

# Building for the Future

Nonprofits make progress in struggling economy, but troubling signs still loom.

by RICHARD LARSEN, Deputy Managing Editor

Serving the nation's underserved communities can be demanding even in the best of times. With an economy still struggling to recover from the recession, the pressures on nonprofits to provide needed services can prove daunting. Despite the challenges, Hispanic nonprofits have continued to find ways to raise revenues and continue to provide their core services.

Each May, **HispanicBusiness** magazine profiles the top 25 Hispanic nonprofits to provide a snapshot of dedicated organizations helping minority communities and the nation.

For 2010, the nonprofits reached a

milestone—\$1 billion in revenues. That allowed them to spend a collective \$988 million, a 13.75 percent increase from 2009.

In a sign that things had improved in 2010, only four nonprofits saw a decrease in expenditures, compared to eight that declined in 2009. The bottom line for the top 25 nonprofits increased from \$8.4 million in 2009 to \$10.2 million in 2010.

Three new comers made the list this year: Comunilife Inc. of New York (No. 13 with \$23.7 million in expenditures), Congreso de Latinos Unidos Inc. of Philadelphia (No. 14 with \$19.5 million

in expenditures) and Clinica Sierra Vista of Bakersfield, Calif. (No. 23 with \$13.6 million in expenditures).

## Leading Still

For the sixth year in a row, AltaMed Health Services of Los Angeles topped the nonprofit directory. Expenditures rose to \$172 million, a 32.6 percent increase.

Castulo de la Rocha, president and CEO, has been with AltaMed since 1967. "We've seen growth in the number of people treated in our facilities," he said in a phone interview with **HispanicBusiness** magazine. "We had 850,000 patient visits (in 2010), which accounted for a 44 percent to 46 percent increase in fees and reimbursements."

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He also noted that the grants and development departments of AltaMed do better each year. Much of this comes from good planning, he said. You have to have "foresight, plan carefully and manage the business."

AltaMed had a surplus of \$11 million in 2010.

"You run it as a business, both for profit and nonprofit," he said. "You have to have two, three or four months of reserves."

AltaMed has provided health and human services to Hispanic, multi-ethnic and underserved communities in Southern California for more than four decades.

## Uncertainty Still Ahead

While the trend looks good, there are still signs the nonprofit sector might be in for a rocky time ahead. Asked if there had been any reduction in public funding because of state or federal budget shortfalls, 24 of the 25 top nonprofits answered yes.

Photo courtesy of The Philadelphia Daily News photographer Jonathan Yu



APM President and CEO Nilda Ruiz, left, and Rosa Gray, APM's VP for community and economic development delight in a finished housing project.

## TOP 25 NONPROFITS AT A GLANCE

Organization	Principal	Total Expenditures	Exp. % Change '09-'10	Total Revenue
1 AltaMed Health Services Corp.	Castulo de la Rocha	\$172,005,889	32.67%	\$182,931,182
2 Mexican American Opportunity Foundation	Martin Castro	\$79,599,535	16.29%	\$80,948,778
3 The Aspira Association	Ronald Blackburn-Moreno	\$72,913,975	19.72%	\$74,180,238
4 Southwest Key Programs	Dr. Juan Sanchez	\$67,070,176	15.52%	\$68,304,668
5 La Clinica de La Raza	Jane Garcia	\$58,135,080	0.00%	\$60,251,041
6 San Ysidro Health Center	Ed Martinez	\$58,128,015	5.59%	\$60,224,429
7 Chicanos Por La Causa Inc.	Edmundo Hidalgo	\$54,765,325	14.51%	\$53,248,032
8 Hispanic Housing Development Corp.	Hipolito Roldan	\$46,917,652	6.54%	\$53,053,550
9 SER-Jobs for Progress National Inc.	Ignacio Salazar	\$45,619,619	43.55%	\$45,913,925
10 AVANCE Inc.	Richard Noriega	\$44,090,031	24.41%	\$46,505,459
11 Urban Health Plan Inc.	Paloma Izquierdo-Hernandez	\$41,625,994	15.67%	\$43,513,575
12 Hispanic Scholarship Fund	Frank Alvarez	\$37,689,378	-8.01%	\$39,750,533
13 Comunilife Inc.	Dr. Rosa Gil	\$23,698,938	N/A	\$24,417,197
14 Congreso de Latinos Unidos Inc.	Cynthia Figueroa	\$19,455,144	N/A	\$19,487,079
15 The Unity Council	Gilda Gonzales	\$18,902,209	8.25%	\$17,821,309
16 Asociacion Nacional Pro Personas Mayores	Dr. Carmela Lacayo	\$16,987,993	7.74%	\$16,973,558
17 United Community Center/Centro de la Comunidad Unida	Ricardo Diaz	\$16,300,000	7.95%	\$16,300,000
18 HELP-New Mexico Inc.	John Martinez	\$16,090,137	5.23%	\$16,208,776
19 Casa Central Social Services Corp.	Ann R. Alvarez	\$15,794,978	-4.94%	\$16,324,309
20 El Valor	Vincent A. Allocco	\$15,411,299	-3.20%	\$15,431,085
21 Latin American Youth Center	Lori Kaplan	\$14,984,771	3.03%	\$15,404,501
22 La Casa de Don Pedro	Raymond Ocasio	\$14,976,319	24.11%	\$15,267,535
23 Clinica Sierra Vista	Stephen Schilling	\$13,614,139	N/A	\$47,054,112
24 Hispanic Association of Colleges and Universities	Antonio R. Flores	\$13,553,258	9.10%	\$14,382,802
25 Asociacion Puertorriquenos en Marcha Inc.	Nilda I. Ruiz	\$10,182,512	-10.70%	\$10,518,475

"It's been a very tough year," Nilda Ruiz, president and CEO of Asociacion Puertorriquenos en Marcha Inc. (APM), said in a phone interview with **HispanicBusiness** magazine. APM, located in Philadelphia, came in at No. 25, down from No. 23 in 2010.

APM's expenditures dropped 10.7 percent in 2010 to \$10.2 million. "Pennsylvania was one of the last states in the union to pass its budget," Ms. Ruiz explained. APM had to provide services while waiting for the late funding. Of course, the funding did not accrue

interest. Also, APM didn't use all the funding it received, so the new grants were pared back.

AMP gets 70 percent of its funding from government and the rest from fundraisers and developer's fees. The nonprofit rehabilitates older housing and develops new housing projects for low-income residents.

Mr. de la Rocha said AltaMed also saw some programs affected by government cutbacks.

"Two programs were significantly affected," he said. "The adult day health

centers were supposed to be completely eliminated." But working with the state and elected officials in the state capital, AltaMed was able to get a transitional period as it works to provide for those clients so it wouldn't have to leave clients in the lurch.

The other program was a learning program that was aimed at working with parenting teenagers. "The state decided, in its wisdom, it could afford to suspend it for one year," Mr. de la Rocha said. "We are working with a number of foundations and corporations to see if

they can help fund that teen program until it is restored.”

## Varying Strategies

For some, the shrinking pool of government funding means some belt-tightening or being more aggressive in submitting proposals.

“We will be looking to partner up with another organization that would help” keep a program going, APM’s Ms. Ruiz said.

To cope with its loss, APM went to a four-day, staggered workweek. It cut some preventive programs and let go of some money losing-projects.

One nonprofit, the San Francisco-based Hispanic Scholarship Fund (HSF), doesn’t worry about government funding: It does not accept it. Frank D. Alvarez, president and CEO of HSF (featured on Page 28), said that, over the past 10 years, it has become more difficult for the government to aid ethnic-specific programs.

“That’s not something the government can do easily because of the need to be fair,” he explained. And since HSF deals only with Hispanics, if it wants “government money, (we) have to change our mission some.”

## Potential Funding Source

Once source of funding that could prove lucrative to Hispanic nonprofits comes from philanthropic foundations, but historically, the foundations have been less than generous when it comes to funding minority-led organizations.



Nilda Ruiz, president and CEO, Asociacion of Puertorriquenos en Marcha.

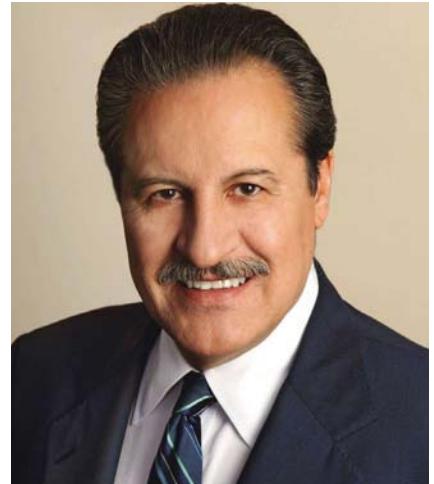
The Greenlining Institute of Berkeley, Calif., has been tracking grants given by philanthropic organizations to minority-led organizations. Their third publication on the subject came out in 2008 and analyzed giving patterns for the year 2005. On average, the 25 top foundations gave 10.9 percent of grants to minority-led organizations. The Ford Foundation had the highest percentage, 35.7 percent, and the Duke Endowment had the lowest, 0.7 percent.

Of the grants awarded in 2005, only 2.1 percent went to Hispanic nonprofits.

Greenlining also found that, of dollars given through grants, only 8.8 percent on average went to minority-led nonprofits. Again, the Ford Foundation has the highest percentage, 30.6 percent. The Gordon and Betty Moore Foundation had the lowest percentage, 0.02 percent.

Of the dollars awarded in 2005, only 1 percent went to Hispanic nonprofits.

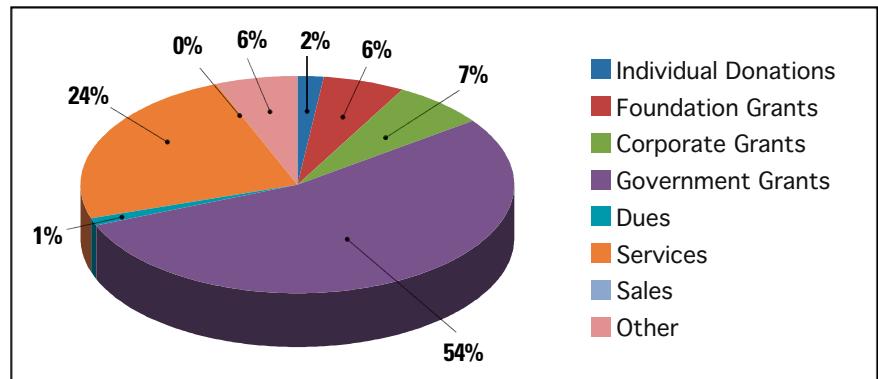
As the chart above shows, the top



Castulo de la Rocha, president and CEO, AltaMed Health Services

AltaMed was not able to secure any of those grants because they were earmarked for small nonprofits. But Mr. de la Rocha believes the money pool

## Where does your funding come from?



25 Hispanic nonprofits received only 6 percent of their 2010 revenues from foundations, compared to 54 percent that came from government grants.

“We have not done a good job of going after these foundations,” APM’s Ms. Ruiz said. “We need to be more aggressive in seeking help for our community or we’re in for a rough ride.”

In 2008, California Assemblyman Joe Coto introduced a bill that would have required foundations that had assets in excess of \$250 million to disclose the race and gender of their trustees, staff and grantees. Nine foundations joined together and offered an alternate plan. The bill was dropped and in its place, the foundations pledged to grant \$30 million to minority-led nonprofits.

offered was not enough.

“Atop the \$30 million, there should be another \$200 million over the next two years,” he said.

A shift away from public funding might be a more profitable future for Hispanic nonprofits.

But it might take more than merely finding new sources of funding—it may take a shift to a new way of doing business. As Ms. Ruiz noted, “The reality of the new economy—become more efficient, more productive.”

Despite the challenges and the still shaky economy, Hispanics nonprofits seem to be on forward-looking course. AltaMed certainly is. It is constructing a new headquarters, one that might be seen as a symbol of all Hispanic nonprofits building for the future. **HB**

**2010 Revenues:** \$15,404,501

**Expenditure changed from 2009:** 3.03%

**Mission:** To support youth and their families in their determination to live, work and study with dignity, hope and joy.

**Service Area:** Washington, D.C., and Montgomery and Prince George's counties in Maryland

**Executive Director:** Lori Kaplan



Photo courtesy of Latin American Youth Center

Lori Kaplan **Latin American Youth Center**

## 22 **La Casa de Don Pedro Inc.**

75 Park Ave.

Newark, NJ 07104

**Phone:** (973) 482-8312

[www.lacasanwk.org](http://www.lacasanwk.org)

**Year Established:** 1972

**2010 Expenditures:** \$14,976,319

**2010 Revenues:** \$15,267,535

**Expenditure change from 2009:** 24.11%

**Mission:** To foster self-sufficiency, empowerment and neighborhood revitalization.

**Service Area:** Greater Newark, targeting north

Newark as well as parts of Essex County.

**Executive Director:** Raymond Ocasio

## 23 **Clinica Sierra Vista**

1430 Truxtun Ave., Suite 400

Bakersfield, CA 93301

**Phone:** (661) 635-3050

[www.clinicasierravista.org](http://www.clinicasierravista.org)

**Year Established:** 1971

**2010 Expenditures:** \$13,614,139

**2010 Revenues:** \$47,054,112

**Expenditure change from 2009:** N/A

**Mission:** To provide high-quality and comprehensive primary and preventative health-care services at the most efficient cost to the underserved population of Kern, Fresno and Inyo counties regardless of their ability to pay, and to seek necessary resources to meet the growing health care demands while maintaining the corporation's financial integrity.

**Service Area:** Kern, Fresno and Inyo counties, California

**Executive Director:** Stephen W. Schilling

## 24 **Hispanic Association of Colleges and Universities (HACU)**

8415 Datapoint Drive, Suite 400

San Antonio, TX 78229

**Phone:** (210) 692-3805

[www.hacu.net](http://www.hacu.net)

**Year Established:** 1986

**2010 Expenditures:** \$13,553,258

**2010 Revenues:** \$14,382,802

**Expenditure change from 2009:** 9.10%

**Mission:** To promote the development of member colleges and universities; initiate and support measures that improve access to and the quality of postsecondary educational opportunities for Hispanic students; and to meet the needs of business, industry and government through the development and sharing of resources, information and expertise.

**Service Area:** Nationwide, Puerto Rico, Latin America, Spain and Portugal

**President & CEO:** Antonio R. Flores



Photo courtesy of Hacu

Antonio R. Flores **Hispanic Association of Colleges and Universities**

## 25 **Asociacion Puertorriquenos en Marcha Inc.**

4301 Rising Sun Ave.

Philadelphia, PA 19140

**Phone:** (267) 296-7363

[www.apmphila.org](http://www.apmphila.org)

**Year Established:** 1970

**2010 Expenditures:** \$10,182,512

**2010 Revenues:** \$10,518,475

**Expenditure change from 2009:** -10.70%

**Mission:** To assist families achieve their full potential in life by offering a comprehensive network of services in housing, education, health care, and human services, thereby building stronger families and healthier, more sustainable communities.

**Service Area:** Greater Philadelphia

**Executive Director:** Nilda I. Ruiz

## M E T H O D O L O G Y

Nonprofit organizations were identified from Internet database lists of tax-exempt organizations in the 50 states and the District of Columbia. A list of these organizations was sorted by financial criteria and screened for descriptions related to Hispanic issues. Qualified organizations were sent a survey asking for information. Organizations were ranked on the basis of annual expenditures.

While HispanicBusiness magazine makes every attempt to

locate and include the largest Hispanic nonprofit organizations in the country, we cannot list organizations that do not submit information by our deadline.

To ensure that a particular nonprofit organization is considered for future directories, readers may send the name of the organization, along with the contact person's name, mailing address, phone, fax and e-mail address via fax to (805) 964-6139 (5549) or via e-mail to [research@hbinc.com](mailto:research@hbinc.com).