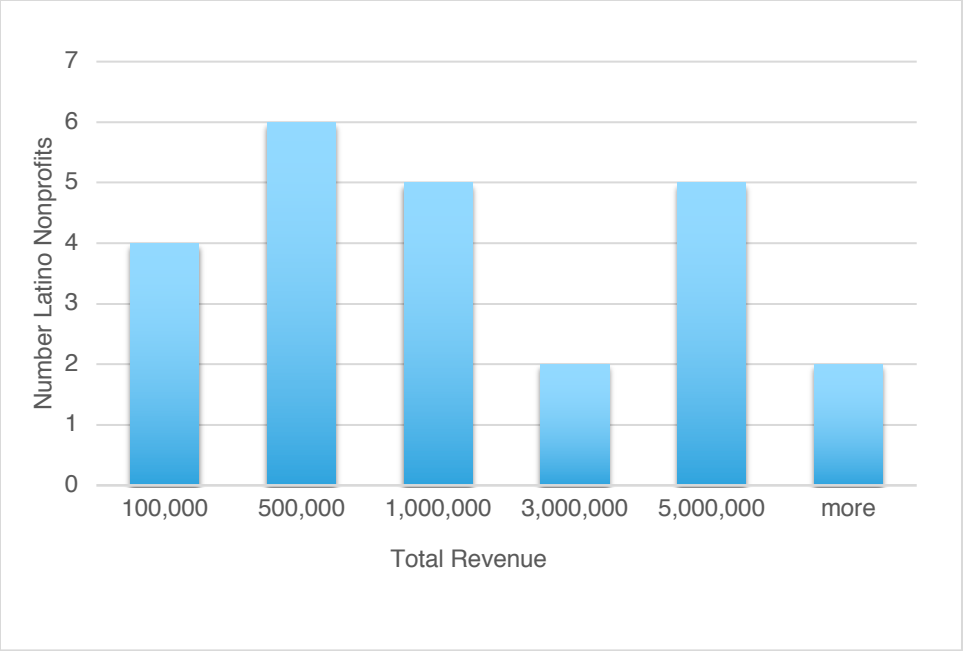


Figure 4 Histogram of total revenue of Oregon Latino nonprofits surveyed

Table 5 Total revenue and expenses of surveyed Oregon Latino nonprofits

Total Revenue ($)	Program Service Expenses ($)	Management Expenses ($)	Fundraising Expenses ($)
13,483	0	0	0
50,727	363,313	0	0
58,920	43,058	0	0
83,793	77,617	0	0
136,751	112,549	0	0
222,891	202,579	6,954	56,446
264,906	0	0	0
353,136	508,834	35,345	5,464
482,680	286,421	160,816	0
487,129	411,383	188,374	53,986
524,991	460,047	64,944	0
597,886	517,850	35,437	0
709,757	389,956	96,389	103,181
776,545	425,539	49,112	24,557
833,617	822,397	156,877	0
1,086,738	874,457	135,210	58,699
1,339,264	921,025	139,823	73,699
3,288,273	3,287,807	39,058	6,516
3,496,149	2,698,757	388,001	0
3,788,563	2,585,948	133,214	181,236
4,077,863	3,055,526	589,163	46,476
4,262,970	4,278,472	565,127	32,542

Source: Department of Justice Public Charity Database 2018

b. Oregon Latino Nonprofits and State Relationship

There is no comprehensive regulatory guidebook for nonprofits under the tax provision 503(c)(3) regarding which advocacy activities they can engage with, but it is well understood that making campaign contributions or endorsements are strictly forbidden and carry the risk of losing their tax designation (Berry 2005a, IRS, 2018). Nonprofits advocating policy measures that address social issues interact mainly with non-elected city and public officials, city departments and agencies,

school teachers, and other types of organizations such as labor unions, which have more political resources and more advocacy freedom due to their different tax status (De Graauw, 2016).

In this study, directors of nonprofits commented that the level of interaction –either positive or negative – between city government and the Latino community largely depends on the beliefs and attitudes of the elected officials or city council towards immigrants. Regardless of the political situation, however, it is important for the Latino community to have a good relationship mainly with the police department, health departments and school boards. Several nonprofits define their activism at the local level and they are aware of how difficult it is to obtain access to policy makers and state government officials. To determine how connected nonprofits are to government bodies, the following question was asked, "How often your organization engages in the following activities?" (Table 6). The results give us a frequency index for each of the specific activities engaged in.

Table 6. Oregon Latino nonprofits and government relationships

	Mean (SD)
Contacts with people in local government	2.0 (1.0)
Participation in the work of government commissions and advisory committee	2.4 (1.2)
Contacts with leaders of political parties	4.0 (1.4)
Legal recourse to the courts or judicial bodies	5.0 (0.9)

Scale used 1=very frequently; 2=frequently; 3=somewhat frequently; 4=infrequently; 5=never

Survey responses show frequent contact with people in local governments and participation in activities of government commissions and advisory committees. Contact with leaders of political parties was infrequent, as is expected for nonprofits that operate under provision 501 (c)(3) of the tax code. In general, directors believe that politicians are largely apathetic and display little interest in improving the living conditions of Latino immigrant communities. One director even implied that the lack of action from government officials in improving the living conditions of Latino immigrants has to do with maintaining Latinos in the fields with low pay for farm labor. As mentioned by Martinez (2008), nonprofit organizations that work with immigrants in advancing social change, may employ cultural references, symbols and meanings that can also connect with the "moveable middle," - a segment of the population that has no direct stake in immigration reform but can

influence the outcome by exercising their right to voting or by other direct political actions like holding official offices.

The interactions with non-elected city officials can strengthen the relationship between nonprofits and city departments, or the interaction with other organizations such as labor unions - which have more political resources and more advocacy freedom (De Graauw, 2016). These interactions can bring greater attention to the needs of immigrant families and their communities. That, in turn, translates into additional resources and greater participation by local governments in issues of importance to immigrants (Jones-Correa, 2013; Okamoto and Ebert, 2010). In terms of using cultural references, symbols and meanings that can also connect with the Latino immigrant community and "moveable middle," one nonprofit director mentioned the lack of a unifying voice among Latinos. To find that unifying voice is of great importance for connecting with the whole community beyond immigrants. It is important to notice that the diverse socio-economic status and backgrounds among Latinos can make their salient policy issues very different from one to another. It has been mentioned in the past that Latino voter consistently fail to turn out at the polls election after election, although for 2018 midterms Democrats mention that Latino turnout was up by 174 %, meaning that with political parties, unions and candidates doing a better job in reaching out to Latino communities (Gambino, 2018; Nauman, et al., 2017; Pew Research Center, Hispanic Trends, 2018; Rose, 2018).

c. Oregon Latino Nonprofit and Relationships with the Public, Media, and Other Nonprofits

Previously mentioned was the role nonprofits play in advocacy, and even more nonprofits that have improving the living conditions of vulnerable immigrants as their mission. The activities listed in table 7 are important components for engaging in advocacy with society. The two advocacy activities Latino nonprofits engage more frequently are "contacts with other nonprofits/non-governmental organizations" and "efforts to mobilize public opinion through disseminating information." An activity reported somewhat frequently is "contact with people in the media."

Media is known to potentially influence public opinion (and hence influence public officials) and it is an area that can be explored for the Latino nonprofits in Oregon, specifically the use of digital social media-based advocacy, which is increasingly being used as an effective way to disseminate outreach messages (Marchi, 2017; Obar et al., 2012). An important activity by the advocates is in giving a message customized in such a way that connects with city officials, voters,

and the media. The main purpose of the message is to emphasize the common interests between general society and the Latino community while advocating for policies that are favorable to disadvantaged Latino immigrants.

Table 7. Oregon Latino nonprofit and Public/Nonprofit/Media relationships

	Median (SD)
Contacts with other nonprofits or non-governmental organizations	1.0 (0.5)
Efforts to mobilize public opinion through disseminating information	2.0 (1.3)
Contacts with people in the media	3.0 (1.0)
Organizing conferences and training for interested citizens	3.0 (1.2)
Organizing demonstrations, protests, strikes, or other direct actions	4.0 (1.1)
Organizing conferences and training for other nonprofits	4.0 (1.3)

Scale used: 1=very frequently; 2=frequently; 3=somewhat frequently; 4=infrequently; 5=never

It is of interest to know how Latino nonprofits view their own organization in the overall context of advocacy and civil engagement. Each director was asked to assess the effectiveness of the organization they lead in working with different levels of government agencies, other nonprofits, and citizens (Table 8). Respondents indicated working with other nonprofits and working with citizens as being very effective, with interaction with local and state governments reported as somewhat effective. Directors of nonprofits interviewed commented that interaction with local officials and police departments has been improving, although slowly.

Table 8. In your opinion, how effective is your organization in working with the following organizations and citizens?

	Median (SD)
Other nonprofits	1.0 (0.5)
Citizens	2.0 (0.9)
Local Government	2.0 (1.4)
State Government	2.5 (1.2)
National Government	4.0 (1.0)

Scale used: 1=very effective; 2=effective; 3=somewhat effective; 4=no effective; 5=not applicable

Out of activities described by the nonprofits as important to them, 80% of the respondents consider their most important activity to be direct improvement in the lives of people they serve (Table 9). The second most important activity is to provide public information and education. The third is being able to work with local governments. Activities such as working closely with local governments to secure access to health care, opportunities for accessing education and providing information and education in how to navigate daily activities in their adopted country are considered by previous studies as important in the mission of improving the lives of Latino immigrants and their families (De Gaauw, 2016). Activities of little relevance for surveyed nonprofits include working with the national government and providing training and information to other nonprofits or non-governmental organizations. The lack of engagement in these activities can be attributed to a hostile federal approach towards Latino immigrants or lack of economic and social resources.

Table 9. Could you please rank the activities important for your organization?

	Median (SD)
Direct improvement in the lives of people you serve	1 (1.2)
Public information and education	2 (1.3)
Direct improvement in the lives of the members	2 (2.3)
Working with local government	3 (1.2)
Providing training information to other nonprofit	4 (1.6)
Working with state government	4 (1.5)
Working with national government	5 (1.9)
Rank: other	2 (2.5)

Scale used: 1=first most important; 2=second most important; 3=third most important; 4=fourth most important; 5=fifth most important

Finally, respondents answered the question "please rank the reasons why you think people support your groups(Table 10)" with register support, advance own point of view and get actively involved as the most important reasons behind the support they receive from people. This indicates a high level of advocacy and civic engagement, meaning nonprofits that work with the Latino community consider that their constituents are actively engaged in advocacy.

Table 10. Could you please rank the reasons why you think people support your groups?

	Median (SD)
Register support	2 (1.1)
Further own point of view	2 (1.0)
Get actively involved	2.5 (1.0)
Receive particular service	3 (1.3)
other	2 (1.6)

Scale used: 1=first most important; 2=second most important; 3=third most important; 4=fourth most important

Surveys offer good estimates of the resources and organizational capacity that nonprofits have to pursue their mission. But surveys don't cover the daily situations under which nonprofits operate and engage. To know more about the current situations of the nonprofits and their constituents, the semi-structured interviews of directors shed light on the circumstances under which they work, the barriers they face and the living conditions of their constituents. Below is described the experiences of the directors interviewed and their recommendations based on what they have learned. Recurrent topics revolved around daily life circumstances of the Latino immigrant community, especially related to education, relationships with public officials, health challenges, and cultural differences.

Latino nonprofits may be involved in activities across cities and across counties. In rural areas, the circumstances in which the Latino community lives and their needs are different than those in urban areas. It was mentioned that rural areas with highly conservative views don't provide a friendly environment towards mainly undocumented Latino immigrants that work in the fields as migrant farmworkers. This prompt fears among the Latino community that affects daily basic activities like going to grocery stores or reaching out to health services, besides being particularly vulnerable to exploitation in their daily low paying jobs. A report written by the Coalition of Communities of Color and Portland State University (Curry-Stevens and Cross-Hemmer, 2012) described the conditions in which many in the Latino community are unable to meet basic life needs. The Oregon Measure 105, the Repeal Sanctuary State Law Initiative promoting arresting anyone solely on racial profiling and the person's immigration status, was on the ballot for the 2018 Midterms, and though it was defeated with a 63.5% no vote, it leaves the precedent for future anti-

immigrant initiatives (Ballotpedia, 2018). The importance of this initiative is that it shows the discontent of part of the Oregon population toward immigration and the Latino community in general since it is the largest immigrant minority in the state. Hence the importance of implementing measures that promote immigrant integration.

Another director, when asked about the relationship with the rural community, answered generally neutral, neither favorable nor disagreeable, although the more politically conservative the city, district, or county, the more likely tensions are to arise. In places like this, nonprofits, with the help of parents and teachers, provide information to police departments, sheriffs, and school boards on what is called *culture competence*, which is defined by the CDC National Prevention Information Network (NPIN, 2018) as:

> "*A set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enables effective work in cross-cultural situations. It is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services; thereby producing better outcomes. Cultural competence is a developmental process that evolves over an extended period. Both individuals and organizations are at various levels of awareness, knowledge, and skills along the cultural competence continuum."*

A director remarked that in general, the immigrant Latino community would like to be more engaged with their city officials, but that there are no pathways or opportunities to do so. Although city halls are open to everyone, the Latino community rarely attend meetings because these city halls are usually located in the downtown area and the majority of Latino individuals live in areas far from downtown. Many Latinos face disadvantages because they do not have driver's licenses, many do not speak English and many do not want to let city officials know who they are for fear of being jailed and/or deported. Among interested individuals residing legally, conflict with work or family schedules interferes with attending the meetings.

It is important to focus on the Latino immigrant cultural, social, and religious traditions of daily life since these all strongly influence the decisions Latinos make in the economic, political and social spheres. Latino immigrants that are very religious may hold conservative points of view on topics such abortion, LGBTQ rights and the role of women in society. One director, for example, noted that, while organizing a workshop promoting women's sexual health and contraception, several staff members opposed to these topics refused to participate. Another director commented that among Latino individuals who can vote, many do not because the candidate who may speak

favorably of immigration and the Latino community concerns may also support sexual and reproductive health and abortion rights, which are contentious topics among the Latino community, mainly among adults. It is expected by the director that as the new generation of Latinos enter voting age, attitudes and perceptions will change to more liberal points of view. It was mentioned by several nonprofits that women are the main participant and drivers in the daily work of nonprofits. Also, they are direct recipients of workshops that may address issues with children's education, domestic violence and basic rights.

Many in the workshops that nonprofits targeted for the Latino immigrant community seek to provide information about basic rights and education. Many disadvantaged Latino immigrants come from poor, marginalized, isolated regions in their native countries and live in patriarchal societies where women have few rights and may be subject to domestic violence (Curry-Stevens and Cross-Hemmer, 2012; de Leon, et al., 2009; Garcia et al. 2012). In this regard, several nonprofits offer workshops with the end result designed to provide women with support and information on what to do if they are being sexually, physically, or emotionally abused. To attend the workshops, many women need the consent of their spouses or partners. Nonprofits advertise the workshops as household or handcrafting courses (cooking, sewing, etc.) because under these topics women can get their husbands' approval to attend. While the courses cover the activities the nonprofit advertise, women are also provided with information about sexual health, civil protections and domestic violence prevention. There is evidence that these workshops have given women the tools they need to become more self-sufficient and resilient. According to one director, women account for 60% of the nonprofit's staff, volunteers and members. The reason for this may be that as stay-at-home wives and mothers, they can participate when kids are in school and/or husbands are at work.

It was noted by one director that when the Latino community faces societal rejection, the educational level of their children is largely negatively impacted. Examples in this regard are Latino children at school experience bullying and neglect from both instructors and teachers. In terms of education, Latino students fall behind in early math and literacy skills (Fry, 2010; National Hispanic Leadership Agenda, 2016). When children start elementary school with math and language deficiencies, they are assigned to different classes, resulting in social segregation and a gap in graduation rates compared to their peers (Leidy et al., 2010; The Oregon Community Foundation, 2016; The Oregon Community Foundation, 2017). As a result, half of all Latinos in Oregon have less than a high school diploma and just 12% have a bachelor's degree or higher. In some instances, parents employed with low-wage agricultural jobs are required to continually move to different

regions across the state for seasonal work or reside in isolated areas where the kids have no access to school. This disrupts the regular class attendance of their children and hence their learning.

In many other cases, family members don't have the same immigration status: one or both parents may be undocumented immigrants while all or some of the children may have been born in the US. This creates different opportunities among family members, where their US born children have access to educational opportunities and their non-US born family members have fewer options other than working in the fields. Several directors lamented that the educational systems do not work for the young Latino community. Apathy and lack of interest in their performance is common among teachers, parents, and the school administrators. In addition, Latino students need role models and mentors who could help them identify educational opportunities. In this regard, a suggestion was made by one director about the creation of a private school that would focus on the specific academic needs of the Latino students.

Latino nonprofits strongly emphasize that a good relationship with the Latino community is based on mutual trust. The intention of nonprofits that work with the Latino immigrants is to have access to the Latino community and to provide them information about the basic rights to which they are entitled independently of immigratory status. For example, it is common among farmworkers to experience mistreatment from superiors. They are often forced to work longer hours and, when suffering work-related accidents, the medical expenses are covered by the farmworkers themselves. In some instances, lack of information, limited knowledge of available services and fear prevents farmworkers from seeing medical assistance (Curry-Stevens and Cross-Hemmer, 2012). These situations are considered normal among farmworkers, and low-wage workers who in many instances do not reach out for help for fear of losing their jobs or being reported to federal investigators. Directors cited cases where farm managers threatened the farmworkers with being fired or reporting them to immigration authorities if they engaged in any type of activism.

Nonprofits acknowledged that conditions have slowly become better and that relationships between police departments and health agencies, which are the primary centers of interaction with the Latino community, have improved. For nonprofits, the trust and support of the Latino community constitutes their main asset, and one of the main strategies is to identify and designate "community leaders" -- women or men who are respected in their communities, who have knowledge of the current situation in the community, and who can serve as mediators between the Latino community and the nonprofit, while the nonprofit simultaneously serves as a mediator between the local government and the community. It was mentioned that one nonprofit created a

committee with 160 community members. In addition, five community leaders get together with the nonprofit director on a regular basis. One aspect mentioned repeatedly by the directors was the importance of interaction on a regular basis with the community and to carry on a personal and direct one-on-one dialogue with community leaders and residents. The goal is to create a close connection and sincere feeling among the nonprofit and the Latino community as "family" to build reciprocal confidence and trust among the Latino community, the nonprofit and official institutions.

VII. Recommendations

In today's Trump era of federal hostility toward Latin America immigrants, states and cities are left with the task to develop policies that favor immigrant integration. Important lessons provided by successful nonprofits that have achieved meaningful change are: to focus on collaborations with other organizations integral to their advocacy and to frame their messages in ways that interest all city residents. It is important to provide local government, law enforcement and general society reassurance that favoring policies that provide opportunities to immigrants is a commitment to public safety and community well being. An important step in designing policies and recommendations that improve and create opportunities to the Latino community is first to recognize Latinos' family and cultural assets. Latino cultural values favor interdependence and a reliance on social networks and community. In addition it is important to identify systemic and individual barriers that result in Latino immigrants receiving unequal access to opportunities or being excluded. Exclusion, negative stereotypes and discrimination, according to Falicov (2007) and St. Amour (2017) lead to accumulation of social and mental stressors that inhibit the process of integration into the mainstream culture. Additional recommendations to those presented in this study can be found at the National Hispanic Leadership Agenda report (2016), which covers Economic Empowerment and Labor, Farmworker Justice, Environment and Energy, Government Accountability, Health, Immigration, Education, Civil Rights.

Increasing Local Civic Participation and Engagement: Hold city hall meetings on a regular basis in areas where Latino immigrants live and to conduct the meeting both English and Spanish. This will allow a greater participation of the Latino community in civic affairs while also creating a trust bond between local government and the community.

Create and utilize think tanks and research institutes focusing on Latino issues. These groups could take the lead in the generation, transmission, and application of knowledge used to serve the needs of Latino communities through empirical studies, theoretical analyses, and policy discussion

papers, all with the goal of addressing the role of Latinos in relation to economic, political, religious, educational, and social institutions.

Community Services: Because of fear of deportation, many do not reach for help when in need. The provision of bilingual, bicultural and culturally appropriate services providers encourages individuals to reach out and decrease drop-out attendance from workshops and services programs such as health services, English courses, and access to formal education, financial guidance, and job training for securing better jobs with better incomes. Support training programs to develop more culturally and linguistically competent teachers at the Early Childhood Education.

Use of Social Media: The use of digital social media as an advocacy tool is an area that can be explored for the Latino nonprofits in Oregon, specifically the use of which is increasingly being used as an effective way to disseminate outreach messages (Marchi, 2017; Obar et al., 2012). It allows to extend a message that it is customized in such a way that connects with city officials, voters, and the community in general.

Higher Education: Given Latino students' rapid-growth in number in Oregon K-12 schools (The Oregon Community Foundation, 2017), with current low high school graduation rates and lower higher education attainment rates, this leads to a missing opportunity to secure Oregon's economic progress. In this direction, it is recommended that in-state tuition would allow all students graduating from Oregon's high schools to qualify for in state tuition rates in OR's public colleges and universities. De-link state student financial aid from the federal system; allow all students from OR's high schools to qualify for state financial aid. Authorize the use of private funds to create scholarships for undocumented students in public colleges and universities in Oregon.

Public Safety: Currently undocumented drivers are not able to obtain Oregon Driver's Licenses. Allowing people to get Driver's Licenses in Oregon would ensure that drivers can operate a vehicle safely. This would protect public safety and strengthen the work of law enforcement. Waslin and Woodward, (2015) in a study on the impacts of licensing unauthorized immigrants reported that in New Mexico the percentage of uninsured drivers dropped from 33 percent in 2002 - before immigrants could receive driver's licenses- to 10.6 percent in 2007. In Utah the percentage of uninsured drivers also decreased after passing the law that allowed people to receive driver's licenses regardless of immigration status.

Collaboration and Community Driven Solutions: Latino nonprofits joining coalitions for collective action is integral to advocacy. The ability to work in coalitions with other nonprofits or in collaboration with government and other institutes raises visibility to Latino immigrant issues and increases

support for the community, strengthens support to specific policies that benefit Latino immigrants and allows for greater funding by eliminating replication of services when not required.

Conclusion

This study provides a picture of the current human and financial capacities of nonprofits that work with Oregon Latino immigrants and their families. In addition, it confirms what previous studies on the Oregon Latino community have reported: Latino immigrants face complex problems and nonprofits that work with immigrant communities require investment in expertise that provide culturally appropriate and bilingual services. Those nonprofits are required to develop the skills and strategies needed to engage not only their constituents, but also the broader community, while being attractive to government and philanthropic organization in order to receive needed funds. The success of a nonprofit is determined by core capacities such as management and leadership, financial resources, and the ability and dedication of their staff. Solid core capacities mean better relationships with city departments and agencies, public officials and other organizations, which translates into social changes and progressive policies that promote the integration of Latino immigrants and their children for both their benefit and the benefit of their community in general.

Research suggests that immigrant-serving community-based organizations "play a central role during all parts of the immigration process and in the social, cultural, political, and economic" integration of immigrants (Cordero-Guzman, 2005). According to de Leon et al., (2009) in their report on community based organizations and immigrant integration, nonprofits that work with immigrant communities help individuals and families find a community; achieve economic stability and self-sufficiency; learn and respect a new social and political system; receive assistance with their immediate needs -employment, housing, health care, legal assistance- within a safe environment. It is recognized that these organization facilitate the incorporation of immigrants into the mainstream culture by first, providing a place where new immigrants interact and receive assistance from people who look like them, speak their language, and understand their ways and norms. Second, immigrant-serving organizations teach new immigrants how to navigate life in their adopted country in everyday tasks such as setting up bank accounts, making and keeping medical appointments, or setting up a small business. Finally, as immigrants gain a foothold and some measure of economic and social stability, nonprofits educate and help them become legal permanent residents or citizens. The policy recommendations provided in this study are based on perceived needs and findings, with the ultimate goal to empower immigrants to work for their place in American society.

Study Limitations

I recognize that this study had limitations. The sample size was small, which limits generalizability and precludes more robust analysis within those who responded. Despite use of follow-up procedures, we had a 42.6% response rate. Non-responders may have had different priorities and interests, although it is possible their basic characteristics did not differ from those of respondents. Despite these shortcomings, this study intention has been met, which is that of providing an overview of the current situation of the nonprofits that work with the Latino immigrant community in Oregon and the resources they have available to carry out with their mission. In addition, based on the results and supported in previous research in Latino studies, a set of recommendations are given.

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APPENDIX I

Key Practices (Document obtained from a statewide 27 nonprofits meeting in 2017)

Catalytic community building organizations are magnets for attracting people, generating energy and hope, moving action forward, and helping to bring positive, lasting change to their communities in service to the greater good. Based on the lived experience and wisdom shared by 21 rural organizations across Oregon doing this work, success requires a commitment and embodiment of these key practices as an organization:

1. Living into "We = Community" – we know our community, its history, and people's stories; we respect our community; we value and use local assets and resources; we model a community building mindset; we act *with* the community.

2. Building Relationships of Trust – we make time to build personal relationships; we engage with inquiry and care; we are intentional and open to what emerges in relationships; we are reliable and follow-through.

3. Engaging the Community – we show up and immerse ourselves in community culture; we create space to bring people together to connect; we reach across cultures and sectors.

4. Responsive & Learning-Oriented – we invite all views; we listen actively and empathetically; we translate community input into action; we mobilize around feedback and data; we don't always say yes.

5. Creating Shared Vision & Values – we co-create our vision and values; our vision and values are owned by the whole organization no single individuals and are embraced by the community.

6. Acting with Moral Courage – we stand up for our values; we are committed to justice; we practice truth telling; we have the will to take risks for the greater good.

7. Developing & Broadening Leadership – we believe that leadership is an action all can take; we create space for leadership to emerge; we actively support and mentor people to lead.

8. Committed to *All* of the Community – we reflect the community we serve; we build our awareness and skills, as well as organizational policies and practices to support diversity,

equity, and inclusion; we expect challenges and discomfort; we take responsibility, we find allies and bring others along; we persevere.

9. Sharing Power & Ownership – we inspire and empower others to inform and influence our work; we act with humility; we are accountable to our peers and community; we focus on accomplishments not credit.

10. Leveraging Institutional Power – we amplify the voice of the community; we use our organizational platform to build bridges and inspire collective action; we leverage our power to create systemic change.

11. Networked & Collaborative – we maintain a collaborative mindset; we partner strategically and for mutual benefit; we intentionally connect people in our networks; we adopt a comprehensive and inclusive lens for our work.

12. Adaptive & Innovative – we understand the system/s we are operating in; we build capacity that allows us to be nimble and innovate in response to change (challenges and opportunities, internally and externally); we go beyond traditional models.

13. Si Se Puede (Can-Do Attitude) – we are optimistic and inspire hope and action; we are willing to do what's needed; we are persistent and in it for the long haul; we build capacity to ensure sustainability and resilience.

14. Action-Oriented Leadership – we maximize momentum; we offer humble, visionary leadership; we are able to move that vision into collective action; we track progress to ensure accountability and results.

Appendix II
Survey questions

PART 1

This first section of the survey asks some background questions concerning your organization.

Q-1 Name of your organization: _____

Q-2 **a.** Is your organization a recognized 501c3? Yes____ No_____

b. Do you have another tax status designation (ie: 501c4, 501c6, etc): If so, what is it? _____

Q-3 What year was your organization created: _____

Q-4 Is your group based on a previously existing organization or is it an entirely new organization?

a. Previously existing organization **b.** Entirely new organization

Q-5 In your own words, please state the major purpose(s) of your organization in regard to Latino community outreach and services?

Q-6 What is the total number of paid staff currently working for the organization?

Full time _____ Part time _____

Q-7 Approximately how many volunteer workers can your organization call upon when needed?

Q-8 Does your organization have individual memberships? (if none go to Q-10)

If "yes," how many such members do you have? _____

Q-9 Over the last two to three years, has your membership…?

a. Grown **b.** Stayed the same **c.** Declined

Q-10

Using the following list, could you please rank order the reasons why you think people support your group (1=is most important, 2=second most, 3=third most important, etc.)

____To register support for the group's aims.
____To get actively involved in doing and organizing voluntary work.
____To further their own point of view and to influence the direction of society.
____To receive a particular service or get help.
____Other? _____

Q-11 Other than individuals, does your organization have other types of memberships-such as institutional, governmental, club, or group members?

No _____ Yes _____ > If "yes," how many such members do you have?

In the list below, please indicate the types of members you have?

a. ____ civic or community organizations
b. ____ units of government or governmental agencies
c. ____ research organizations
d. ____ businesses or corporations
e. ____ labor organizations
f. ____ clubs

Q-12 How many directors have led your organization since its foundation? _____

Q-13 How long has the current director served in her or his position? _____

PART 2

The following section of the survey asks about the goals and activities of your group.

Q-14 Could you rank the following activities in terms of their importance to your organization (1 is most important, 2 second most important, etc.).

a. ____Working with local governments
b. ____Working with state government
c. ____Working with the national government
d. ____Public information and education

e. ____Providing training and information to other nonprofits or non-governmental organizations
f. ____Direct improvement in the lives of your members
g. ____Direct improvement in the lives of people you serve
h. ____Other? (please specify) _____

Q15 Given your goals, please indicate how often your organization engages in the following activities. Please circle your response.

		Very Frequently	Frequently	Somewhat Frequently	Infrequently	Never
a.	Participation in the work of government commissions and advisory committees.	1	2	3	4	5
b.	Contacts with people in local government.	1	2	3	4	5
c.	Contacts with leaders of political parties.	1	2	3	4	5
d.	Efforts to mobilize public opinion through disseminating information.	1	2	3	4	5
e.	Organizing demonstrations, protests, strikes, or other direct actions.	1	2	3	4	5
f.	Legal recourse to the courts or judicial bodies.	1	2	3	4	5
g.	Contacts with people in the media.	1	2	3	4	5
h.	Contacts with other nonprofit or non-governmental organizations.	1	2	3	4	5
i.	Organizing conferences and training for other nonprofits.	1	2	3	4	5

j.	Organizing conferences and training for interested citizens.	1	2	3	4	5

Q-15 continued;

		Very Frequently	Frequently	Somewhat Frequently	Infrequently	Never
l.	Publishing newsletters, magazines, journals, monographs, or books.	1	2	3	4	5
m.	Working for passage of needed legislation at the local, regional, or national level.	1	2	3	4	5
n.	Fundraising.	1	2	3	4	5
o.	Applying for grants.	1	2	3	4	5
p.	Making efforts through mailings, personal contacts, or other means to increase membership of the organization.	1	2	3	4	5
q.	Building the identity of your members.	1	2	3	4	5

Q-16 In your opinion, how effective is your organization in working with the following organizations?

		Very Effective	Effective	Somewhat Effective	Not Effective	Not Applicable
a.	Other Nonprofits	1	2	3	4	5

b.	Citizens	1	2	3	4	5
c.	National Government	1	2	3	4	5
d.	State Government	1	2	3	4	5
e.	Local Government (cities, etc.)	1	2	3	4	5

PART 3

The following section of the survey asks about your communication with other groups.

Q-17 How often do the following media sources report on your activities?

		Very Often	Often	Not Very Often	Never	Not Applicable
a.	Local newspaper	1	2	3	4	5
b.	Local radio station	1	2	3	4	5
c.	Local television	1	2	3	4	5
d.	National newspapers	1	2	3	4	5
e.	National television	1	2	3	4	5
f.	Internet sources	1	2	3	4	5

Q-18 In the past two to three years, have the frequency of contacts between your group and the following organizations increased, decreased or remained about the same?

		Increased	Remained the Same	Decreased	Not Sure	Not Applicable
a.	Local newspaper	1	2	3	4	5
b.	Local radio station	1	2	3	4	5
c.	Local television	1	2	3	4	5
d.	National newspapers	1	2	3	4	5
e.	National television	1	2	3	4	5

f.	Internet organizations	1	2	3	4	5
g.	Local government	1	2	3	4	5
h.	State government	1	2	3	4	5
i.	National government	1	2	3	4	5
j.	Political parties	1	2	3	4	5
k.	Other Nonprofits	1	2	3	4	5

Q-19 Do you participate with other organizations in a coalition, forum, or federation?

No _____ Yes _____

Q-20 Do you give any of the following resources to other organizations?

a. No _____ Yes _____ Funding.
b. No _____ Yes _____ Articles, pamphlets, newsletters, internet resources.
c. No _____ Yes _____ Information about proposed new laws.
d. No _____ Yes _____ Information about upcoming workshops or seminars.
e. No _____ Yes _____ Access to office equipment.
f. No _____ Yes _____ Other (please specify) _____

PART 4

The following section asks about your organization's sources of support. Please remember that all responses are confidential.

Q-21 In general, how has the budget changed over the past 2-3 years?

a. Increased, despite inflation.
b. Kept pace with inflation There is no change in budget.
c. Decreased, accounting for inflation.
d. Other (please specify)

Q-22 Does your organization currently receive any of the following sources of support for your group?

No _____ Yes _____ Membership dues

No _____ Yes _____ Fees for services provided by your organization

No _____ Yes _____ Earnings from fundraising activities, such as fairs

No _____ Yes _____ Grants from a foundation

No _____ Yes _____ Training from other nongovernmental organizations

No _____ Yes __ Support from city administration

No _____ Yes __ Support from businesses

No _____ Yes __ The work of volunteers and enthusiasts

No _____ Yes __ Gifts from individuals

No _____ Yes __ Other source (please specify)_____

Q-23 How much time and energy does your organization spend on finding sources of support?

1. 10%
2. 25%
3. 50%
4. 75%
5. Practically all the time.

Appendix III
Interview questions

Questions for Participants

1. How has having information and data on policy issues influenced your perceptions on those issues? How you are now thinking differently about the broader issues?
2. What issue (e.g. legislative, ballot measure, or other policy matter) has your organization taken action on?
3. How would the nonprofit sector be affected if more people (other nonprofits) took similar actions?
4. What actions have you taken as a result of participating in forums, networks or town halls held by other nonprofits or government (including policymakers)?
5. How has research, data or analysis affected actions you have taken as a nonprofit leader?
6. What kinds of changes has this prompted in your approach toward your work/people?
7. What is the most frustrating and inspiring part of being involved policy efforts?
8. Why do you continue to engage with those policy efforts?
9. What does 'nonprofit collective voice' mean to you? How would a collective nonprofit voice impact your work?
10. What would be most valuable to you about taking part in a nonprofit collective voice?

Building Capacity

1. How do you build capacity in your organization? How have you been applying these skills to other parts of your work?
2. Which areas of capacity building are you in most need of?
    a. Board Development
    b. Strategic Planning
    c. Fundraising
    d. Organizational assessment