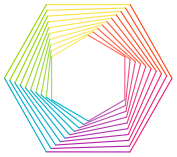
The Silent Crisis:

Including Latinos and Why It Matters

Representation in Executive Positions, Boards, and Commissions in the City Governments of Boston, Chelsea, and Somerville

Miren Uriarte, James Jennings, and Jen Douglas



GREATER BOSTON
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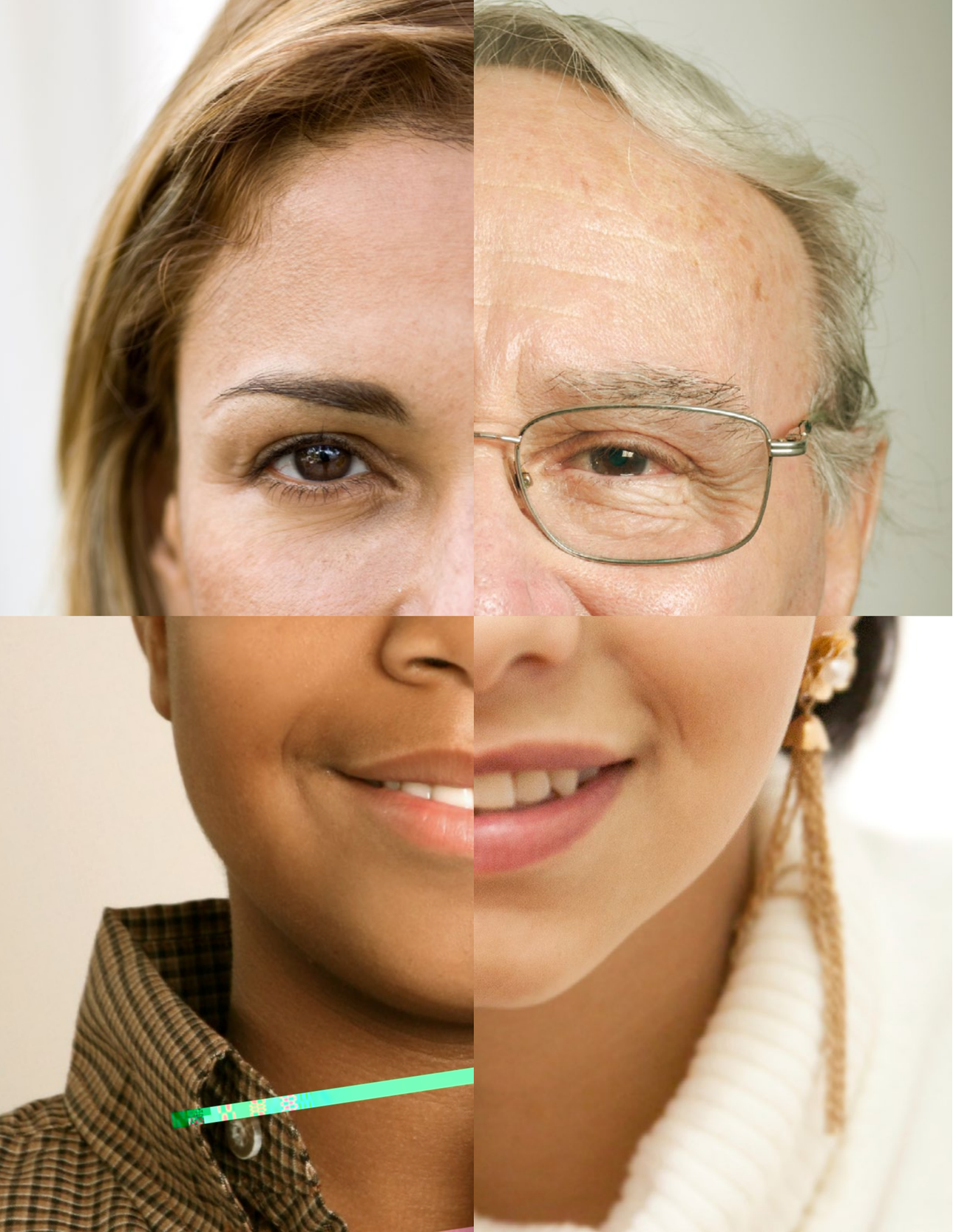

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About the Greater Boston Latino Network

The Greater Boston Latino Network (GBLN) is a collective effort of Latino-led community-based organizations in Boston, Chelsea, and Somerville working in partnership to address historical under-representation of Latinos in leadership roles across the cities of Boston, Chelsea, Somerville, and the Commonwealth of Massachusetts.

Our mission is to promote Latino/a leadership in decision-making positions at the local and state level–from city halls and local boards and commissions to state agencies—and to increase funding and resources to build the capacity for Latino-led organizations in Massachusetts. We advocate for policies and initiatives that will advance and benefit the Latino community in Massachusetts.

Members of the Greater Boston Latino Network are:

- Centro Latino
- Centro Presente
- Chelsea Collaborative
- East Boston Ecumenical Community Council
- Hyde Square Task Force
- IBA—Inquilinos Boricuas en Acción
- La Alianza Hispana
- Neighbor to Neighbor Massachusetts
- Oiste?
- Sociedad Latina
- South Boston en Acción

As part of this collective effort, the GBLN commissioned a study to analyze the Latino presence in decision-making at the municipal level. *The Silent Crisis: Including Latinos and Why It Matters* is the report that resulted from the study and it portrays the current lack of Latinos in leadership positions in three cities: Boston, Chelsea, and Somerville. We acknowledge that this shortage is not unique to the current city administrations—it has been a historical problem. The intention of this report is to show the state of Latinos in decision-making positions in city government. It is intended to spark dialogue with these three cities and collaboratively work in finding solutions for dealing with the existing challenge of the under-representation of Latinos/as in positions of leadership. We think that this report should be taken as an opportunity to begin including Latinos in City Halls. GBLN is looking forward to working with the three cities in finding pro-active solutions. We know that this complex problem will not be solved overnight but we are confident that in partnership we can address it and solve it.

This study was conducted by Prof. Miren Uriarte, Prof. Jim Jennings, and Jen Douglas with support from the Barr Foundation. The views expressed in this report are those of the authors and do not necessarily reflect the views of the Barr Foundation.

Acknowledgments

The authors wish to thank the members of the Research Committee of the Greater Boston Latino Network for their guidance and feedback on all aspects of the project. Thanks also go to the staff of agencies in each of the cities who addressed our questions and clarified the available information. We finally would like to thank Jim O'Brien, our editor.

GREATER BOSTON
LATINO NETWORK

The Silent Crisis:
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Executive Summary

The Silent Crisis: Involving Latinos in Decision-Making & Why Latino Representation Matters provides a measure of the economic, social, and political inclusion of Latinos at mid-decade in three cities of the Commonwealth where about one fourth of the state's Latino population lives. Often wrongly referred to as a "new population," Latinos have been present in Massachusetts since the end of the 19th century, arriving in large numbers beginning in the 1960s and 1970s and growing to nearly 630,000 persons (9.6% of the population) by 2010. That same year, they accounted for 62.1% of the population of Chelsea, 17.5% of the population of Boston, and 10.6% of the population of Somerville.

The report focuses on ***reflective representation***, that is, the type of representation that seeks to reflect the demography of a certain group or population. It defines representation of Latinos in executive positions in city government and among members of boards and commissions in relation to the representation of Latinos in the overall population of the cities. It identifies ***under-representation*** when the level of representation in government bodies fall below the proportion of Latinos in the population of each city. The report utilizes census data to describe the population of each city; each city's publicly available data on specific executive positions and boards and commissions; and interviews conducted with government officials in the cities.

Representation of Latinos in the Population and on Executive Positions and Boards and Commissions in City Government. Boston, Chelsea, and Somerville.

	Boston	Chelsea	Somerville
Proportion of Latinos in the population	17.5%	62.1%	10.6%
Proportion of Latinos in executive positions in city government	7.5%	14.3%	0.0%
Proportion of Latinos serving on boards and commissions in city government	7.1%	10.9%	1.7%

Sources: Census 2010, city websites, and data gathered from city agencies

The report demonstrates that while the Latino presence in each of these cities has grown and become increasingly evident, the presence of Latinos in city government has not kept pace. Instead, in each city, we find a gap between the presence and growth of Latino communities and their representation in the halls of government.

In the case of Boston, home to the largest total number of Latinos in Massachusetts (107,917 in 2010), the report documents a definite and measurable under-representation of Latinos. The Mayor's cabinet includes five senior members of the Mayor's staff, none of whom are Latino, and 10 chiefs, only one of whom is Latino. Overall, although Latinos are 17.5% of the population of Boston, they hold just 7.5% of executive positions in city government and occupy only 7.1% of seats on city boards and commissions.

In Chelsea, one of the two majority-Latino cities in Massachusetts, Latinos currently compose over 60% of the population, with substantial growth (by 28.8%) of their population share since 2000. However, Chelsea's overwhelmingly Latino population is not yet reflected in the make-up of the city's government. Latinos represent 14.3% of the appointments to executive positions in city government and 10.9% of the appointments to boards and commissions in the city. Although the Latino representation in executive positions in Chelsea is almost twice that found in Boston, the gap between the proportion in executive positions and the proportion of Latinos in the population of the city is much wider in Chelsea, signaling a stronger exclusion at this level than was observed in Boston.

Somerville's Latino population is smaller than that of the other two cities (at 10.6% of the total population) and more recently settled, reaching significant numbers in the 1980s as Somerville became a "sanctuary city" for refugees from the wars in Central America. In Somerville, the report documents a definite and measurable under-representation of Latinos: there is a total absence of Latinos in executive positions and minimal (1.7%) representation of Latinos as members of boards and commissions in city government.

Inclusive Government Is Better Government

While the Latino population in each of these cities is distinct in size, region of origin, and history of arrival, by examining these municipalities through the lens of Latino representation we reveal a feature shared in common by all three: the characteristics of those who govern and those who are governed differ. The literature on representation suggests that inclusion matters. Representative bureaucracies are more likely to pursue the changes to policies, programs, and practices that are necessary to remedy inequitable outcomes and serve particular needs of underrepresented communities. The research shows that the benefits of representation (like improved student performance) are broadly shared with other minority and nonminority groups. In these three cities, inclusion of Latinos may have consequences not only for this group—whose contribution are recognized and whose needs may be more effectively met as a result—but also in the overall functioning of city government and its agencies. A representative bureaucracy suggests that everyone is included and lends considerable legitimacy to bureaucracies.

Given the growing presence of Latinos, government agencies working directly or indirectly in the areas of economic development, housing, education, health and human services, and public safety will likely be successful in their missions only if they can effectively address the needs of all the residents of their respective cities.

Recommendations for the three cities include:

1. Pursue the inclusion of Latinos at the leadership level.

- Adopt a vision statement endorsing the importance of greater governmental representativeness of a changing demography.
- Adopt a formal city-wide outreach strategy for the recruitment of Latinos with requisite skills and experience and who also have an understanding of community-based issues both for positions in city government departments and for appointments to Boards and Commissions.
- Create an explicit goal to develop a "critical mass" of Latino leaders, whose influence can be felt in improved outcomes for Latino residents.
- Develop a process of oversight and accountability that will monitor the city-wide outreach and appointment strategy in collaboration with community organizations and leaders

2. Support city employees in adopting an advocacy role and actively representing Latinos.

- Encourage the formation of internal political supports, like independent networks and associations of Latino employees or employees of color.
- Establish objectives that make the work of increasing the involvement of Latinos and improving services to Latino communities an explicit part of agency and individual expectations.
- Target initial efforts in substantive areas in which Latino communities have a particular stake, including housing, education, and economic development.

- For leaders with a role in hiring, support them in pursuing a more inclusive staff throughout an agency's workforce.

Recommendations for communities and constituencies include:

1. Be organized and vocal.

- Make specific demands to which leaders must respond.
- Anticipate the "nonlinear" nature of change, including potential declines in service outcomes as small numbers of Latinos assume bureaucratic roles, and continue to press for inclusive government, working toward the "critical mass" with the capacity to effect change.

2. Build alliances with other groups that also are under-represented in municipal leadership, and also stand to benefit from increased inclusion and active representation (important in any event, but most relevant in Boston and Somerville of the three cities).

- Strategize to avoid competition for limited leadership positions.
- Work collaboratively for a broadly inclusive workforce and for service improvements to communities, recognizing that all residents will likely benefit.

3. Collaborate with the cities in developing goals, strategies, and oversight for their efforts to diversify their workforces and, specifically, the representation of Latinos in the city workforce and on Boards and Commissions advising the work of the cities' departments.

- Continue to review the taxonomy of boards and commissions in order to determine their salience in terms of Latino living conditions and monitor the openings in these boards.
- Develop a listing of persons knowledgeable about the community's issues who are willing to volunteer for boards and commissions and/or be employed to provide service in city government.

I. Introduction

The full inclusion of Latinos[1] into the economic, social, and political landscape of the Commonwealth is a long-term concern of Latinos across Massachusetts. Often wrongly referred to as a "new population," Latinos have been present in the region since the end of the 19th century, arriving in large numbers beginning in the 1960s and 1970s and growing to close to 630,000 persons (or 9.6% of the state's population) by 2010. Today, Latinos congregate in sizeable communities in most cities in the state including Boston, Springfield, Lawrence, Worcester, Brockton, and Chelsea.

The Latino presence across the state has become increasingly evident, but the insertion of Latinos into social and political institutions has not. In fact, the struggle of Latinos in this regard—from the earliest days in the region—is well documented. Uriarte, Osterman, and Melendez (1993), in a monograph produced for The Boston Foundation's Persistent Poverty Project, documented both the sharpness of the exclusion that greeted Latinos and the ways in which Latinos developed their own organizations to address the exclusion they faced from the social institutions of the city. In a 2001 study of social capital in Boston, also for The Boston Foundation, Lane reported on the barriers Latinos faced in engaging in the social and civic life of the city, concluding that the isolation of Latinos required *"close examination and a new level of concerted response"* (Lane & Currivan, 2001, p. 15). A few years later, in a 2002 study of political representation of Latinos in Massachusetts, Hardy-Fanta noted the dearth of executive appointments or appointments to boards and commissions in state government, labeling the under-representation of Latinos "severe" (Hardy-Fanta, 2002, p. 4). She reprised this analysis (with Stewartson) in 2007 and documented a similar absence of Latinos in the leadership positions and corporate boards of the Boston Globe 100 companies, of hospitals, of institutions of higher education, and of cultural institutions in the state (Hardy-Fanta & Stewartson, 2007).

Table 1. Growth of the Latino Population. Boston, Chelsea, and Somerville, 2000 to 2010

	2000		2010		Growth
	Latino Population	% Latino	Latino Population	% Latino	2000-2010
Massachusetts	428,729	6.8	627,654	9.6	46.4%
Boston	85,089	14.4	107,917	17.5	26.8%
Chelsea	16,948	48.4	22,870	62.1	34.9%
Somerville	6,786	8.8	8,173	10.6	20.4%
Sources: Census 2000 and Census 2010					

[1] The term "Latino" aggregates persons of Latin American background living in the U.S. Latinos can originate from any one of the 21 Spanish-speaking nations in North, Central, and South American and the Caribbean. It is a term of ethnicity (not race) and Latinos can be of any race. Portuguese-speaking Latin Americans from Brazil, although often counted as "Latinos," are not included in this study. The terms Latinos and Hispanics are used interchangeably.

The growth of the Latino population represents a powerful argument for fuller inclusion in decision-making on social, economic, and political issues. But it is not only growth that is at issue here. Latino communities are also changing in ways that make them more diverse; this leads to calls for greater understanding of their characteristics so that city services can be effective. For example, for decades the Latino population was largely of Puerto Rican descent, a group that is not immigrant. Today, large proportions of Latinos living in Massachusetts come from the Dominican Republic, Central America, and Colombia, increasing the proportion of immigrants in the population and thrusting it into the patchwork of policies and practices that result from unresolved conflicts in immigration policy. Similarly complex is the overwhelming proportion of children and young persons in the Latino population compared to the overall population of the state. As reported in the U.S. Census Bureau's Decennial Census of 2010, almost 50% of Latinos in Massachusetts are under age 25 (47.6%) and 32% are under 18 years of age; for the older non-Latino population young persons under 25 account for only 27.5% and those under 18 account for only 18.5%. These social and demographic developments add urgency regarding policies and practices affecting the availability of early education, the low educational outcomes for Latino school children, and often-erratic school-to-college and school-to-work transitions for Latino youth.

Why Does Representation Matter?

Both in the public and in the academic spheres, there has been a continued focus on the "representation" of groups defined by gender, race, and ethnicity in the government bureaucracies that serve them. Though by no means universally held, the general public assumption is that these groups are well represented and well served when there are persons of their group within the bureaucracy, because they will look out for their interests as policy is developed and implemented. "Representation" has meaning as a symbol of inclusion, and as a measure of empowerment, of under-represented groups.

Researchers generally agree. They use the term *passive* or *reflective representation* (Evans, 1974; Riccucci & Saidel, 1997) to describe a bureaucracy that is reflective of the population, such that demographic differences—of race, ethnicity, and gender—are distributed similarly in the bureaucracy to their distribution in the represented population. A bureaucracy is reflective when "the personnel who staff administrative agencies reflect the demographic characteristics of the public they serve" (Sowa & Selden, 2003, p. 700). The evidence from the research literature suggests three key reasons why **inclusion matters.**

First, Evidence indicates that, when the government workforce mirrors the society, it suggests that everyone is included and

lends considerable legitimacy to bureaucracies. Constituents and clients tend to perceive that people who are like themselves will be more empathetic to their needs and circumstances (e.g., Lim, 2006; Marvel & Resh, 2013; Smith & Monaghan, 2013). "The composition of government work forces ... serves as an indicator of equality of opportunity and access" and "can promote the legitimacy of government bureaucracies" (Riccucci & Saidel, 1997, p. 423). In one study of government services, even when clients did not directly experience empathic understanding from persons of similar race or ethnicity, they still placed value on their presence within the organization (Watkins-Hayes, 2011).

Second,

Overall, the presence of Latinos or Blacks or women in bureaucracies is associated with substantive benefits and a decrease in disparate treatment for the group that is better included. Theobald (2004 pp. 8, 20–21), for example, documented how in California the presence of Latino decision-makers was associated with sustained bilingual education despite declining state support for such programs. Similar findings come from studies of teachers in Texas (Meier & Bohte, 2001) and administrators who made loans at the Farmer's Home Administration (Sowa & Selden, 2003) among others.

Research also shows that inclusive bureaucracies are more responsive and accountable to the citizenry, are more successful at meeting public needs, and/or demonstrably improve outcomes—either for the now better-represented groups or for the public at large (Evans, 1974; Riccucci & Saidel, 1997). For example, in a study of large, multi-racial Texas school districts, student performance improved for Anglos, African Americans, and Latinos when the percentage of African American and Latino teachers was increased (Meier, Wrinkle, & Polinard, 1999). In this and other instances documented outcomes for all groups improve after passive representation of groups of color is increased (Meier, McClain, Polinard, & Wrinkle, 2004; Meier, Wrinkle, & Polinard, 1999).

Scholars whose research reveals a negative relationship between reflective representation and outcomes are in the minority in the representative bureaucracy literature. Their work largely focuses on the issues faced in the process of making the public workforce more diverse. For example, Pitts and Jarry describe lessons from the management literature showing "consistently that process-oriented difficulties in diverse work groups lead to performance issues" (Pitts & Jarry, 2007, p. 249).

A third reason why inclusion matters is that **an unrepresentative bureaucracy is unlikely to pursue changes to policies, programs, and practices that are necessary to remedy inequitable outcomes and serve particular needs of under-served and under-represented communities.** Research indicates that, in general, bureaucrats from majority groups less readily use their "discretion to act on behalf of minority clients" (Marvel & Resh, 2013, pp. 9–10).

In short,

thwarted in that objective.

However, the research on representative bureaucracy also signals that a bureaucrat's individual racial and ethnic characteristics alone are not sufficient for improved outcomes for the under-represented or for the development of more effective governance. Whether or not the bureaucrat from the under-represented group embraces an advocacy role, and whether the institutional context allows the individual to make change, will shape how representation occurs. The literature refers to this action to change policy and practice in ways that improve services to, and outcomes for, a group that was previously under-represented as *active representation* (Meier & Bohte, 2001; Wilkins & Williams, 2008). Substantive effects seem to require the presence in the bureaucracy of persons from under-represented groups—together with a broad commitment to the development and implementation of policies that welcome newly-included groups and allow change to take place. One or the other alone is likely insufficient.

Below, we present the evidence on inclusion in Boston, Chelsea, and Somerville. Each city falls short on the inclusion —i.e., the reflective representation —of Latinos. Recognizing that the simple inclusion of Latino persons in the bureaucracy is at once a *fundamental* and an *insufficient* step toward active representation, we conclude with strategy recommendations to maximize the potential for Latino city workers to become active representatives and for bureaucracies to transform in ways that serve Latino and all residents more effectively.

II. The Study

The Silent Crisis: Involving Latinos in Decision-Making & Why Latino Representation Matters seeks to document the representation of Latinos in city government in three Eastern Massachusetts cities where significant number of Latinos reside. It focuses on ***reflective representation***, that is, the type of representation that seeks to reflect the demography of a certain group or population. It explores the reflective representation of Latinos in the city governments of these cities by focusing on the following questions:

What is the level of representation of Latinos in executive positions in the government of the cities of Boston, Chelsea, and Somerville and does it reflect the proportion of Latinos in the overall population of these cities?

What is the level of representation of Latinos on boards and commissions in the government of these three cities and does it reflect the proportion of Latinos in the total population of these cities?

The study defines representation of Latinos in executive positions in city government and among members of boards and commissions in relation to the representation of Latinos in the overall population of the cities. We define ***under-representation*** as the level of representation in government bodies that fall below the proportion of Latinos in the population of each city and ***full representation*** as the level of representation that is near to, or equal to, the proportion of Latinos in a city's population. A representation gap was identified when there was a difference between the proportion of Latinos in the population and their representation in city government bodies and positions. It was measured as the difference in percentage points between the proportion of Latinos in the population and in the city government bodies and positions.

The research uses publicly available data and phone interviews conducted with government officials in the three cities to develop demographic profiles for each of the cities and identify city departments and their leadership and boards and commissions and their memberships. The following sources of information were used:

- For our **demographic analysis**, we use data from the U.S. Census Bureau, specifically, the 2000 and 2010 Decennial Censuses, the American Community Survey 5-Year Estimates for 2007–2011 and 2008–2012, and the American Community Survey 2007–2011 Public Use Microdata Samples (PUMS).[2]
- For the **analysis of representation in executive positions** in city government, we use listings of city departments available in each city's website. The name of the occupant of leadership positions in each department was obtained from public sources such as websites and the press and by phone inquiries to the appropriate departments.
- The **analysis of representation in the cities' boards, commissions, and authorities** began with the development of a listing of all boards and commissions, classifying these by types based on their mission. We determined the appointing authority and any restrictions on the membership for each board or commission in order to ascertain the degree of discretion in appointments permitted by the charter, trust, or ordinance governing them. There is a wide range of types of boards and commissions operating in cities across the nation and, indeed, types and definitions of types varied across the three cities focused upon in this report. We classified boards and commissions in the following way:[3]
    - **Advisory**: provide advice to city policy-makers, conduct research, and provide residents' or professionals' perspectives on an issue.
    - **Managerial**[4]: have administrative duties, have oversight or supervisory responsibilities, may allocate funding within some programs, and are authorized to develop policy in specific areas.
    - **Regulatory**: quasi-judicial bodies that exercise regulatory authority, have power to make rulings and impose penalties based on the city's laws, and are authorized to develop policy in specific areas.
    - **Trustee**: boards that act as trustees over city trust funds.
    - : have managerial and fiduciary oversight of non-profits affiliated with city departments.

The current membership of boards and commissions was obtained primarily through public information available from each city and through interviews with staff in each of the cities. The identification of Latino persons in executive positions and as members of boards and commissions relied on their surnames, checked against the U.S. Census list of Spanish surnames.[5] For a fuller description of the approach and data see Appendix 1.

[2] Data collected and reported under the 2010 Decennial Census represent a direct counting of people and households. Data collected under the American Community Survey are estimates of population characteristics and are useful in order to capture "snapshots" of the social, demographic, education, and housing characteristics of Latinos. (Since the ACS data are estimates, margins of errors are reported for values; these are available on the American Fact Finder website.) Information about other groups may be included for the purpose of comparison.

[3] To arrive at these definitions we considered those that appeared in the 1994 charter of the city of Chelsea, MA (https://library.municode.com/index.aspx?clientId=14939) and those offered by for Washington D.C. by Collins (n.d.).

[4] In the City of Chelsea, this type of board or commission is called "Ministerial." We use the term Managerial for the purpose of uniformity.

[5] The Census list of Spanish Surnames may be accessed at: http://fcds.med.miami.edu/downloads/dam2011/25%20Appendix%20E%20Census%20List%20of%20Spanish%20Surnames.pdf

III. Representation in Executive Positions and on Boards and Commissions in the Governments of Boston, Chelsea, and Somerville

A summary of the findings on the representation of Latinos in executive positions and on boards and commissions in city government in Boston, Chelsea, and Somerville shows that there is a gap between the presence and growth of Latino communities and their representation in the halls of government and public agencies. Table 2 shows the proportion of Latinos in the population of each city and in the ranks of executive positions and the membership of boards and commissions in the governments of the three cities. In each city, there is definite and measurable *under-representation* of Latinos, both among persons holding executive positions and among those who are members of boards and commissions, in relation to the representation of Latinos in the overall population of the cities.

Table 2. Representation of Latinos in Executive Positions and on Boards and Commissions in City Government. Boston, Chelsea, and Somerville, 2014

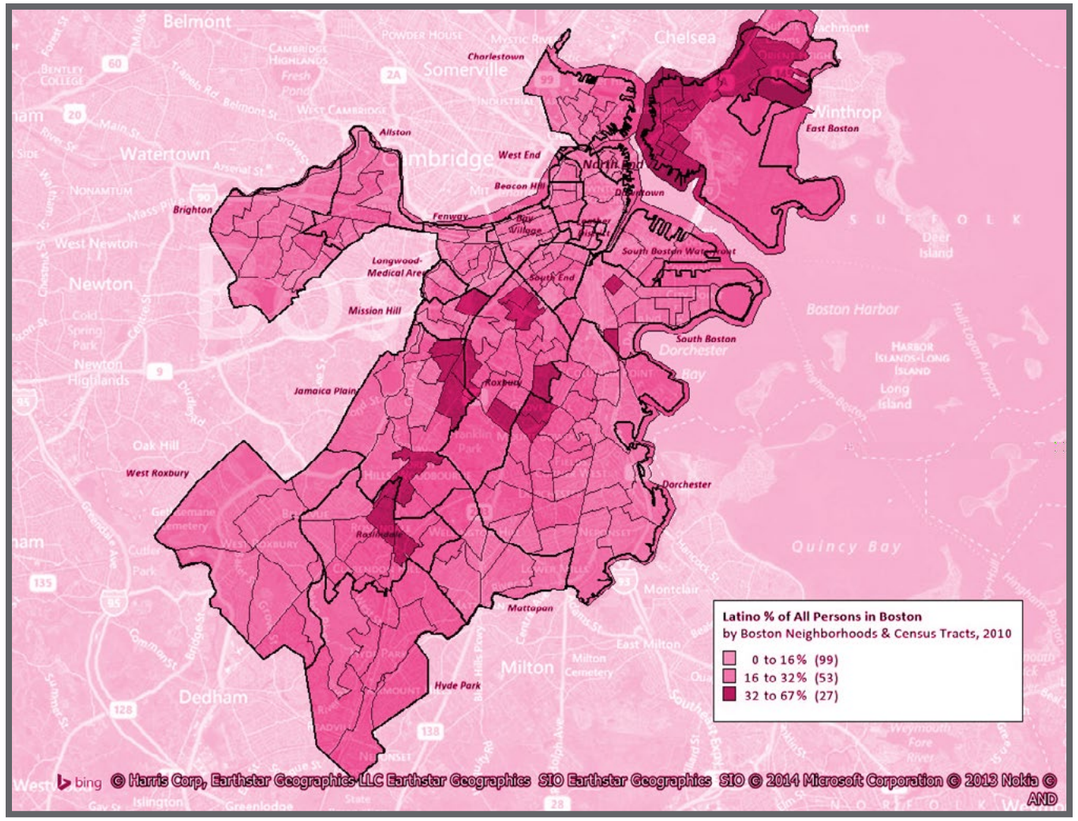
	Boston	Chelsea	Somerville
Proportion of Latinos in the population	17.5%	62.1%	10.6%
Proportion of Latinos in executive positions in city government	7.5%	14.3%	0.0%
Proportion of Latinos in the membership of board and commissions in city government	7.1%	10.9%	1.7%

The difference between the representation in the population and the representation in both executive positions and as members of boards and commissions was widest in Chelsea, where 62.1% of the population is of Latino origin but only 14.3% of the executive positions and 10.9% of the slots on boards and commissions are held by Latinos, indicating a significant gap between the Latino population and its representation in government. In contrast, in Boston, where the proportional representation of Latinos among those in executive positions and those on boards and commissions is lower than in Chelsea, the representation gap is narrower because the proportion of the Latino population in Boston is much smaller. In Somerville, we found absence of any representation of Latinos in executive positions and a minimal representation as members of boards and commissions in city government.

BOSTON

Boston is the Massachusetts city wit] Latinos ty is of a of

Figure 1. Concentration of Latinos in Boston by Neighborhood and Census Tract, 2010



Map generated with GIS software, using data from the U.S. Census Bureau Decennial Census 2010, on the basis of city boundaries, census tract boundaries for 2010, and planning districts determined by the Boston Redevelopment Authority. Bing maps were used as a layer for showing additional geographic context.

- Migrants and Immigrants. According to the 2010 Decennial Census, Puerto Ricans compose the largest group of Boston Latinos at 28.2%, followed by Dominicans (25.7%), Salvadorans (10.4%), Colombians (6.9%), and Mexicans (6.0%). The remaining quarter of the Latino population is composed of small numbers of Guatemalans, Hondurans, Cubans, Peruvians, Venezuelans, Costa Ricans, Ecuadorians, Panamanians, Argentineans, Chileans, Bolivians, Uruguayans, Nicaraguans, Paraguayan, and others.

With the exception of Puerto Ricans, who are U.S. citizens at birth (even when born in Puerto Rico) as a result of the Jones Act of 1917, all Latino groups immigrate to this country and this region. Among Boston Latinos, an estimated 42.6% are foreign-born and of these, about one third are naturalized citizens, according to the American Community Survey's (ACS) 2008–2012 5-year sample. About 9% of Latino children under 18 years of age are foreign-born.

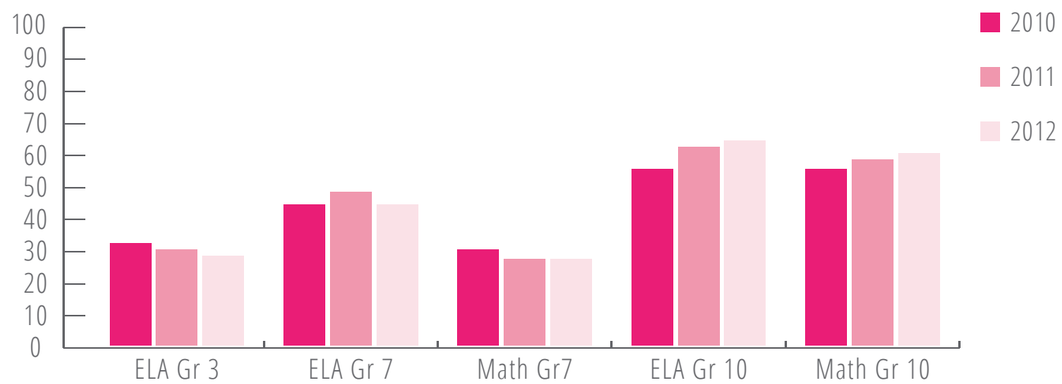
The ACS 2008–2012 data indicate that the overwhelming majority (84.4%) of Latinos over 5 years of age speak Spanish at home and about 1% speak another language (such as Central and South American indigenous languages). Approximately 14.6% speak only English at home. Nevertheless, most Latinos report that they speak English well or very well (58.9%). Only 26.2% of Latinos report not speaking English well or at all.

- ***Young and Looking for Educational Opportunity.*** Perhaps one of the most salient characteristics of Boston's Latinos is that it is a very young population. According to the 2010 Decennial Census, the median age for Latinos in Boston is 27.5 years compared to 31.2 for White persons, 32.8 years for Blacks and 29.8 years for Asians in the city. A full 29.2% are children under 18 years, compared to Blacks in the same age category, at 26.6%; Asians at 14.8%; and Whites, 11.8%. The share of children in the Latino (and Black) population in Boston is more than twice the proportion of children found in the other groups, highlighting the importance of educational opportunities for Latinos in Boston. Latinos account for 30% of Boston's children under 18, 29% of those under 5 years of age, and 30.6% of those of school age.

Latinos today make up the largest enrollment in the Boston Public Schools. In the 2012–2013 school year, 22,840 Latino students attended the Boston Public Schools, accounting for 40% of the total enrollment in the district. Of all the racial-ethnic groups in the city, Latinos and Asians rely most heavily on the Boston Public Schools. In the same school year, 87.7% of all Latino children of school age attended the Boston Public Schools; this compared to 86.4% among Asians, 68.9% among Blacks, and 52.8% among whites (Boston Public Schools, 2013b).

Latinos have a high stake in the future of the Boston Public Schools. This is so not only because of Latinos' reliance on the district's schools but also because of the dismal outcomes of Latino children in them. For the last six years, Latino students have shown the lowest four-year high school graduation rates (Boston Public Schools, 2013a) and the highest overall annual dropout rates for both boys and for girls in the district (Boston Public Schools, 2013d). Their scores on standardized tests are also disappointing; Figure 2 shows the MCAS ELA and Math scores for Grades 3, 7, and 10 for the last three years. These show that although there has been improvement in the outcomes for Grade 10 Latino students, all other scores are stable or declining. In all cases, Latino scores are the lowest or second to the lowest of all racial-ethnic groups in BPS (Boston Public Schools, 2013c).

Figure 2. MCAS Outcomes in English Language Arts (ELA) and Math for Latino Students in Grades 3, 7, and 10. Boston Public Schools, 2010–2012



Source: Boston Public Schools (2013c)

The overall situation and outcomes of English Language Learners in BPS, of whom Spanish-speakers make up about 60%, has also raised great concern (Uriarte et al., 2011). Outcomes for ELLs have improved in the last three years, and are particularly encouraging for students at the higher levels of English proficiency (Boston Public Schools, 2013c). Nevertheless, the district is still under the oversight of the Department of Justice and the Department of Education's Office for Civil Rights as a result of the serious gaps in the identification of students needing language support, the quality of the services provided to them, and the training of teachers of ELLs (U.S. Department of Justice, 2010).

- ***Housing Vulnerability.*** According to the 2010 Decennial Census, 19% of all Latinos live in owner-occupied housing units; this compares to 30% for Asians, 31% for Blacks, and 42% for Whites. This lower rate of homeownership makes Latinos more vulnerable than other groups to the vagaries of the local rental housing market. In 2013, Latinos made up 44.2% of the tenants of the Boston Housing Authority, the largest racial-ethnic group in the city's public housing (Boston Housing Authority, 2013).[7] This means that approximately one tenth of all Latinos in Boston are public housing residents. Using the definition of overcrowding as 1.01 or more occupants per room, according to the American Community Survey 2006–2010 5-Year Estimates, a higher rate of Latinos live in overcrowded housing (6.5%) than any other racial/ethnic group in the city (the next highest level reported is for Asians, at 5.7%). ACS 2006–2010 data also show that almost half of the Latino renters (49.7%) report gross rents that are more than 35% of their household income, the highest proportion of all groups; the next highest level reported is for Blacks renters, 49.1% of whom pay more than 35% of their household income in rent.

[7] Boston Housing Authority (BHA) data provided on April 17, 2014 by Lydia Agro, Director of Communications and Public Affairs. Data does not include Mission Main and Orchard Gardens but includes all public housing that the BHA fully owns and directly oversees/manages.

- ***The Challenge of Jobs, Income, and Poverty***. Latinos come to Boston to work and work they do, albeit at a wage level that keeps them in or just above poverty. According to the 2010 Decennial Census, Latinos have a very high rate of labor force participation at 70.2%; this compares to 70.1% for White workers. The largest proportion of Latinos work in service occupations (37.8%) and in sales jobs (23.3%), primarily in industries devoted to education and health (25.7%) or recreation, accommodations, and entertainment (17.5%). Twenty- two percent of Latinos work in managerial occupations. An overwhelming proportion of Latinos are wage earners (87.9%); only Asians have a larger proportion at 90.8%. About 3.4% of Latino are self-employed.

The type of work that Latinos do and the industries in which they labor in Boston have led to lower median earnings for full-time year-round workers (both male and female). Overall, Latinos have among the lowest household and family median incomes when compared to other racial-ethnic groups in the city. The 2010 Decennial Census indicates a rate of poverty among Latino *persons* of 29.8%, second only to the rate among Asians (29.9%). Poverty among Latino *families* is, at 28.9%, the highest among all groups. Among *families with children under 18 years of age,* the poverty rates are also the highest (28.6%), as are the poverty rates among Latino children, a full 40% of whom are poor.

In Sum... there is no doubt that Latinos in Boston have a very high stake in a well-functioning city government. Latino children are the largest constituents of the Boston Public Schools. They, along with Black children, would be the most benefitted by well-functioning youth programs and by programs for children and families. With their large proportion of renters, Latino households have a large stake in the stabilization of rents and the availability of affordable housing in the city. And as the largest block of tenants in the Boston Housing Authority, they have a stake in public housing that functions well. Latinos also benefit from strong economic development initiatives at the neighborhood level that support small businesses as well as development in key economic areas in the city as a whole—such as the health, education, and entertainment industries—so that the number of jobs increases and the salaries grow. Given the growing presence of Latinos, government agencies working directly or indirectly in the areas of economic development, housing, education, health and human services, and public safety will likely be successful in their missions only if they can effectively address the needs of all the residents of Boston, *including Latinos*.

Latino Representation in City Government in Boston

Although there are many perspectives on the effectiveness of representation to address the specific demands of under-represented groups, there is agreement that representation (both at the high levels and at levels close to the recipients of the services) will tend to make government more responsive, accountable, and successful at meeting public needs. This will benefit not only the under-represented group but also

the public at large.[8] In Boston, where Latinos are a sizeable population and a large user of city-sponsored services, knowledge about the characteristics of this population and the ways to best enhance the impact of city services would improve the effectiveness of city services, not only for Latinos but for all people and communities in Boston.

Ascertaining the presence of Latinos in high-level posts in the government of the City of Boston as well as their presence on boards and commissions attached to city departments has been a challenge because of the change in administration that took place in the city in January 2014. After 20 years, Mayor Thomas Menino left office and Mayor Martin Walsh took the reins of the city and moved quickly to reorganize the structure of city government for the purposes of streamlining services and improving collaboration across city offices.[9] A diverse Transition Committee heralded the transition of administrations. It organized a network of discussion groups focused on critical issues and areas of city government. Each of these groups held relatively well-attended public meetings during December 2013 and January 2014 and produced a report in April 2014.[10]

The new administration did not undertake a sweeping replacement of key posts, but did make some critical and visible appointments meant to create a diverse group of leaders and, thereby send a message about its commitment to inclusion. Most notable among these were the appointments of Felix G. Arroyo as Chief of Health and Human Services, of William Gross as Boston Police Superintendent, and of John Barros as Chief of Economic Development (Anderson & Cramer, 2014; Lowery, 2014; Ryan, 2014). Arroyo, a former City Councilor of Puerto Rican background, and Barros, of Cape Verdean background and the former executive director of a successful community development corporation in Roxbury–North Dorchester, had run against Walsh in the primaries and supported him in the general election. Gross, the Police Department's night commander, became the first African American to serve as Superintendent in Chief of the Boston Police Department.

Because of the newness of the Walsh administration, the analysis of the representation of Latinos in executive positions and on boards and commissions in the City of Boston is in many ways (and hopefully) a work in progress for this administration.

[8] There are relatively few scholars whose research reveals negative outcomes from processes of racial-ethnic inclusion, although Pitts and Jarry (2007) describe lessons from the management literature, which shows "consistently that process-oriented difficulties in diverse work groups lead to performance issues" (p. 249).

[9] See announcement: http://www.cityofboston.gov/news/default.aspx?id=6503 and new organizational chart: http://www.cityof-boston.gov/government/images/Organizatio nal%20Chart.jpg

[10] The full membership of the Walsh 2014 Transition Committee is available at: http://www.boston14.org/transition-committee. A copy of the report is available at: http://www.cityofboston.gov/images_documents/Walsh-Working-Group-Reports-041614_tcm3-44455.pdf. Both Jennings and Uriarte, authors of this report, were members of transition committee working groups (Economic Development and Human Services).

- ***Representation of Latinos in Executive Positions in City Government***

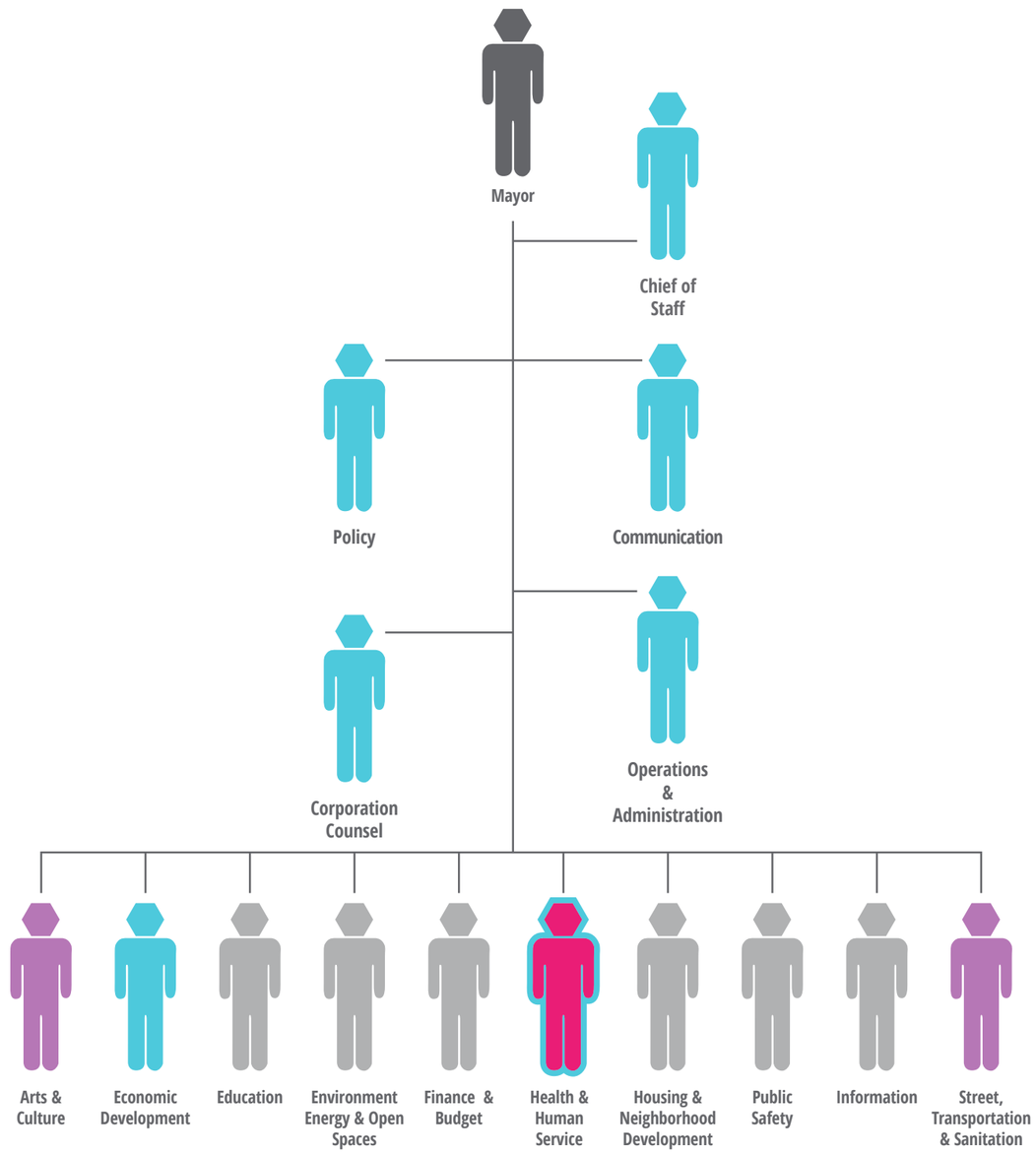
On January 29, 2014, Mayor Martin Walsh unveiled the new structure for his administration. It showed a much smaller cabinet than operated in the previous administration, and departments under each of the cabinet chiefs. Figure 3 shows the Mayor's staff and the new cabinet. By March 1, 2014, when the data collection for this study ended, the cabinet included 5 senior members of the Mayor's staff and 10 chiefs.[11] The senior members of the Mayor's staff were the Chief of Staff, the Corporation Counsel, the Chief Communications Officer, the Chief of Policy, and the Chief of Operations and Administration. None of these senior staff members were Latino. Of the ten chiefs, two were newly appointed by Mayor Walsh: the Chief of Economic Development and a new Chief of Health and Human Services; the Mayor appointed a Latino, Felix G. Arroyo to the latter position. The remaining eight were either yet to be named or were both permanent and interim re-appointments from the past administration. None of the latter were Latino.

Most department heads have been re-appointed from the past administration in a permanent or interim capacity, but a few are new permanent or interim appointments. Figure 4 shows the chief executive postions in the city administration. Departments are shown in solid figures and independent and quasi-independent agencies are shown in outline figures; the latter include the Boston Public Health Commission, the Boston Housing Authority, the Boston Redevelopment Authority, and the Boston Water and Sewage Commission. Magenta figures indicate Latino appointees.

Appendix 2 presents all the departments and the department heads. Of the twelve areas portrayed, only two included Latino department heads: Health and Human Services and Housing and Neighborhood Development. Latino department heads in Health and Human Services included the head of the Office for New Bostonians, who was appointed on an interim basis and then hired permanently, the head of Veterans' Services and the head of the quasi-independent Public Health Commission; the latter two served in the previous administration and were re-appointed. The head of the Office of Business Development in Housing and Neighborhood Development is also Latino and was also reappointed from a previous administration.

The summary of the representation in executive positions in the government of the City of Boston appears in Table 3. The data shows that there is definite and measurable *under-representation* of Latinos among persons holding executive positions in the government of the City of Boston. There is a wide difference between the representation of Latinos in the population of the city (17.5% of total population) and their representation among senior staff, cabinet chiefs, and department heads (7.5% of executive positions).

[11] The Walsh Administration has made a number of new appointments since March 2014 that may not be covered in the current study.



[12] Figure in magenta indicates a Latino appointee. Figures in blue indicate new appointments; gray figures represent persons reappointed from the past administration on either an interim or permanent basis; purple figures indicate vacant positions.

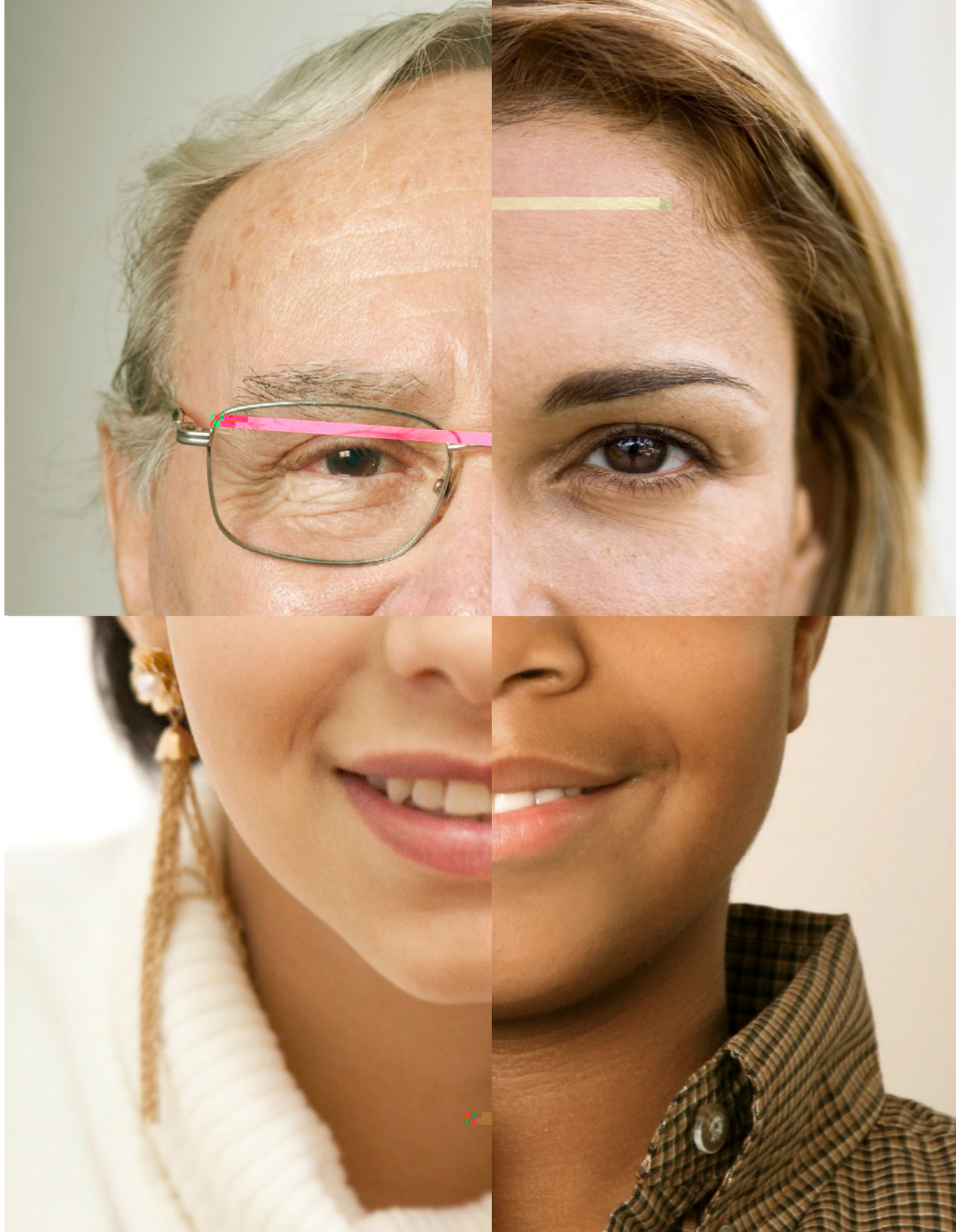
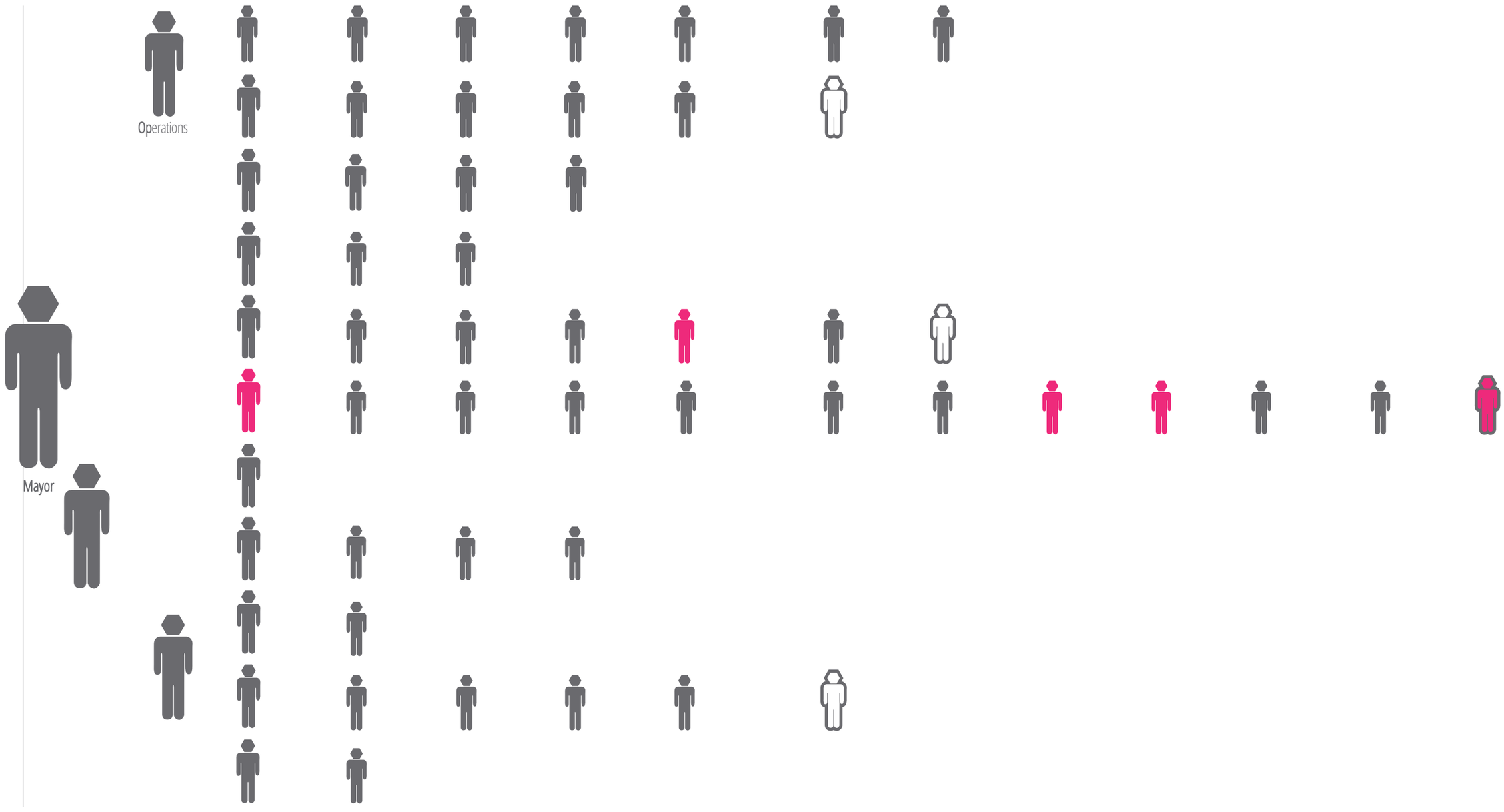


Figure 4. City Departments. Boston (as of March 1, 2014)[13]



[13] Solid figures are departments and outlined figures are independent or quasi-independent agencies such as the BRA, the Public Health Commission, etc. Magenta figures indicate Latino appointees.

Table 3. Representation in Executive Positions. Boston (as of March 1, 2014)

	Number of Positions	Latinos Appointed	Percent of Appointments Who Are Latino
Senior Staff	5	0	0%
Cabinet Chiefs	10	1	10%
Heads of Departments, Independent and Quasi-Independent Agencies	51	4	7.8%
Total	66	5	7.5%

- ***Representation of Latinos on Boards and Commissions in City Government***

The website for the City of Boston lists 57 different boards and commissions that guide, support, monitor, or regulate different areas of the government of the city. As is the case in other cities, there did not appear to be wide differences between the definition of a board and that of a commission, in terms of mission or membership. Appendix 3 lists all the boards and commissions listed in the city's website, their mission, type of board or commission it represents, its appointing authority, and any restrictions on the membership. Their missions vary broadly: some have very clear mandates to develop and enforce regulations or to set policy and monitor its execution in specific areas, while others respond to a broader advisory charge.

We have categorized the types of boards and commissions based on their mission as stated in the city's or the specific board's website and, in the case of the non-profit entities included in the list, their 990 IRS forms.[14] When these were unavailable, we relied on the statutes, charters, trust documents, or ordinances that created them (when these were accessible) and on the information contained in the American Legal Publishing Corporation's listing of the City of Boston Municipal Code.[15] The information is not complete, but it does provide a good understanding of the charges of these boards and commissions. Among the 57 boards and commissions:[16]

- 12 were advisory bodies that provided advice to the Mayor, the City Clerk, or departments on a variety of issues including archives and records, youth, persons with disabilities, salaries of city employees, and the functioning of the Boston Housing Authority.
- 12 were managerial bodies with policy, oversight, fiscal, and monitoring authority over agencies such as the Boston Public Library, the Boston Public Schools, the Boston Public Health Commission, and the Boston Housing Authority.

[14] Categorization decisions were informed by the typology offered by Collins (n.d.).

[15] Available at: http://amlegal.com/nxt/gateway.dll/Massachusetts/boston/cityofbostonmunicipalcode?f=templates$fn=default.htm$3.0$vid=amlegal:boston_ma

[16] The nature of three of the boards was not determined due to lack of information. These were: the Board of Examiners in the Department of Inspectional Services, the Public Facilities Commission in the Department of Neighborhood Development, and the Freedom Trail Commission in the Department of Public Works.

- The largest number, 22, were regulatory bodies focused largely but not exclusively on zoning, urban design, and historic preservation, primarily under the Boston Redevelopment Authority and the Department of the Environment.
- 5 boards managed trusts bequeathed to or established by the city, including the distribution of trust funds. Boards of trustees and committees support the Treasury Department's management and distribution of funds from trusts for the residents of Boston as well as housing funds from linkage.
- There were also 4 independent non-profit agencies charged with raising and distributing funds to city projects. These non-profit agencies were affiliated with city departments and included the Fund for Parks and Recreation, the Fund for Boston Neighborhoods, the Freedom Trail Foundation, and the Trustees of Charitable Donations to Inhabitants of Boston.

For the vast majority, the Mayor was the appointing authority. In three cases, the Governor of Massachusetts appointed members to boards and commissions in Boston. In most cases, the appointing authority had limitations on its discretion to select members. In some cases the restrictions were minimal (for example, that the person be a resident of the city). But in others, the ordinance or trust that created the board or commission required very specific representation—for example, the Treasurer or a member of the City Council—or leaders of well-known organizations (for example, the president of the Chamber of Commerce or the president of a professional organization such as the Boston Society of Architects). Appendix 3 details the specific restrictions, although these were not available for all the entities.

The focus of this report is on those boards and commissions that call for the participation of the public. To accomplish this, we narrowed the scope of the analysis, first, by excluding those boards and commissions that were considered "inactive" and those whose membership restrictions were such that they left no discretion to the appointing authority. A full discussion of the criteria for inclusion/exclusion appears in Appendix 1; boards and commissions that were excluded are noted in the listings of boards and commissions for each of the cities in Appendices 3, 5, and 7.

Once inactive boards and commissions and those that offered no discretion to the appointing authority were removed, 47 boards and commissions remained. The final listing of boards and commissions, organized by area and department under which it operates, appears in Table 4. It includes information on the appointing authority, summarizes the restrictions on the membership, and details the number of seats on the board or commission and the number of seats occupied by a Latino.

Seats on Boards and Commissions and Latino Appointments. In the 47 boards that remained, the types of boards and commission retained a similar proportion as those of the full group: regulatory boards retained the largest representation (20) followed by managerial boards and commissions (12), those with an advisory mission (7), trusts (4), and boards of non- profits affiliated with the city (4). As with the appointments overall, the Mayor was the appointing authority for the large majority of the remaining boards and commissions

Table 4. Membership of Active Boards and Commissions by Department and Cabinet Area. City of Boston

Cabinet	Department	Board /Commissions/Trust Funds	Type	Total # of Seats	Latino Members
Arts and Culture					
		Boston Arts Commission	Managerial	5	1
		Boston Cultural Council	Managerial	9	2
	Public Library	Board of Trustees	Managerial	9	2
City Clerk					
		Archives and Records Advisory Committee	Advisory	9	0
Economic Development					
	Small and Local Business Enterprise	Boston Employment Commission	Managerial	7	0
	Tourism and Special Events	Fund for Boston Neighborhoods, Inc Board of Directors	Non-profit board of Trustees	7	0
	Jobs and Community Services	Neighborhood Jobs Trust	Trust	3	0
	Boston Redevelopment Authority	Board of Directors	Regulatory	5	1
		Boston Zoning Commission	Regulatory	11	1
		Boston Civic Design Commission	Advisory	11	0
		Boston Industrial Development Finance Authority	Managerial	5	0
Education					
	School Department	Boston School Committee	Managerial	7	1
Environment, Energy and Open Space					
	Environment	Air Pollution Control Commission	Regulatory	5	0
		Boston Landmarks Commission	Regulatory	9[1]	0
		Aberdeen Arch Cons District	Regulatory	5[2]	0
		Back Bay Arch District	Regulatory	9[3]	0
		Bay State Rd / Back Bay West Cons District	Regulatory	5[2]	0
		Bay Village Historical District	Regulatory	5[4]	0
		Beacon Hill Architectural Commission	Regulatory	5[3]	1
		Fort Point Channel Landmark District	Regulatory	5[2]	0
		Mission Hill Triangle Arch Cons District	Regulatory	5	0
		South End Landmark District	Regulatory	4[2]	0
		St Botolph Arch Cons District	Regulatory	5	0
		Boston Conservation Commission	Regulatory	7	0
	Inspectional Services	Zoning Board of Appeals	Regulatory	7[5]	0 2 substitutes
	Parks and Recreation	Fund for Parks and Recreation, Inc	Non Profit Board	3	0
		Parks and Recreation Commission	Regulatory	6	0
Finance and Budget					
	Assessing	Board of Review	Regulatory	3	0
		Audit Committee	Managerial	5	1
	Treasury	Edward Ingersoll Browne Trust Fund Committee	Advisory	3	0
		Neighborhood Housing Trust	Trustee	7	0
		City of Boston School Trust Fund	Trustee	7	1
		City of Boston Scholarship Fund Scholarship Committee	Trustee	9	1
		Trustees of Charitable Donations to Inhabitants of Boston	Non Profit Board Trustees	12	0
Health and Human Services					
	Boston Public Health Commission	Board of Health	Managerial	7	1
	Civil Rights	Boston Fair Housing Commission	Managerial	5	0
	Commission for Persons with Disabilities	Boston Disability Advisory Commission	Advisory	9	0
	Youth Fund/Youth Council	Youth Council (Representatives)	Advisory	85[6]	4
Housing					
	Boston Housing Authority	Boston Housing Authority Monitoring Committee	Managerial	9	2
		Resident Advisory Board	Advisory	30	6
Law					
	Elections	Boston Elections Commission	Regulatory	4	0
Operations and Administration					
	Human Resources	Boston Compensation Advisory Board	Advisory	5	0
	Property and Construction Management	Residency Compliance Commission	Regulatory	7	0
Streets, Transportation and Sanitation					
	Public Works	Freedom Trail Commission	NA[8]	4	0
	Boston Water and Sewage Commission	Board of Commissioners	Managerial	3	0
Other Agencies					
	Boston Finance Commission	Commissioners	Managerial	5	0
	Boston Licensing Board	Board Members	Regulatory	3	1
Total				395	28

Notes:
Sections in purple denote independent or quasi-independent agencies. When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta. Sections in purple denote independent or quasi-independent agencies.

[1] In addition to the members there are 9 alternates on the commission.

[2] There is one alternate named to this commission

[3] There are 5 alternates named to this commission

[4] There are 3 alternates named to this commission

[5] There are 5 substitutes named to this commission

[6] As of March 1, 2014 there were only 30 persons in the council.

[7] NA (not available) indicates that no information was found.

Table 5. Representation on Active Boards and Commissions. Boston (as of March 1, 2014)

	Number of Seats	# of Latinos Appointed	Percent of Appointees Who Are Latino	Percent of all Latino Appointments
All Boards and Commissions	395	28	7.1%	100%
Advisory Boards and Commissions	152	10	6.6%	35.7%
Managerial Boards and Commissions	76	10	13.2%	35.7%
Regulatory Boards and Commissions	115	6	5.2%	21.4%
Trustee Boards	26	2	7.7%	7.1%
Boards of Directors of Non-Profits	22	0	0%	0%

The appointing authorities had the responsibility for filling 395 seats on the 47 boards and commissions working with departments in the City of Boston. By far the largest number of seats were on boards and commissions associated with the Health and Human Services and Environment, Energy and Open Space departments; the 85 seats in the Youth Council and the 85 seats in the Boston Landmarks Commission and its affiliated Historical and Architectural Conservation Districts made them the largest bodies considered here. Of the 395 total seats, 152 or 38.5% were on advisory boards and commissions, 115 or 29.1% on regulatory bodies, and 76 or 19.2% on managerial boards and commissions. Twenty-six or 6.6% were trustee seats in bodies charged with managing and distributing trust funds, and 22 or 5.6% were seats on boards of non-profit agencies associated with city departments.

Among the 395 potential seats on boards and commissions in Boston, Latinos occupied 28 seats, or 7.1%. This proportion, compared to Latinos' 17.5% representation in the population of the city, signaled a definite and measurable *under-representation*. The highest number of Latinos (10 each) sat on advisory and managerial boards; in fact they were best represented on the managerial boards, on which they held 13.2% of all seats across boards as diverse as the Board of Directors of the BRA, the Boston School Committee, the Boston Arts Commission, the Public Library, and the Board of Health. Their representation on regulatory and trustee boards and commissions was very low and they had no presence as members of boards of directors of non-profits associated with city departments. Only 16 of the 47 boards and commissions examined here included any Latino representation.

In Sum... The analysis of the representation of Latinos in executive positions and on boards and commissions in the government of the City of Boston shows that Latinos are under-represented among both: they serve in numbers well below their representation in the population of the city. As we will describe below, this lack of inclusion has consequences not only for Latinos—whose contribution is minimized and whose needs may not be effectively addressed as a result—but also in the overall functioning of city government and its agencies. Perhaps it is at the level of the individual agencies that the reality of under-representation is most jarring and most salient. For example, in the Boston Public Schools, at 40% of the enrollment, Latinos

are the most numerous racial-ethnic group in the district, yet there is only one Latino on the Boston School Committee and only 10% of the teachers, 13% of the principals, and 14% of central office employees are Latino (BPS, 2013b).[17] The consequences for both Latino students and for the district have been significant: Latino children underperform academically and the district has drawn the attention of the federal government for neglecting the educational rights of English Language Learners, the majority of whom, in Boston, are Latinos.

CHELSEA

There are only two cities in Massachusetts whose population is overwhelmingly Latino. One is Lawrence and the other, Chelsea. In both places the growth of the Latino population has represented an enormous asset in that the total population would have declined if not for Latino growth. The total population of Chelsea changed little between 2000 (35,080 persons) and 2010 (35,177 persons). But the Latino population increased from 16,964 persons in 2000 to 21,855 persons in 2010, an increase of 28.8%.[18] Thus, if not for Latinos, the total population of Chelsea would have dropped noticeably.

Today, Latinos compose 62% the city's total population and, as is often the case, they are distributed unevenly across the city. Figure 5 shows the proportion of Latinos in Chelsea census tracts in the Decennial Census of 2010. The map illustrates that a few areas claim a much higher proportion. The area in and near Chelsea Square, for example, claimed a Latino population of 82% in 2010.

- ***Immigrant***. As was the case in Boston, Latinos in Chelsea include a mix of new and old immigrants. Among Latinos age 18 and over, three quarters (75.5%) are foreign-born, and one quarter are native-born according to the American Community Survey's 2008–2012 5-Year Estimates. There is a generational split in terms of who is foreign-born, however. For example, the overwhelming majority of young Latinos and Latinas (under 18 years of age) are native-born (89.1%). But the proportion of foreign-born among the young also varies by gender: less than ten percent (8.9%) of all Latino males under 18 years of age, and 13.4% of all Latinas in the same age category, are foreign-born.

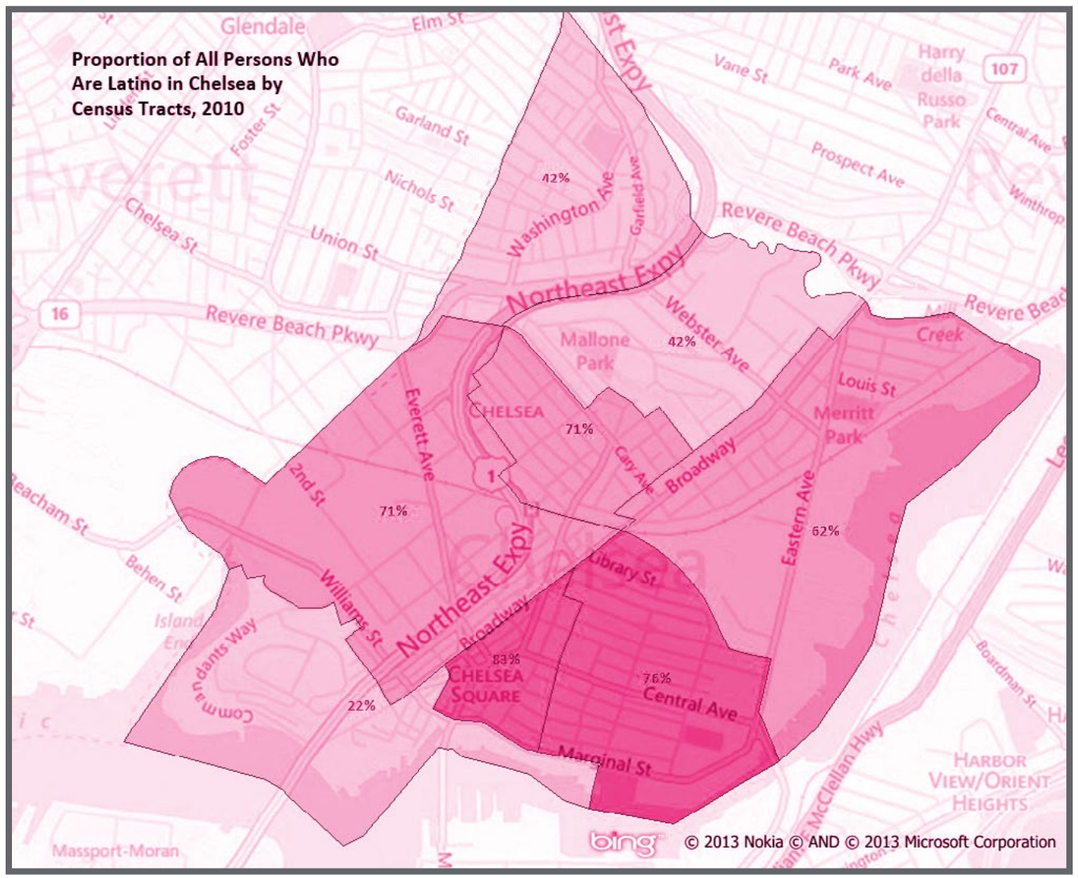
According to the ACS 2008–2012 5-Year Estimates, a third (33.9%) of all Latinos in Chelsea are Salvadorans; they are followed far behind by Puerto Ricans (19.2%), Hondurans (16.6%), Guatemalans (11.3%), Mexicans (7.1%), Dominicans (3.3%), Colombians (2.4%), and other Latino groups. In contrast, in Boston, the largest Latino-origin groups hail from the Caribbean (Puerto Ricans and Dominicans) while those in Chelsea are primarily from Central America.

[17] It should be noted that there is also only 1 Latina on the search committee for the next superintendent of the Boston Public Schools.

[18] In this section of the report, population data are drawn primarily from the U.S. Census Bureau's 2010 Census, with some comparison data from the 2000 Census (http://factfinder2.census.gov). Additional information is from the U.S. Census Bureau's American Community Survey (ACS), or compiled by city agencies (Chelsea Housing Authority).

Gaps in English language fluency in the population reflect the strong immigrant composition of Chelsea's Latinos. According to the ACS 2008–2012 5-Year Estimates, 7.6% of all Latinos age 5 and over speak only English. The overwhelming majority (92%) speak Spanish. In the latter category, slightly more than one third (35.1%) also speak English "very well" and another 21.5% speak English "well" based on self-reporting in this survey. And 43.4% of all Latinos who speak Spanish report speaking English either "not well" or "not at all." This indicates a continuing need for language services in this city.

Figure 5. Proportion of Latinos by Census Tract. Chelsea, 2010



Map generated with GIS software on the basis of city boundaries and census tract boundaries for 2010, using data from the U.S. Census Bureau Decennial Census 2010. Bing maps were used as a layer for showing additional geographic context.

- ***A Young Population and Large Families.*** According to the 2010 Decennial Census the median age for Latinos in Chelsea is 27.9 years. But for (non-Latino) Whites the median age in the city is 47.9 years. This seems to be a city of younger Latinos (though not as young as the Latino population in Boston, for instance), and graying Whites. In a further indication of generational splits between Latinos and the small minority of Whites, one fifth (20.8%) of all Latinos are children 17 years and under. While 31% of Latinos in households are under 18 years of age, the figure for non-Latino Whites is 13%. This may present a challenge to Chelsea in terms of designing services both for young people of one ethnicity and for older residents of another ethnicity.

Latinos in Chelsea tend to reflect very large families, with an average household size of 3.72 persons reported in the 2010 Decennial Census. This is a relatively high household average for the entire state, not just Chelsea. More than three quarters (78%) of all Latino households in this city are family households, and 63.6% of these contain four or more persons. Of all Latino families in Chelsea, 46% are husband-wife; 37% are female-headed with no husband present; and 17% are male-headed with no wife present.

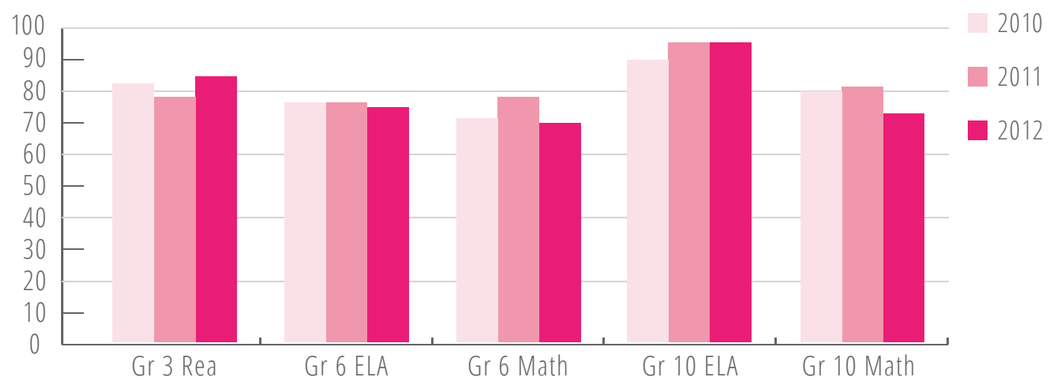
- ***Housing Vulnerability.*** Clearly, the type of housing needed to accommodate this population is different than in places where the dominant households are smaller in size. ACS 2008–2012 5-Year data indicate that Latinos have a homeownership rate of 20.2% in Chelsea. In a potential sign of overcrowding, 16.8% are in housing with 1.01 or more occupants per room. Latinos compose 61% (551 persons) of all residents in Chelsea Public Housing (Chelsea Housing Authority, 2014).

- ***Schooling and Education.*** When educational attainment is examined, the American Community Survey 2008 – 2012 reports that more than half (56.4%) of all Latino males who are 25 years and over have less than a high school diploma; the figure for Latinas in Chelsea is 49.5%. Only 4.6% of all Latino males who are 25 years and over have attained a bachelor's degree or higher, while the figure for Latinas is 3.5%.

In terms of school enrollment for all Latino persons who are 3 years and over and enrolled in school, 62.6% are enrolled in nursery school, kindergarten, and Grades 1 through 8, according to the American Community Survey 2007 – 2011. Another 22.8% of all Latino persons who are 3 years and over and in school are enrolled in high school Grades 9–12. Latino students accounted for 82.1% of the enrollment of the Chelsea Public Schools in School Year 2013–2014 (MDESE, 2014c). The outcomes for Latino students are mixed. Figure 6 shows the pass rates for Latino students in MCAS ELA and Math in selected grades. As was the case in Boston, we see slight improvements in pass rates in MCAS ELA in Grade 10 but scores in Grade 10 Math and Grade 6 ELA and Math all declined while Grade 3 Reading scores remained stable (MDESE, 2014a). Four-year graduation rates, although still very low, have improved for Latinos in Chelsea High School, from 53.3% in 2011 to 59.8% in 2013. Dropout rates remain very high: 21.7% in 2013, albeit an improvement from 23.7 just two years earlier (MDESE, 2014b).

Both the outcomes of Latino students in Chelsea schools and the low educational attainment of adults suggest that focus is needed on both, ensuring adequate public school resources for young people, but also some attention to adult education opportunities.

Figure 6. MCAS Outcomes in English Language Arts (ELA) and Math for Latino Students in Grades 3, 6, and 10. Chelsea Public Schools, 2011–2013



Source: Massachusetts Department of Elementary and Secondary Education (MDESE) (2014a)

- ***Working and Poor.*** Latinos in Chelsea are a working-class population. According to ACS 2008–2012 5-Year Estimates, among the overall Latino population in this city, almost one third (32.8%) work in service occupations; another 28.1% work in production, transportation, and material moving occupations; 17.6% in sales and office occupations (mostly Latinas); 12.8% in natural resources, construction, and maintenance occupations (mostly Latino males); and a low 8.6% in management, business, science, and arts occupations.

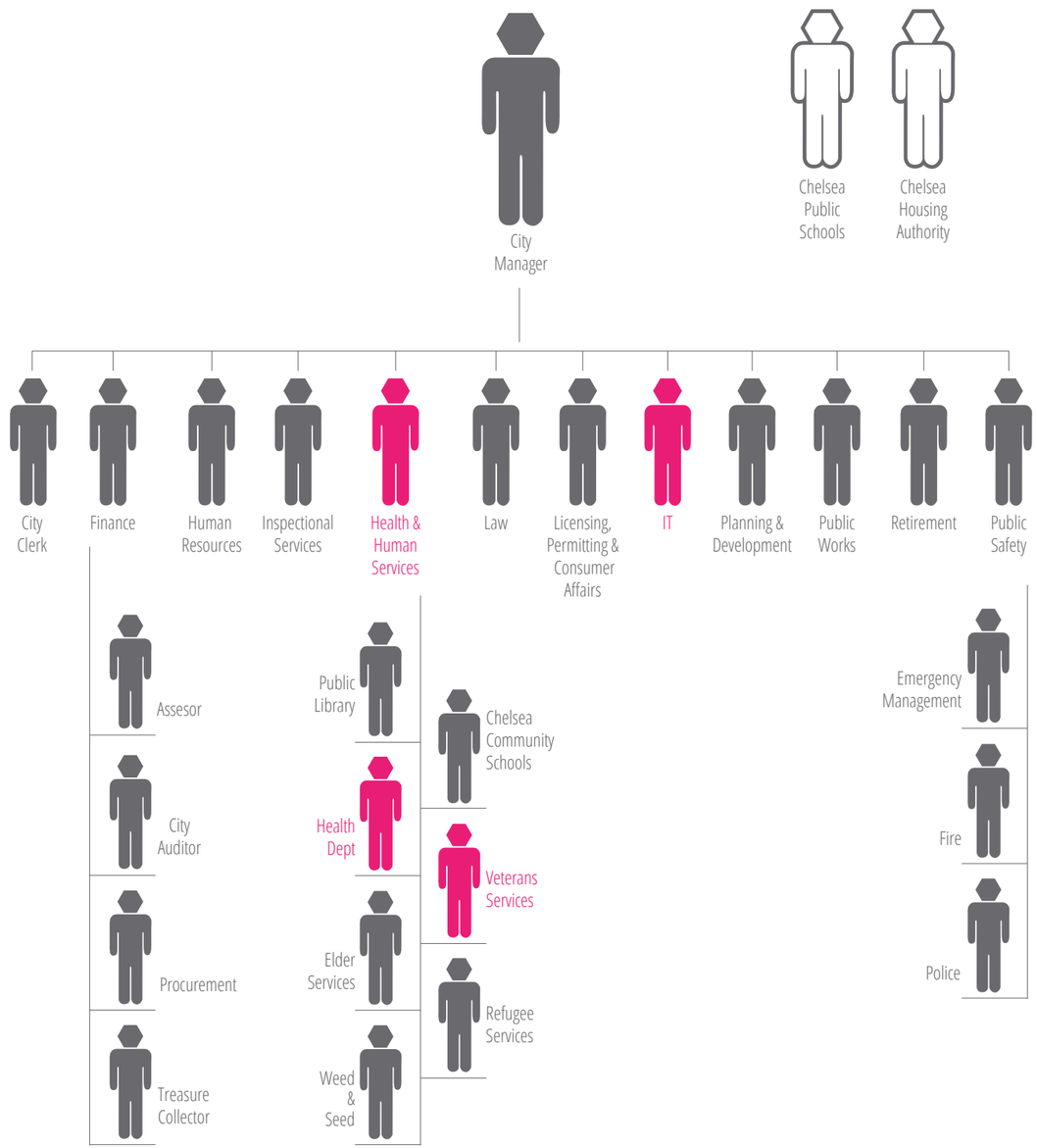
This same survey shows that Latino males in Chelsea have a very high labor force participation rate (87.6%) compared to White males (78.2%), while Latinas have a low labor force participation rate (66.7%) compared to their White female counterparts (73.6%). But the ACS 2008–2012 5-Year Estimates also report that Latino males in Chelsea were unemployed at a level of 12%, and Latino females at 16.6%. These are very high rates compared to non-Latino White males at 3.2% and White females at 6%.

Continuing high levels of poverty may indicate that wages are not enough to move families out of poverty, according to ACS 5-year 2008–2012 estimates. Despite the relatively high labor force participation rate for Latinos in Chelsea, the poverty rate is high at 27.4%. Nearly half (48.3%) of all Latinos who are impoverished in this city are aged 17 years and under. The overall median level of household income (adjusted for 2012 dollars) was $48,234. When using per capita income for the same period of time, however, Latinos are reported at $15,572 compared to $21,119 for the overall city of Chelsea.

Latino Representation in City Government in Chelsea

In the early 1990s, when Chelsea was on the brink of bankruptcy, the Commonwealth placed the city in receivership. The Governor named a receiver who began to reorganize City Hall and the Fire and Police Departments; the Chelsea Public Schools had been turned over to Boston University in 1988. In 1994, after several years of receivership, the city adopted a new charter and began to operate under a government led by an elected City Council and a City Manager, hired by the Council. An array of departments respond to the City Manager and execute the policies developed by the City Council. Unlike Boston's, Chelsea's School Committee is elected; it oversees the functioning of the Chelsea Public Schools, which operated under the

Figure 7. City Departments. Chelsea (as of March 1, 2014).[19]



[19] Solid figures are departments and outlined figures are independent or quasi-independent agencies such as the BRA, the Public Health Commission, etc. Magenta figures indicate Latino appointees.

Boston University / Chelsea Partnership, as the receivership of the Chelsea schools came to be known, until 2008. There is no doubt that, given the size of the Latino population in the city, high-functioning human services, schools, housing authority, economic development, and environmental protection are of great importance to this community.

- ***Representation of Latinos in Executive Positions in City Government***

Figure 7 presents the City Manager and the city's 12 departments under him. Departments are shown with solid figures and the two independent agencies—the Chelsea Housing Authority and the Chelsea Public Schools—are shown with outline figures. Magenta figures indicate Latino appointees. Of the 12 departments portrayed, Latinos headed two: the Health and Human Services Department and the Department of Information Technology. Neither of the two independent agencies had Latino leadership. In addition, two divisions within the Health and Human Services Department were headed by Latinos: the Health Department and Veterans' Services. For the names of the occupants of these positions, see Appendix 4.

The summary of the representation in executive positions in the government of the City of Chelsea appears in Table 6. The data shows that there is definite and measurable *under-representation* of Latinos among persons holding executive positions in the government of the City of Chelsea. There is a very wide difference between the representation of Latinos in the population of the city (at 62.1% of the total population) and their representation among senior staff, cabinet chiefs, and department heads (14.3% of executive positions). Although the Latino representation in executive positions in Chelsea is almost twice that of the representation found in Boston among similar positions, the gap between the proportion in executive positions and the proportion of Latinos in the population of the city is much wider in Chelsea, signaling a stronger exclusion at this level than was observed in Boston.

Table 6. Representation in Executive Positions. Chelsea (as of March 1, 2014)

	Number of Positions	Latinos Appointd	Percent of Appointments Who Are Latino
Heads of Departments or Independent Agencies	14	2	14.3%
Sub-Departments	14	2	14.3%
Total	28	4	14.3%

Representation of Latinos on Boards and Commissions in City Government

The 1994 charter of the City of Chelsea delineates with great specificity the boards and commissions to be formed in the new city government including the type of board or commission each represents, its membership, and the person with the authority to appoint them (City of Chelsea, 2012). Appendix 5 summarizes this information. To the listing provided by the charter we added the Board of Commissioners of the Chelsea Housing Authority, an independent public agency. The total number of boards and commissions was 19. Of these, the majority were regulatory bodies (9), followed by advisory boards and commissions at 6. Three were managerial[20] and 1 was a board of trustees (of the Affordable Housing Trust).21 Of the 19 boards and commissions, four appear to be inactive: the Affordable Housing Trust, the Youth Commission, the Human Rights Commission, and the Cable Television Advisory Committee.

In all 19 cases, the City Manager had the primary appointing authority and in 2 cases (the Board of Commissioners of the Chelsea Housing Authority and the Economic Development Board), it was shared with a state official: the Governor in the former case and the Secretary of the Commonwealth's Executive Office of Housing and Economic Development in the latter.

Table 7 describes the type, number of seats, and number of Latino members on each of the 15 boards and commissions that were identified as currently active in Chelsea city government. Of these active boards, 9 were regulatory boards and commissions, 3 were managerial bodies, and 3 were advisory in nature. There were 92 potential seats on these boards and commissions; the majority of these were on regulatory boards, followed by advisory boards. The leanness in the array of active boards and commission in Chelsea denotes both their relative newness (compared to Boston, some of whose boards and commissions were created centuries ago) as well as an emphasis on required regulatory bodies to carry out the work of city government.

[20] In the 1994 charter for the City of Chelsea, this type of board is referred to as a "ministerial" board. We refer them as managerial here for the purpose of uniformity.

[21] In some cases, the 1994 charter described the board's characteristics as being of more than one type (for example, advisory and regulatory). In those cases, we used the type that allowed the most authority (for example, we selected regulatory when the types listed were advisory and regulatory) in the analysis below.

Table 7. Membership of Active Boards and Commissions by Department. City of Chelsea (as of March 1, 2014)

City Manager / Department	Board /Commissions/ Trust Funds	Type[1]	Total # of Seats[1]	Latino Members[1]
City Manager				
	Tree Board	Advisory	5	NA
Chelsea Housing Authority				
	Board of Commissioners[2]	Managerial	5	1
City Clerk / Parking Clerk				
	Board of Registrar of Voters	Regulatory	4	0
	Traffic and Parking Commission	Regulatory	5	1
Finance Department				
	Board of Assessors	Regulatory	3	0
Department of Health and Human Services				
	Cultural Council	Managerial	5	0
Public Library	Board of Trustees	Managerial	7	0
Health Department	Board of Health	Regulatory	5	1
Elder Services	Council of Elders	Advisory	17	1
Chelsea Community Schools	Advisory Board	Advisory	9	2
	Licensing Commission	Regulatory	5	2
Planning and Development Department				
	Conservation Commission	Regulatory	5	0
	Economic Development Board	Regulatory	5	0
	Planning Board	Regulatory	9	1
	Zoning Board of Appeals	Regulatory	3	1
Total			92	10

Notes:

Departments marked in purple denote independent or quasi-independent agencies. When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

In some cases, the charter described the board's characteristics as being of more than one type. These are listed above. In those cases, we used in the analysis the type that allowed the most authority (for example, we selected regulatory when the types listed were advisory and regulatory).

[1] Information obtained from 1994 city charter that appears in http://library.municode.com/index.aspx?clientId=14939

[2] Chelsea Housing Authority Board of Commissioners comes from http://www.chelseaha.com/commissioners-and-meetings.html

Table 8. Representation on Active Boards and Commissions. Chelsea (as of March 1, 2014)

	Number of Positions	Latinos Appointed	Appointees Who Are Latino	Percent of all Latino Appointments
All Boards and Commissions	92	10	10.9%	100%
Advisory Boards and Commissions	31	3	9.7%	30%
Managerial Boards and Commissions	17	1	5.9%	0
Regulatory Boards and Commissions	44	6	13.6%	70%

The summary of the representation of Latinos on boards and commissions in the city government of Chelsea appears in Table 8. Latinos were appointed to 8 of the 15 boards and occupied 10 of the 92 seats available, for a representation of 10.9%, as is described in Tables 7 and 8. This contrasts with a representation of 62.1% in the total population. Latinos are best represented on regulatory boards, followed by advisory boards, but in both cases their representation is very low compared to their presence in the city's population. The scant presence of Latinos on boards and commissions in Chelsea shows that there is definite and measurable *under-representation* of Latinos among persons in these bodies.

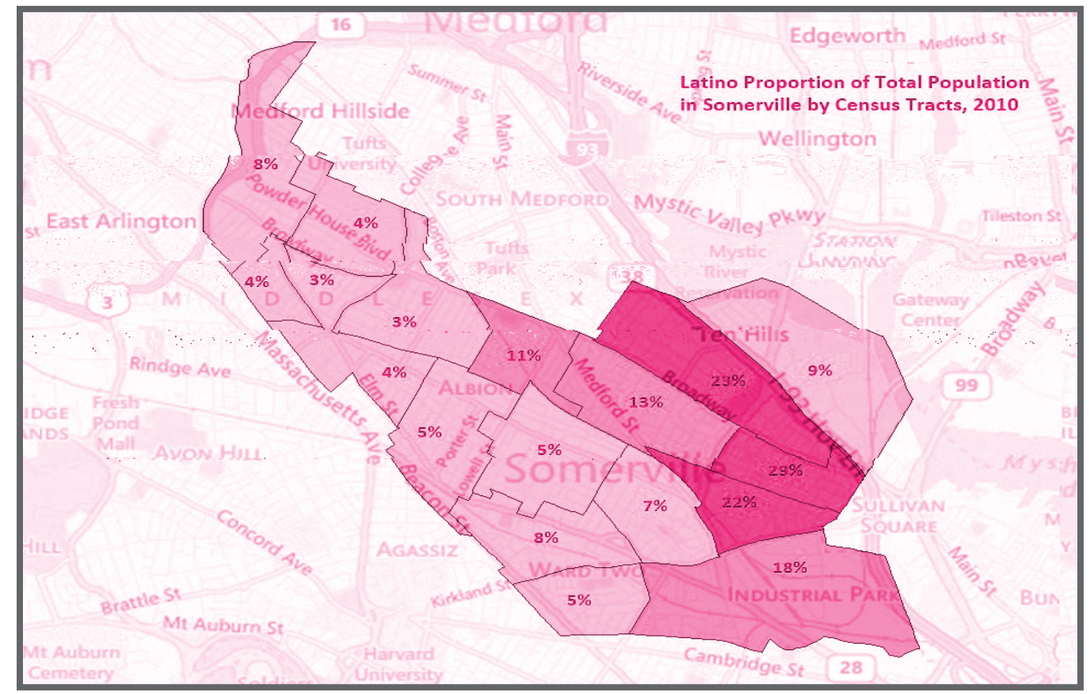
In Sum..., although Chelsea's population is overwhelmingly Latino, this is not apparent in the make-up of the city's government. Although without a doubt many Latinos in Chelsea are newcomers, there is also now a community of Latinos in Chelsea that dates back several generations. The review of Latino representation both in executive positions in the city and on boards and commissions shows that Latino representation in government dwarfs in comparison to the overwhelming presence of Latinos in the city. In both executive positions and boards and commissions related to city government, there is a large and definite under-representation of Latinos in relation to their presence in the population of the city.

In addition, the gap between their presence in the population and their participation in government in Chelsea is the widest of the three cities considered here. Although the Latino representation in executive positions in Chelsea (at 14.3%) is almost twice that of the representation found in Boston (7.5%) among similar positions and their proportional representation on boards and commissions in Chelsea (at 10.9%) is also larger than that found in Boston (6.8%), in both cases the gap between population and representation is greater given the high proportion of Latinos in the population of Chelsea (62.1%) compared to that in Boston (17.5%). This much wider gap signals a much higher level of exclusion of Latinos in city government than was observed in Boston.

SOMERVILLE

Unlike the two other cities in this study, Somerville has a relatively small Latino population, but the Latino presence is expanding. Latinos began settling in Somerville in numbers in the 1980s (Ostrander, 2014) as the result of the influx of Central Americans into Greater Boston as war ravaged the region. In 1987, Somerville became one of over three dozen "sanctuary cities" which welcomed refugees from the region, gave them equal access to city services, and limited inquiries into their immigration status. In 2000, the total population of Somerville amounted to 77,478 persons and Latinos, at 6,689 persons, composed 8.6% of the total. By 2010, the total population of Somerville had declined to 75,754 persons, while the Latino population increased slightly to 8,017 persons, becoming 11% of the total population. Thus, while the city lost 1,724 persons overall, it gained 1,328 persons as a result of Latino growth.[22] Latinos became the largest group of the new immigrants moving into this historic immigrant city (Ostrander, 2014).

Figure 8. Proportion of Latino Population by Census Tract. Somerville, 2010


Latino Proportion of Total Population in Somerville by Census Tracts, 2010
8%
4%
4%
3%
3%
4%
5%
11%
5%
13%
23%
9%
28%
22%
7%
8%
5%
18%
Medford
Edgeworth
Medford Hillside
Wellington
East Arlington
South Medford
Tufts University
Tufts Park
Ten Hills
Albion
Somerville
Avon Hill
Agassiz
Sullivan Square
Industrial Park
Harvard University
Mt Auburn Cemetery
Fresh Pond Mall
Gateway Center
Mystic Valley Pkwy
Summer St
Riverside Ave
Main St
Medford St
Broadway
Rindge Ave
Massachusetts Ave
Concord Ave
Brattle St
Mt Auburn St
Kirkland St
Cambridge St
Tufts St
Powder House Blvd
Elm St
Porter St
Lowell St
Beacon St
Tufts St
Tufts St
Tufts

Latinos tend to be concentrated in East Somerville, an area adjacent to Interstate Highway 93, a highway that bifurcates the city, as can be seen in Figure 8. According to Ostrander (2014, p. 25), twice as many Latinos lived in East Somerville as in the rest of the city in 2000, attracted by the lower housing costs. However, after decades of virtual abandonment, East Somerville is today the site of major developments such as Assembly Square Mall, new MBTA stops, and the fastest rise in the cost of homes in the city (Ostrander, 2014, pp. 26–27).

- ***Immigrant Adults and Second-Generation Youth***. Somerville has a strong history of welcoming immigrants and their descendants. Today, about 15.7% of Somerville's total population is foreign-born. Among Latinos, according to ACS 2008–2012 5-Year data, an estimated 41.4% of all Latinos in Somerville are foreign-born. Latinas compose slightly more than half (58.1%) of the above category. But in Somerville, the proportion of young Latinos who are native-born is more prominent than in the other two cities: an overwhelming proportion (84.8%) of young (under 18 years of age) Latino males in Somerville, and Latinas (87.7%) in the same age category are native-born. This points to a strong representation of second-generation Latinos and Latinas in this population. Among older Latino males, 18 years and over, almost half (46.5%) are foreign-born, and more than half (53.4%) of all Latinas in the same age category are foreign-born.

  The preponderance of second-generation Latinos in the population is also evidenced in the language spoken by the population. According to the 2010 Decennial Census, among Somerville Latinos 5 years and over, 78.8% speak only Spanish at home, but the majority are bilingual: more than two thirds (64.7%) speak English "very well" and another 17.5% speak English "well."

  As is the case with Chelsea, but to a slightly lower degree, the ACS 2008–2012 5-Year dataset estimates that Salvadorans (27.2%) represent the largest group within the Latino category; they are followed by Puerto Ricans (15.7%), Mexicans (11.1%), Dominicans (10.3%), Guatemalans (9.3%), and Colombians (4.0%), while the remainder include Latinos from other parts of Central and South America. While not the largest group in terms of Latino origins, Latinos with Mexican origins are more prominent in Somerville than in Chelsea or Boston.

- ***Young and in Large Families.*** As is the case with the other two cities, based on the 2010 Decennial Census, Latinos represent a relatively youthful population in Somerville: the median age for Latinos is 28.4 years compared to the city's overall median of 31.7 years. But the generational and age gap between Latinos and the overall population is not as large. Latino families in Somerville are considerably larger than the overall average for the city. The average household size for Latinos is 3.29 persons compared to 2.29 persons for the city. In fact, one quarter (24.7%) of all Latinos in Somerville are 17 years or younger. This compares to 12% of the entire population of Somerville falling in the ages of 17 years or younger.

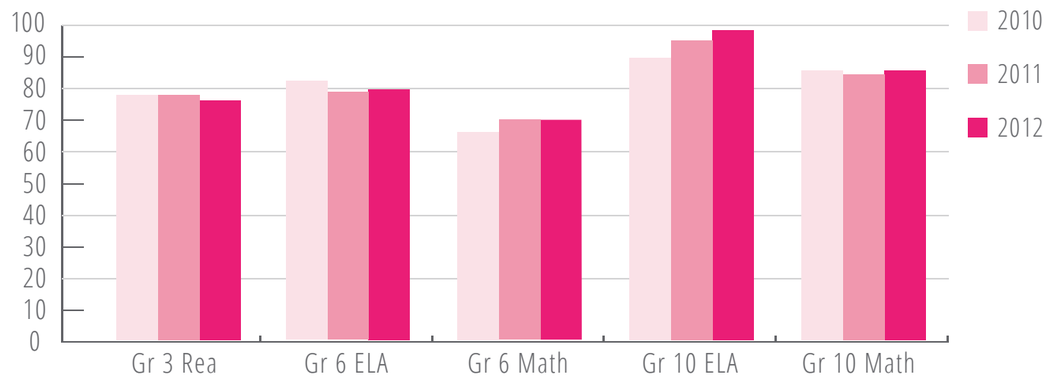
- ***Housing Vulnerability.*** Rapid real estate development occurring in areas with concentrations of Latinos is a cause of concern especially when the population has a low homeownership rate. Gentrification in these same areas also means that rents can increase rapidly and considerably. Latino homeownership rates are low (21.7%) compared to the city's overall rate of 33.7%, as reported in the 2010 Decennial Census. Juxtaposed with this homeownership rate is an indication that overcrowding may be a bigger problem than for the overall population. For example, according to the ACS 2008–2012 5-Year Estimates, a much larger proportion of Latino households (7.9%) were reported as having 1.01 or more occupants per room; this compares to a rate of 0.5% for non-Latino White households. In Somerville's public housing for families, 40% of residents are Latino.[23]

- ***Schooling and Education***. The educational attainment for Latinos in Somerville is relatively high. Among Latinos who are 25 years and over, one third (33.7%) of all males, and 30.8% of all females hold a bachelor's degree or higher compared to numbers in the single digits for Latinos of both genders in Chelsea, for example. Nevertheless, one fifth (20.7%) of all Latino males age 25 ad over, and 25.6% of all Latinas 25 and older, have less than a high school diploma.

In terms of schooling, the ACS 2008–2012 survey reports that a large proportion of Latinos 3 years of age and older who are enrolled in some school are enrolled in college or in graduate or professional school (43.6%). (This compares to 66.6% for the population of the entire city.) But a larger proportion of Latinos (46.6%) are enrolled in Grades 1–12. Latinos make up a sizeable proportion (41.1%) of the enrollment in the district's public schools (MDESE, 2014c). Their outcomes, as was the case in the other cities, present a mixed picture. Figure 9 shows the pass rates for Latino students in MCAS ELA and Math in selected grades. As was the case in Boston and Chelsea, MCAS ELA scores in Grade 10 have improved, but Latino scores remain almost unchanged in Math in both sixth and tenth grades and ELA scores in Grades 3 and 6 have declined (MDESE, 2014a). Four-year graduation rates, are still very low (66.8% in 2013) and dropout rates are high (16.3% in 2013) (MDESE, 2014b); nevertheless, Somerville's are the best graduation and dropout rates of the three districts considered here.

[23] B. Monroe-Howe, Somerville Housing Authority staffer, personal communication, May 12, 2014.

Figure 9. MCAS Outcomes in English Language Arts (ELA) and Math for Latino Students in Grades 3, 6, and 10. Somerville Public Schools, 2011–2013



Source: MDESE, 2014a

- ***Work and Occupations.*** As was the case in the other cities, the labor force participation rate for Latinos is high: at an overall rate of 73.7% for 16 years and over; this compares to 75.4% for the entire population, according to ACS 2008–2012 5-year Estimates. The city's unemployment rate for all persons age 16 and over is 7.2%, compared to 7.5% for Latinos.

Interestingly, the occupational profile of Latinos in Somerville is quite different from those found in the two other cities. The ACS 2008–2012 5-year dataset estimates that nearly a third (31.4%) of all Latinos are found in the "management, business, science, and arts occupation" sector, followed by 30.4% in the service sector and 21.4% in "sales and office occupations." The remainder are in "production, transportation, and material moving" occupations (9%) and "natural resources, construction, and maintenance occupations" (8%). The ACS 2008–2012 5-Year Estimates also show that the largest occupational category for Latino males in Somerville is "management, business, science, and arts occupations" (29.1%), followed by "service occupations" (22.6%), "sales and office occupations" (19%), "natural resources, construction, and maintenance occupations" (15.4%), and "production, transportation, and material moving" (13.2%). The largest category for Latinas is "service occupations" (37.4%), followed by "management, business, science, and arts occupations" (33.5%) and "sales and office occupations" (22.4%). Less than 6.8% of all Latinas, compared to 28.6% of all Latino males, work in "natural resources, construction, and maintenance occupations" or "production, transportation, and material moving." There are clearly significant gender differences in the types of occupations held by Latinos in Somerville. But the most significant differences are found in comparison with the largely service and sales occupations found among Latinos in Boston and Chelsea.

- ***Working and Poor.*** In spite of the relatively high labor force participation and low unemployment rate, the poverty rate for Latinos in Somerville is 27.6%, compared to non-Latino Whites at 11.5%. Latinos in Somerville register a high rate of self-employment at 9.5%, slightly higher than the 9% for persons who are not Latino.[24]

Latino Representation in City Government in Somerville

- ***Representation of Latinos in Executive Positions in City Government***

Appendix 6 lists the positions in the Executive Office of Somerville's city government, 16 of its key departments (as listed in the city's 2014 Municipal Budget), and quasi-independent agencies such as the Somerville School Department and the Somerville Housing Authority. It lists also the occupants of key executive positions in each of these departments and agencies in Somerville city government: none of the occupants were Latino. This points to a definite and measurable *under-representation* of Latinos among persons holding executive positions in the government of the City of Somerville, as can be observed in Table 9.

Table 9. Representation in Executive Positions. Somerville. (as of March 1,2014)

	Number of Positions	Latinos Appointed	Percent of Appointments Who Are Latino
Executive Office Positions	10	0	0%
Heads of Departments, Independent and Quasi-Independent Agencies	18	0	0%

- ***Representation of Latinos on Boards and Commissions in City Government***

There is documentation for 33 boards and commissions in government of the City of Somerville; these appear in Appendix 7. They include boards and commissions operating under the Executive Office, the office of the City Clerk, the office of boards and commissions, and nine city departments. Of these, the majority were advisory bodies (15), followed by regulatory (10) and managerial (6) boards and commissions. In most cases (24), the Mayor had the primary authority to appoint members to these bodies, and the Board of Aldermen in almost all instances approved his decisions. But in the remaining bodies, authority was shared with, for example, the Governor (Somerville Redevelopment Authority and the Somerville Housing Authority Board of Commissioners), the Board of Aldermen (several), and the tenants' association of the Somerville Housing Authority.

Of the 33 boards and commissions, one was found to be inactive (the Human Rights Commission

[24] These figures, part of the ACS 2012 Public Use MicroData Sample (http://dataferret.census.gov), :include Latino workers in the City of Everett since they share the same Public Use Microdata Area (PUMA) boundary; the PUMA is based on changes in 2010 census boundaries.

Advisory Board) and another did not have a determined number of seats (the Young Somerville Advisory Board); both were removed from the listing of boards and commissions that appears in Table 10. Table 10 describes the type, number of seats, and number of Latino members in each of the 31 boards and commissions that remained. Of these active boards, 11 were regulatory boards and commissions, 7 were managerial bodies, and 12 were advisory in nature, while 1 served as the trustee for funds. There were 232 potential seats in these boards and commissions; the majority of these (121) were on advisory boards followed by those that were on regulatory entities (64).

Table 10. Membership of Active Boards and Commissions by Department. City of Somerville (as of March 1, 2014)

[1]	Board / Commission	Type[1]	Total # of Seats[1]	Latino Members[2]
Executive Office				
	Community Preservation Committee	Advisory	9	0
Accessibility	Commission for Persons with Disabilities	Advisory	9	0
Arts Council	Arts Council Board	Advisory	8	1
Council on Aging	Council on Aging Board	Advisory	11	0
SomerPromise	SomerPromise Advisory Board	Advisory	11	1
Sustainability and Environment	Commission on Energy Use and Climate Chaange	Advisory	8	0
City Clerk				
	Licensing Commission	Regulatory	3	0
Election				
	Elections Commission	Managerial	4	0
	Ethics Commission	Regulatory	5	0
Finance Department				
Assessing	Board of Assessors	Regulatory	3	0
Health Department				
	Board of Health	Managerial	3	0
Office of Somerville Commissions	Multicultural Affairs Commission	Advisory	17	0
	Women's Commission	Advisory	15	1
	Human Rights Commission	Regulatory	12	0
Libraries				
	Library Board of Trustees	Managerial	9	0
Office of Strategic Planning and Community Development (OSPCD)				
Economic Development	Somerville Redevelopment Authority	Regulatory	5	0
Housing	Affordable Housing Trust Fund	Trustee	5[3]	0
	Condominium Review Board	Regulatory	5	0
	Fair Housing Commission	Regulatory	5	0
Planning & Zoning	Design Review Committee	Advisory	7	1
	Historic Preservation Commission	Regulatory	7	0
	Planning Board	Regulatory	5	0
	Zoning Board of Appeals	Regulatory	7	0
Transportation	Bicycle Committee	Advisory	13[4]	0
	Conservation Commission	Advisory	8	0
Personnel				
	Municipal Compensation Advisory Board	Advisory	5	0
Recreation and Youth				
	Recreation Department	Managerial	10	0
Somerville Housing Authority				
	Somerville Housing Authority Board of Commissioners	Managerial	5	0
Somerville Retirement Board[5]				
	Retirement Board	Managerial	5	0
Traffic and Parking				
	Traffic Commission	Regulatory	5	0
Veteran's Services				
	Veterans Commission on Monuments, Memorials and Dedications	Managerial	6	0
Total			232	4

Notes:
Sections in purple denote independent or quasi-independent agencies. When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

[1] The source of the information in these sections is the Somerville website, a phone call to the designated contact person of a board/commission or to staff person in the relevant agency, or the Somerville municipal code (accessed through https://library.municode.com).

[2] Information on the number of Latinos was obtained in the City of Somerville website and through calls to the appropriate city departments.

[3] The Affordable Housing Trust Fund is mandated to have from 5 to 9 members (8 serve at present). We use the lower membership figure in this table.

[4] The Bicycle Committee is mandated to have from more than 13 members (14 serve at present). We use the lower membership figure in this table.

[5] Somerville's Retirement Board administers retirement funds for Somerville employees under rules established by Chapter 32 of the Massachusetts General Laws and in cooperation with the state's Public Employee Retirement Administration Commission. It is an independent entity, separate from city government.

Table 11. Representation on Boards and Commissions. Somerville (as of March 1, 2014)

	Number of Positions	Latinos Appointed	Appointees Who Are Latino	Percent of all Latino Appointments
All Boards and Commissions	232	4	1.7%	100%
Advisory Boards and Commissions	121	4	3.3%	100%
Managerial Boards and Commissions	42	0	0%	0%
Regulatory Boards and Commissions	64	0	0%	0%
Trustee Boards	5	0	0%	0%

The summary of the representation of Latinos on boards and commissions in Somerville's city government appears in Table 11. Latinos were appointed to 4 of the 31 boards and occupied 4 of the 232 seats available, for a representation of 1.7%. This minimal representation compares to a representation of 10.6% in the total population. The scant representation shows that there is definite and measurable *under-representation* of Latinos among persons in these bodies.

In Sum... Latinos represent 10.6% of the population of Somerville, the lowest proportion of any of the cities considered here. This is an older settlement of persons that continues to grow and has distinct educational and economic resources when compared to Latinos in either Boston or Chelsea. Nevertheless, there is no presence of Latinos at all in the executive positions of city government in the Somerville and they have a negligible presence on the boards and commissions advising, managing, or regulating the work of city departments. Their absence from the Human Rights Commission, the Multicultural Affairs Council, and the Young Somerville Advisory Group is especially salient as is their absence from any advisory or regulatory body overseeing the development of East Somerville, where Latinos are most concentrated.

IV. From Inclusion To Active Representation

In this report, we have presented descriptive data to show that, in Boston, Chelsea, and Somerville, Latinos are distinctly underrepresented in positions with policy, management, fiscal oversight, and regulatory authority, as well as on the advisory bodies that guide policymakers. **Inclusion is a crucial step toward the active representation that Latinos need from municipal government. But inclusion alone will not**

inclusive government. Individual, organizational, and contextual circumstances shape whether city employees will take action to benefit constituents and clients. Understanding these factors is important for achieving substantive changes, so that **municipalities can take steps to encourage bureaucrats to play an advocacy role as active representatives of the citizenry**.

particular supports. Inclusion among the top ranks of decision-makers is important because of the authority and influence of such positions (Smith & Monaghan, 2013). Research has also found that an increase in the presence of senior-level administrators from underrepresented populations can lead to an increase in mid- or street-level staff from those groups (Meier et al. 2004; Mitchell, 2011). Thus we would expect that increasing the inclusion of Latinos in executive and other decision-making positions would lead to improved inclusion of Latinos throughout an agency's workforce.

However, people in senior roles face particular challenges. They may have adopted the values of the organization and be less likely to play the controversial role of change agent (Sowa & Seldon, 2003). When they are appointed, their loyalty to an appointer may be great and can override any impulse to pursue changes (Riccucci & Saidel, 1997). Most crucially, managers tend to have less discretion over service delivery in comparison to rank-and-file employees, whose face-to-face contact with clients and ability to change program practices create immediate impact, provided they have sufficient discretion to make those changes (Meier, 1993; Meier & Bohte, 2001; Smith & Monaghan, 2013; Wilkins & Williams, 2008).

Many of these challenges can be addressed through internal and external political supports. Internally, political supports may come from close working relationships with co-ethnics, including the formation of employee associations that can provide protection against others within the bureaucracy who may resist change and raise awareness of inequities among staff (Thompson, 1976). Externally, political supports come from mobilized constituents. There is some evidence that client demand and bureaucrat discretion co-operate, such that a bureaucrat's ability to act on behalf of constituents grows with the extent of the pressure for action those constituents create. Formal expectations also matter (Marvel & Resh, 2013). Individuals are more likely to assume an advocacy role if the organization has a focus on equity (Meier, Wrinkle, & Polinard, 1999), or if it is a formal part of their duties to devise and implement changes to better serve Latino communities (Sowa & Selden, 2003).

At all levels of the municipal workforce, a "critical mass" of persons from previously under-represented groups may be necessary before improved outcomes for their communities will be achieved. A small number of appointees or hires will find it difficult to create broad changes, and may experience pressure not to appear to demonstrate favoritism. Several studies have found that outcomes for a newly better-represented group worsened at first, and only improved after the group became a "nontrivial" proportion of the workforce (Meier, 1993; Meier, Wrinkle, & Polinard, 1999; Marvel & Resh, 2013).

Toward Active Representation — FACTORS THAT MATTER

Enhancing a bureaucrat's opportunities to actively represent Lat	**Discretion**	*Does a Latino bureaucrat have sufficient discretion to make changes that will benefit Latino communities? For senior-level bureaucrats, can they use their position to change policy and funding allocations? For frontline staff, do they have sufficient latitude to change practices and influence policies?* If bureaucrats are to play an advocacy role, they require sufficient discretion to act.
	A mobilized constituency	*Is a Latino bureaucrat being challenged and held to account by an organized and vocal constituency of Latinos and allied communities?* A mobilized constituency can push bureaucrats to embrace an advocacy role. Bureaucrats tend to play a more substantial advocacy role when they are responding to the demands of constituents and clients. This external pressure may also increase a bureaucrat's discretion to take action.
	Internal political supports	*Are there networks and associations of Latino bureaucrats, and/or bureaucrats of color?* Such internal political supports can provide a counterbalance to factors that inhibit individuals from serving as change agents, like organizational socialization and loyalty to appointers.
	Formal organizational supports	*Is it a formal part of a Latino bureaucrat's job to improve services to and/or increase the involvement of Latinos or other underrepresented groups? Does the organization have an explicit focus on equity?* Bureaucrats are more likely to adopt an advocacy role when it is consistent with the formal expectations of their position.
Choosing campaign targets to enhance representation and outcomes for Latinos	**Policy relevance**	*Is the policy issue one that is understood to have particular relevance to Latinos?* Latino bureaucrats may be most successful at playing an advocacy role in policy areas that are seen as important to the community.
	Scarcity **cooperation**	*Does the circumstance targeted for change involve a scarce resource? For example, leadership positions are scarce—if one person fills a position another cannot. Better student performance at public schools is not scarce—different groups of students can have better outcomes simultaneously.* Advocates may wish to strategize about how to anticipate and address potential conflicts with other groups, and seek opportunities to build alliances with other groups that also stand to benefit from the desired changes.
Setting expectations	**Critical mass and uneven progress**	*Are Latinos a nontrivial portion of the bureaucracy?* Small numbers of Latinos working in isolation may not be able to achieve the desired changes. Resistance to their presence, or efforts by Latino bureaucrats to avoid being perceived as exhibiting favoritism toward Latinos, may mean that service outcomes for Latino constituents are actually worsened initially. Improvements in outcomes may not occur until a critical mass of Latino bureaucrats is reached.
	Organizational position	*When demands are made of a Latino bureaucrat, are they consistent with the opportunities and constraints of that person's position within the broader organization?* Bureaucrats in senior roles may be well-positioned to increase the representation of Latinos at mid- and front-line levels in the bureaucracy. Frontline bureaucrats, when they are in organizations that allow employee discretion, may be the most impactful at improving services and changing day-to-day organizational practices in ways that benefit Latino clients and communities.

communities (Jennings, 1985). In general, bureaucrats from under-represented groups are more likely to advocate on issues that are already perceived to have relevance to their co-ethnics (Meier, 1993)—hence the attention in this report to demonstrating the particular interest Latinos have in the public schools, affordable housing, and adequate jobs and wages. Some issues and strategies may more readily lend themselves to alliance building than others. In general, when there is competition for a scarce resource (e.g., leadership positions) there may be conflict and opposition, but when everyone can benefit (e.g., better student performance outcomes) there may be opportunities for collaboration (Meier et al., 2004).

Finally, when bureaucrats assume an active role in representing a racial or ethnic constituency, they do so by pursuing a range of strategies. They may check and restrain discriminatory behavior of colleagues, socialize colleagues and agency norms, advocate for policy changes or lead in changing practice, and influence clients directly or indirectly by being present in the organization as a role model (Lim, 2006). In a multi-city qualitative study of how Latinas in municipal government sought to serve Latino communities, interviewees described serving as liaisons to build links between municipal agencies and Latino community leaders, working with mayors to secure appointments of Latinos to boards and commissions, and advocating with department leaders for better services in Latino neighborhoods (Brenner, 2009).

In summary, better outcomes might be expected by broadly increasing representation of Latinos in decision-making positions, and by doing so in policy areas that are seen as particularly relevant to Latino communities. Individuals in those positions would be expected to be most effective when they have the support of association with one another as well as political support and pressure from outside. Their presence can be leveraged to improve representation at other levels of the municipal bureaucracy. Strategies may be needed to confront or avoid conflict with other communities over scarce leadership positions, and to target goals likely to have broad benefits.

V. Conclusions And Recommendations

Several important conclusions emerge from this study. Foremost is that the Latino population continues to grow significantly throughout cities in Massachusetts. Growth patterns indicate a young population that will increase its demographic presence in some neighborhoods, public schools, and the workforce. But the analysis of their participation in city government makes clear that Latino representation in local government is not consistent with the demographic changes taking place in Boston, Chelsea, and Somerville.

The demographic analysis showed that there was much consistency regarding the characteristics of the Latino population and their economic and social vulnerability across the three cities. Latinos shared major gaps in the areas of housing, poverty, and employment compared to other groups. The analysis also showed that Latinos rely heavily on public systems—public schools and public housing were salient examples—and therefore have a great stake in the effective functioning of these systems.

In all three cities, the representation of Latinos in the population far outdistances their presence in city government. In all three, but especially in Chelsea, the gaps are wide in their participation in leadership positions in city government departments (and as members in the boards and commissions that guide, monitor, and advise the work of these departments) in comparison to their numbers in the citizenry. For representation to be more consistent with the presence of Latinos in the cities: Boston would need to double the participation of Latinos in executive positions and on Boards and Commissions; Chelsea would need to quadruple the representation of Latinos in executive positions and increase five-fold their representation in boards and commissions advising city departments and Somerville would need to bring in its first Latinos into city government positions and increase six-fold their representation on boards and commissions. None of this can be accomplished overnight. Therefore, a consistent effort by the municipalities and the communities is necessary to set goals and monitor the inclusion of Latinos across city government in these three cities.

Finally, this study—based on the data and extant literature—suggests that closer alignment between the actual numbers and proportions of Latinos in the population and public appointments of Latinos is a key component of more effective government and governance. While the issue of Latino representation in government is a specific and key one, it should not be disconnected from the fact that responding to this challenge can make government more effective for everyone.

With this in mind, the conclusions and recommendations are not meant as “finger-pointing” but rather as a framework for addressing the representational challenges described in the study. Each of the three cities has an opportunity to play an active role in creating a more inclusive city government and with it a better city. Municipal actors will do much of the work ahead, but their success will also depend on engaged and mobilized constituencies.

Specific Recommendations for Municipalities

1. Pursue the inclusion of Latinos at the leadership level.

- Adopt a vision statement endorsing the importance of greater governmental representativeness of a changing demography.
- Adopt a formal city-wide outreach strategy for the recruitment of Latinos with requisite skills and experience and who also have an understanding of community-based issues.
    - ✓ for executive positions in the city's government
    - ✓ for positions in departments that are of particular salience to the needs of the Latino population (for example, education, youth, jobs and economic development and housing).
    - ✓ for appointment in board and commissions,
- Develop a process of oversight and accountability that will monitor the city-wide outreach and appointment strategy in collaboration with organizations and leaders in the Latino community.
- Create an explicit goal to develop a "critical mass" of Latino leaders, whose influence can be felt in improved outcomes for Latino residents.

2. Support city workers in adopting an advocacy role and actively representing Latinos.

- Encourage the formation of internal political supports, like independent networks and associations of Latino employees or employees of color.
- Establish objectives that make the work of increasing the involvement of Latinos and improving services to Latino communities an explicit part of agency and individual expectations. These may include adoption of a broad organizational focus on equity and inclusion of relevant duties in job descriptions.
- Target initial efforts in substantive areas in which Latino communities have a particular stake, including housing, education, and economic development.

3.

- For leaders with a role in hiring, support them in pursuing a more inclusive staff throughout an agency's workforce.

Specific Recommendations for Communities and Constituencies

1. Be organized and vocal.

- Make specific demands to which leaders must respond.
- Anticipate the "nonlinear" nature of change, including potential declines in service outcomes as small numbers of Latinos assume bureaucratic roles, and continue to press for inclusive government, working toward the "critical mass" with the capacity to effect change.

2. Build alliances with other groups that also are under-represented in municipal leadership, and also stand to benefit from increased inclusion and active representation (important in any event, but most relevant in Boston and Somerville of the three cities).

- Strategize to avoid competition for limited leadership positions.
- Work collaboratively for a broadly inclusive workforce and for service improvements to communities, recognizing that all residents will likely benefit.

diversify their workforces and, specifically, the representation of Latinos in the city workforce and on boards and commissions advising the work of the cities' departments.

- Continue to review the taxonomy of boards and commissions in order to determine their salience in terms of Latino living conditions and monitor the openings in these boards.
- Develop a listing of persons knowledgeable about the community's issues who are willing to volunteer for boards and commissions and/or be employed to provide service in city government.

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Appendix 1: Research Approach and Data Used

In describing the level of representation in executive positions and boards and commissions in the local governments of Boston, Chelsea and Somerville, this report addresses the following questions:

What is the level of representation of Latinos in executive positions in the government of the cities of Boston, Chelsea, and Somerville and does it reflect the proportion of Latinos in the overall population of these cities?

What is the level of representation of Latinos on boards and commissions in the government of these three cities and does it reflect the proportion of Latinos in the total population of these cities?

The report approached these questions using publicly available data and phone interviews conducted with government officials in the three cities in the following manner:

(1) **conducting extensive literature reviews** on the concept of representative bureaucracy and its meaning in addressing the concerns of under-represented groups.

(2) using data from the U.S. Census Bureau, specifically, the 2000 and 2010 Decennial Censuses; the American Community Survey 5 Year Estimates for 2007–2011 and 2008–2012, and the American Community Survey 2007–2011 Public Use Microdata Samples (PUMS).[1]

(3) **developing a listing of the cities' departments**, as they appeared in each of the cities' websites, and determining the occupant of leadership positions within these departments from information on the websites and phone calls to departments in each of the cities.

(4) **developing a listing of the boards, commissions, and authorities**, as they appeared in each City's website or in listings of ordinances for each of the cities, and classifying these by types based on their mission. For Chelsea and Somerville, Municode, a website listing ordinances of commissions and commissions, was used to determine the mission, membership requirements, and appointing authority of each board and commission.[2] In the case of Boston, the source was the American Legal Publishing Corporation's listing of the City of Boston Municipal Code.[3] Because the boards and commissions in some cases date back a century, when in doubt, information on current mission, membership requirements, and appointing authority was obtained directly from City of Boston staff.

1 Data collected and reported under the 2010 Decennial Census represent a direct counting of people and households. Data collected under the American Community Survey are estimates of population characteristics and are useful in order to capture "snapshots" of the social, demographic, education, and housing characteristics of Latinos. (Since the ACS are estimates, margins of errors are reported for values; these are available on the American Fact Finder website.) Information about other groups may be included for the purpose of comparison.

2 For Chelsea, the url of Municode is https://library.municode.com/index.aspx?clientId=14939; for Somerville it is https://library.municode.com/index.aspx?clientId=11580

3 Available at: http://amlegal.com/nxt/gateway.dll/Massachusetts/boston/cityofbostonmunicipalcode?f=templates$fn=default.htm$3.0$vid=amlegal:boston_ma

Noting that in all three cities there were boards and commissions that appeared to not be active, we narrowed the scope of the analysis, first, by excluding those boards and commissions that were considered "inactive," that is, entities listed in the city's website listing of boards and commissions for which we found no evidence of their being currently active, or where the terms of the last appointee expired before January 1, 2013.[4] We also excluded those boards whose membership restrictions were such that they left no discretion to the appointing authority.[5] We included boards that call for the participation of the public:

- when there was a reference to the appointment of one "resident of the city" without additional requirements
- when, although the appointment may have been restricted to a member of a particular group (for example, labor, a profession, or an institution), the appointing authority had broad discretion as to who the actual representative of that sector would be.
- when there was no available information about the restrictions on membership.

(5) **obtaining the current membership of boards and commissions and names of city executives** through public information available from each city, media reports, and interviews with staff in each of the cities.

(6) **identifying Latino persons in executive positions and as members of boards and commissions** by identifying members with common Latino surnames (Rodriguez, Rivera, etc.), then identifying "potential" Latino surnames and checking these against the U.S. Census list of Spanish Surnames.[6] This method tends to under-represent Latinos/as whose surnames are not in Spanish (Borenstein, Shapiro, Pons, Risech) or who have changed their surnames to a non-Hispanic surname due to marriage.

(7) **computing the percentage of individuals on each board and commission who had Latino surnames and comparing this proportion to the proportion of Latinos in the cities' populations.** In addition, we computed the percentage of bodies with any and with no Latino representation.

(8) to clarify information and identify inclusionary initiatives being implemented in city governments.

4 These "inactive" boards and commissions included in Boston: the Living Wage Advisory Committee (under the Department of Jobs and Community Service), the Boston Waterways Board (under the Environment Department), the Board of Examiners (under Inspectional Service), the Human Rights Commission (under Health and Human Services, the Rent Equity Board (under Housing and Neighborhood Development), and the Fire Department's Arson Prevention Commission; in Chelsea: the Affordable Housing Fund, the Youth Commission, the Human Rights Commission, and the Cable Television Advisory Committee; and in Somerville, the Human Rights Commission Advisory Council.

5 These included in Boston: George Robert White Fund Board of Trustees, the Public Improvement Commission, and the Trustees of the Ground Water Trust.

6 The Census list of Spanish Surnames may be accessed at: http://fcds.med.miami.edu/downloads/dam2011/25%20Appendix%20E%20Census%20List%20of%20Spanish%20Surnames.pdf

Appendix 2: Executive Positions. City of Boston (as of March 1, 2014)

Formal Level	Position	Occupant	Latino
Cabinet-level	Chief of Staff	Daniel Koh	-
	Chief of Operations and Administration	Joseph Rull	-
Ex Officio	Chief of Policy	Joyce Linehan	-
	Corporation Counsel	Eugene O'Flaherty	-
	Chief Communications Officer	Lisa Pollack	-

Note:
When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

2. Cabinet

Chief	Occupant	Latino
Arts and Culture	Vacant	
Economic Development	John Barros	-
Education	John McDonough	-
Environment, Energy and Open Space	Brian Swett	-
Finance and Budget	David Sweeney	-
Health and Human Services	Felix G. Arroyo	
Housing and Neighborhood Development	Sheila Dillon	-
Information	Justin Holmes	-
Public Safety (Joint Chiefs)		-
Emergency Services	Rene Fielding	-
Fire	John Hasson	-
Police	William Evans	-
Streets, Transportation and Sanitation	Vacant	-

Note:
When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

3. Departments

	Department	Director	Latino/a
Arts and Culture (Vacant)			
	Public Library	Amy Ryan	-
City Clerk (Maureen Feeney)			-
	Archives and Records	John McColgan	-
	Registry	Patricia McMahon	-
Economic Development (John Barros)			
	Consumer Affairs and Licensing	Patricia Malone	-
	Jobs and Community Services	Trihn Nguyen	-
	Tourism and Special Events	Tony Nunziante	-
	Small and Local Business Enterprise / Boston Residents Jobs Policy	Keith Williams	-
	Boston Redevelopment Authority	Brian Golden	-
Education (John McDonough)			
	School Department	John McDonough	-
Environment, Energy and Open Space (Brian Swett)			
	Environment	Nancy Girard	-
	Inspectional Services	Bryan Glascock	-
	Parks and Recreation	Christopher Cook	-
Finance and Budget (David Sweeney)			
	Assessing	Ronald Rakow	-
	Auditing	Sally Glora	-
	Budget	Karen Connor	-
	Purchasing	Kevin P Coyne	-
	Registry	Patricia McMahon	-
	Treasury	Vivian Leo	-
Health and Human Services (Felix G. Arroyo)			
	Animal Care and Control	Mark Giannangelo	-
	Boston Centers for Youth and Families	Christopher Byner	-
	Civil Rights	Dion Irish	-
	Disabilities Commission	Kristen McCosh	-
	Commission on Affairs of the Elderly	Emily Shea	-
	Food Initiatives	Edith Murmane	-
	Office for New Bostonians	Alexandra St. Guillén	
	Veterans Services	Francisco Urena	
	Youth Fund/Youth Council	Shari Davis	-
	Women's Commission	Megan Costello	-
	Public Health Commission	Barbara Ferrer	
Housing and Neighborhood Development (Sheila Dillon)			

	Department	Director	Latino/a
	Policy Development and Research	Bob Gehret	-
	Boston Home Center	Vacant	-
	Neighborhood Housing Development	Theresa Gallagher	-
	Office of Business Development	Rafael Carbonell	
	Real Estate Management and Sales	Donald Wright	-
	Boston Housing Authority	Bill McGonagle	-
Information (Justin Holmes)			
	Cable Communications	Michael Lynch	-
	Innovation and Technology	Justin Holmes	-
Joint Chiefs of Public Safety-			
	Emergency Services	Rene Fielding	-
	Fire	John Hasson	-
	Police	William Evans	-
Law (Eugene O'Flaherty)			
	Elections	Geraldine Cuddyer	-
Operations and Administration (Joseph Rull)			
	Boston Retirement Board	Timothy Smyth	-
	Health Insurance	Kathleen Green	-
	Human Resources	Vivian Leonard	-
	Intergovernmental Relations	James Sullivan	-
	Labor Relations	Paul Curran	-
	Neighborhood Services	Jay Walsh	-
	Property and Construction Management	Michael Galvin	-
Streets, Transportation and Sanitation (Vacant)			
	Public Works	Michael Dennehy	-
	Transportation	James Gilooly	-
	Parking	Gina Fiandaca	-
	Boston Bikes	Nicole Freedman	-
	Boston Water and Sewage Commission	Henry Vitale	-

Notes:
Sections in purple denote independent or quasi-independent agencies. When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

Appendix 3: Boards and Commissions, Type, Appointing Authority, and Requirements for Membership. City of Boston (as of March 1, 2014)

(Except when noted, the sources of the information in this table are the website of the respective city agency, The city's Boards and Commissions site or the American Legal Publishing Corporation's listing of the City of Boston Municipal Code)

Cabinet	Depart-ment	Board or Commission	Type	Appointing Authority	Requirements of membership
Arts and Culture					
		Boston Arts Commission	Managerial	Mayor	5 from nominees from Boston cultural institutions
		Boston Cultural Council	Managerial	Mayor	9 Boston residents
	Public Library	Board of Trustees	Managerial	Mayor	9 members. Unable to determine if there were restrictions on membership
City Clerk					
		Archives and Records Advisory Commission	Advisory	Mayor	9 members. Of these 6 should be senior city officials (city clerk, the city registrar, the corporation counsel, the director of the public library, the director of the office of arts and humanities, and the director of administrative services, or designees). Three persons to be appointed by the Mayor. (1)
Economic Development					
	Small and Local Business Enterprise	Boston Employment Commission	Managerial	Mayor	7 persons representative of business, minorities, women, organized labor, building trades council, with demonstrated commitment to equal employment opportunity. (2).
	Tourism and Special Events	Fund for Boston Neighborhoods, Inc	Non-profit board of Trustees (3)	Mayor	7 members. Unable to determine if there were restrictions on membership.
	Jobs and Community Services	Neighborhood Jobs Trust	Trust	Mayor	A member of the City Council appointed by the Mayor; the Director of the Office of Jobs and Community Services; and the Collector- Treasurer.
		Living Wage Advisory Committee (4)	Advisory	Mayor	1 person recommended by the Massachusetts AFL-CIO, 1 by ACORN, 1 member of a Boston CBO, 1 member of Greater Boston Chamber of Commerce; 1 member of the Boston Chamber of Neighborhood Commerce.
	Boston Redevelopment Authority	Board of Directors	Regulatory	Mayor Governor	1 member appointed by the Governor and 4 by the Mayor.
		Boston Zoning Commission	Regulatory	Mayor	11 members. Unable to determine if there were restrictions on membership.
		Boston Civic Design Commission	Advisory	Mayor	11 members, Boston residents and design professionals.
		Boston Industrial Development Finance Authority	Managerial	Mayor	5 members, Boston residents with professional expertise in real estate development and finance.
Education					
	School Department	Boston School Committee	Managerial	Mayor	7 Boston residents.
Environment, Energy and Open Space					

	Environment	Air Pollution Control Commission	Regulatory	Mayor	5 members including health and transportation officials and three members without restrictions.
		Boston Landmarks Commission	Regulatory	Mayor	Of the 9 commissioners: 2 selected at large by the Mayor; 2 nominated by Boston Society of Architects; 1 architectural historian nominated by the Society for the Preservation of NE Antiquities; 1 city planner nominated by the American Institute of Planners; 1 landscape architect nominated by the Boston Society of Landscape Architects; 1 nominated by Greater Boston Real Estate Board; 1 from the Greater Boston Chamber of Commerce.
		Aberdeen Arch Cons District	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission and others.
		Back Bay Arch District	Regulatory	Mayor	9 members from nominations by the Back Bay Association, the Neighborhood Association of the Back Bay, the Boston Society of Architects, the Greater Boston Real Estate Board.
		Bay State Rd / Back Bay West Cons District	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		Bay Village Historical District	Regulatory	Mayor	5 Members usually, by neighborhood associations, the Landmarks Commission, and others.
		Beacon Hill Architectural Commission	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		Fort Point Channel Landmark District	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		Mission Hill Triangle Arch Cons District	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		South End Landmark District	Regulatory	Mayor	4 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		St Botolph Arch Cons District	Regulatory	Mayor	5 Members usually nominated by neighborhood associations, the Landmarks Commission, and others.
		Boston Conservation Commission	Regulatory	Mayor	7 members including the Commissioner of Parks and Recreation, and 6 Boston residents including 2 appointed from candidates nominated, 1 each by: the Massachusetts Audubon Society, Inc., the Massachusetts Forest and Park Association, the Massachusetts Roadside Council, the Trustees of Reservations, the Eastern Massachusetts Group of the New England Chapter of the Sierra Club, Boston Green Space Alliance, the Boston Harbor Associates, Boston Urban Gardeners, Friends of the Boston Harbor Islands, Save the Harbor/Save the Bay, the Boston Natural Areas Fund, the Charles River Watershed Association, and the Neponset River Watershed Association.
		Boston Waterways Board (5)	Advisory	Mayor	9 members; Must include Harbormaster and representatives from a variety of classes of users of city waterways.
	Inspectional Services	Zoning Board of Appeal	Regulatory	Mayor	7 members. Unable to determine if there were restrictions on membership.
		Board of Examiners (6)	NA (7)	Mayor	3 members. Unable to determine if there were restrictions on membership.
	Parks and Recreation	Fund for Parks and Recreation, Inc	Non-profit board (8)	Mayor	3 members. Currently all are city officials.
		Parks and Recreation Commission	Regulatory	Mayor	6 members. Unable to determine if there were restrictions on membership.

Finance and Budget

	Assessing	Board of Review	Regulatory	Mayor	3 members. Currently all are employees of the Assessing Department.
		Audit Committee	Managerial	Mayor	5 residents of the city.
	Treasury	Edward Ingersoll Browne Trust Fund Committee	Advisory	Established by trust	3 members to include representatives of the Boston Society of Landscape Architects and the Art Commission and the Commissioners of Public Works and Parks and Recreation.
		George Robert White Fund Board of Trustees	Trustee	Established by donor	5 members including the Mayor, the President of the City Council, the City Auditor, the President of the Chamber of Commerce, and the President of the Boston Bar Association.
		Neighborhood Housing Trust	Trustee	Mayor	5 trustees appointed by Mayor without restriction; others are the Treasurer and the President of the City Council.
		City of Boston School Trust Fund	Trustee	Mayor	7 members, all members of the Boston School Committee.
		City of Boston Scholarship Fund Scholarship Committee	Trustee	Mayor	9 members. Unable to determine if there were restrictions on membership.
		Trustees of Charitable Donations to Inhabitants of Boston	Non-Profit Board of Trustees (9)	Mayor	12 members. Unable to determine if there were restrictions on membership.

Health and Human Services

	Boston Public Health Commission	Board of Health	Managerial	Mayor	7 members. Mayor appoints six members with approval of City Council; 7th member is the chief executive officer of the Boston Medical Center. Of the 6 mayoral appointees, 2 should be officers or medical directors of neighborhood health centers affiliated with BMC and 1 should be a representative of organized labor.
	Civil Rights	Boston Fair Housing Commission	Managerial	Mayor	5 residents of Boston. One should be a tenant of assisted housing in Boston, 1 a real estate agent working in residential real estate, 1 an administrator of a community-based non-profit organization focused on housing, and 1 should be a person with governmental experience in civil rights.
		Human Rights Commission (10)	Advisory	Mayor	7 residents of Boston.
	Commission for Persons with Disabilities	Boston Disability Advisory Commission	Advisory	Mayor	9 members. The majority are persons with disabilities; 1 can be an immediate family member of a person with a disability and 1 can be a city official.
	Youth Fund/ Youth Council	Youth Council	Advisory	Mayor	85 representatives chosen from applicants.

Housing

	Neighborhood Development	Public Facilities Commission (11)	NA (7)	Mayor	3 members. Unable to determine if there were restrictions on membership.
		Rent Equity Board (12)	Regulatory	Mayor	5 members; 2 tenants of rental housing units, who own no dwelling units; 1 landlord who owns at least 20 rental units; 1 who owns between 3 and 20 units; 1 member representing a broad and unbiased public interest.

	Boston Housing Authority	Boston Housing Authority Monitoring Committee	Managerial	Mayor	9 members. Unable to determine if there were restrictions on membership.
		Resident Advisory Board	Advisory	Elected by their peers	30 members. 10 should be residents of elderly public housing developments elected by their local tenant organizations; 10 should be residents of BHA family housing elected by their local tenant organization; 10 should beparticipants in Section 8 voucher, homeownership, ormoderate rehabilitation program and be elected by BHA Section 8 participants. (13).
Law					
	Elections	Boston Elections Commission	Regulatory	Mayor	4 members. Unable to determine if there were restrictions on membership.
Operations and Administration					
	Human Resources	Boston Compensation Advisory Board	Advisory	Mayor	5 members, at least 2 should have experience in the field of personnel management.
	Property and Construction Management	Residency Compliance Commission	Regulatory	Mayor	7 commissioners, 5 appointed by the Mayor. Of the 5, 1 is a city union representative and 2 are members of Save Our City; the city's Affirmative Action Officer and the President of the City Council serve ex officio.
Public Safety					
	Fire Department	Arson Prevention Commission (14)	Advisory	NA (7)	Unable to determine membership or restrictions on membership.
Streets, Transportation and Sanitation					
	Public Works	Freedom Trail Commission	NA (7)	Mayor	5 members. Unable to determine if there were restrictions on membership.
		Public Improvement Commission	Regulatory	Established by ordinance	5 members, all city department heads.
	Boston Water and Sewer Commission	Board of Commissioners	Managerial	Mayor	3 members, residents of the city. At least 1 member with experience in accounting and finance.
Other Agencies					
	Boston Finance Commission	Commissioners	Managerial	Governor	5 members; all must be residents of Boston for at least 3 years.
	Boston Ground Water Trust	Trustees	Advisory	Mayor	12 Trustees: 9 appointed by the Mayor from city residents or persons that maintain a business in the city upon recommendation of the President of the Greater Boston Real Estate Board, the President of the Fenway Community Development Corporation, the President of the Neighborhood Association of the Back Bay, Inc., the President of the Boston Preservation Alliance, the President of the Beacon Hill Civic Association, Inc., the President of the Back Bay Association; the President of the Ellis Neighborhood Association; the Chinatown Neighborhood Council; the President of the North End Neighborhood Council. The Mayor also appoints 3 city officials from the executive branch of the city government, who serve ex officio. The final Trustee is the President of the City Council. (15)
	Boston Licensing Board	Board Members	Regulatory	Governor	3 members. Unable to determine if there were restrictions on membership.

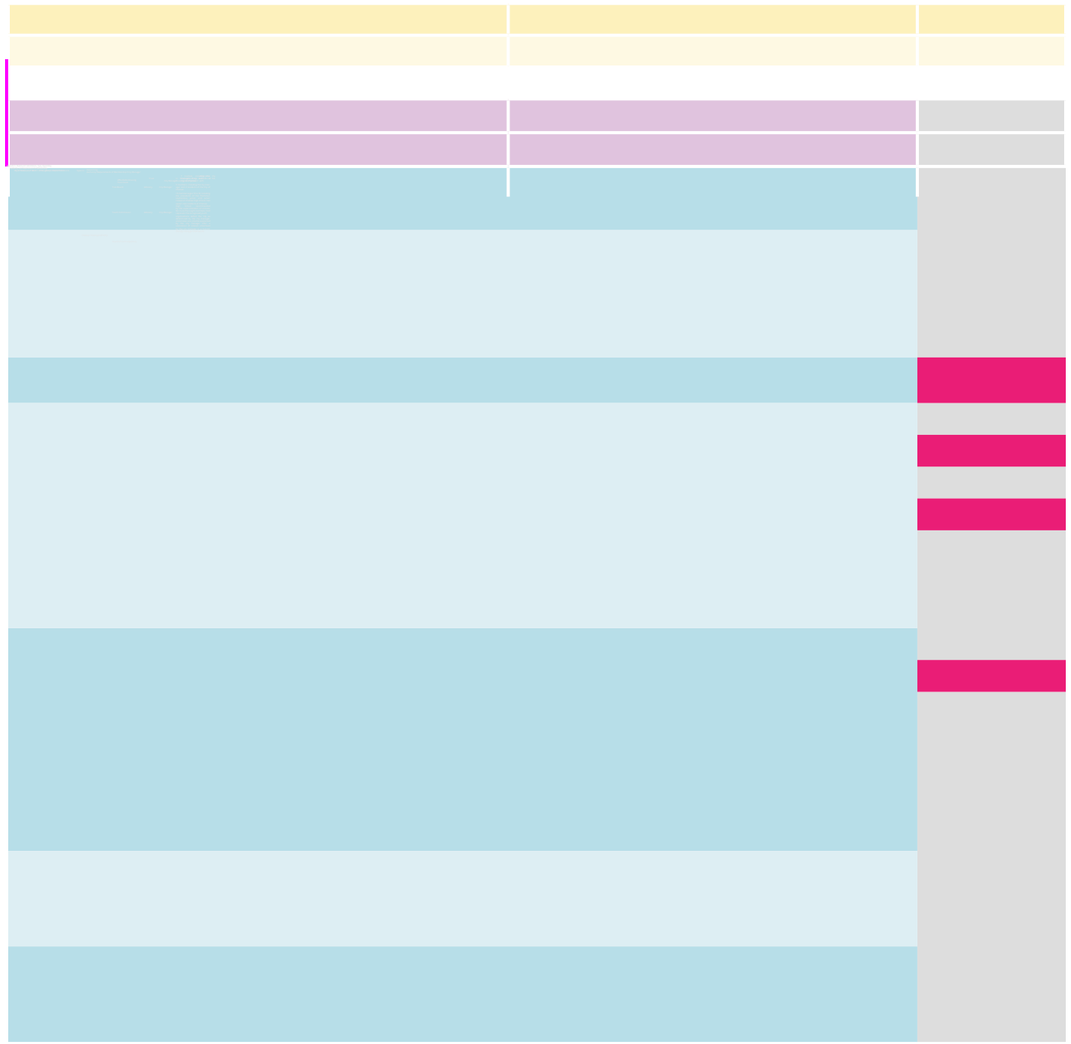
Notes:

Departments shown in purple denote independent or quasi-independent agencies.

Boards and commissions in gray are not included in the analysis. Those in dark gray were excluded because the total membership was stipulated a priori to include only specific leaders and officials; those in a lighter shade of gray are inactive.

1. http://zork.net/dsaklad/acts.html
2. https://www.cityofboston.gov/images_documents/Amend_BEC_tcm3-3202.pdf
3. http://www.guidestar.org/FinDocuments/2013/046/185/2013-046185609-09d188bf-9.pdf
4. Terms of all members expired in 1/1/2013
5. Term of last appointee expired in 2011
6. Term of last appointee expired in 2003.
7. Not Available (NA) indicates that no information was found
8. http://www.guidestar.org/FinDocuments/2012/042/784/2012-042784811-09727d86-9.pdf
9. http://www.guidestar.org/FinDocuments/2012/042/682/2012-042682476-096e1e52-9.pdf
10. Inactive since 1994 per communication from J. Anzalota on 4/23/14
11. Public Facilities moved to DND and this commission appears to be inactive at the new setting.
12. This board's mission to control rents in Boston is not implementable because rent control was overturned by voters (per communication with staff of the Rental Housing Center in DND on 4/1/14).
13. http://www.bostonhousing.org/pdfs/PLN2003-03_RAB_Bylaws.pdf
14. Inactive, per communication from staff of Fire Department on 4/24/14
15. http://www.bostongroundwater.org/uploads/2/0/5/1/20517842/declaration_of_trust_with_revisions_as_amended_1-17-13.pdf

Appendix 4: Executive Positions.
City of Chelsea (as of March 1, 2014)



	Commission	Regulatory		works, the director of planning and development, and 1 resident.
Finance Department				
Assessor	Board of Assessors	Advisory / Regulatory	City Manager	3 members
Department of Health and Human Services				
	Cultural Council	Advisory / Managerial	City Manager	5 members with demonstrated scholarship or creativity in, or distinguished service to, the arts, humanities, or interpretive sciences.
Public Library	Board of Trustees	Advisory / Managerial	City Manager	7 members
Health Department	Board of Health	Advisory / Regulatory	City Manager	5 members, 1 an MD

Elder Services	Council of Elders	Advisory	City Manager	17 members; at least 60 percent over the age of 60.
Chelsea Community Schools	Community School Advisory Board	Advisory	City Manager	9 members
	Human Rights Commission	Advisory	City Manager	7 members representative of classes protected under state and federal law, including but not limited to, race, color, religious creed, national origin, sex, age, disability, veteran status, ancestry, sexual orientation, or public benefit status.
Licensing, Permitting and Consumer Affairs				
	Cable Television Advisory Committee	Advisory	City Manager	5 members
	Licensing Commission	Advisory / Regulatory	City Manager	5 members including the director of the municipal inspections department and 4 residents. Members shall not be engaged, directly or indirectly, in the manufacture or sale of alcoholic beverages.
Planning and Development Department				
	Conservation Commission	Advisory / Regulatory	City Manager	5 members
	Economic Development Board	Advisory / Manageriall/ Regulatory	City Manager Secretary of EOHED	5 members, 1 of whom shall be appointed by the secretary of the Executive Office of Communities and Development (now Housing and Economic Development).
	Planning Board	Advisory / Regulatory	City Manager	9 members
	Zoning Board of Appeals	Regulatory	City Manager	3 members, including the executive director of the Planning and Development Department and up to 2 associate members.

Notes:

Departments marked in purple are independent agencies. Those marked in gray are inactive.

In some cases, the charter described the board's characteristics as being of more than one type. These are listed above. In those cases, we used in the analysis the type that allowed the most authority (for example, we selected regulatory when the types listed were advisory and regulatory)

[1] Information comes from original 1994 charter documents that appear in http://library.municode.com/index.aspx?clientId=14939

[2] Information on Chelsea Housing Authority Board of Commissioners comes from http://www.chelseaha.com/commissioners-and-meetings.html

Appendix 6. Executive Positions. City of Somerville (as of March 1, 2014)

Agency / Department[1]	Occupant	Latino
Executive Office	Joseph Curtatone, Mayor	-
Chief of Staff	Janice Delory	-
Aid to the Mayor	Omar Boukili	-
Acccesibility	Betsy Allan	-
Arts Council	Gregory Jenkins	-
Capital Projects	Skip Bandini	-
Constituent Services	Steve Craig	-
Council on Aging	Cindy Hickey	-
SomerPromise	Ann Doherty	-
SomerStat	Daniel Hadley	-
Sustainability and Environment	David Lutes	-
Somerville Housing Authority	Joseph R. Macaluso	-
School Department	Sup. Tony Pierantozzi	-
Board of Health	Paulette Renault Caragianes	-
City Clerk	John Long	-
Licensing Commission		-
Communication	Denise Taylor	-
Elections	Nicholas Salerno	-
Finance Department	Edward Bean	-
Board of Assessors	Mark Levye	-
Auditing	Edward Bean	-
Purchasing	Angela Allen	-
Treasurer	Peter Forcellese	-
Grants Manager	Kate Ashton	-
Fire	Kevin Kelleher	-
Information Technology	Karthik Viswanathan	-
Law	Frank X. Wright	-
Libraries	Maria Carpenter	-
Licensing Commission		-
Office of Strategic Planning and Community Development (OSPCD)	Michael Glavin	-
Economic Development	Ed O'Donnell	-
Housing	Dana LeWinter	-
Inspectional Services	Goran Smiljic	-
Planning & Zoning	George Proakis	-
Transportation	Hayes Morrison	-
Personnel	William Roche	-
Police	Charles Femino	-
Animal Control	April Terrio	-
Public Works	Stanley Coty	-
Traffic and Parking	Suzanne Rinfret	-
Veteran's Services	Jay Weaver	-

Notes:
Sections in purple denote independent or quasi-independent agencies. When a position is occupied by a Latino, the corresponding cell in the "Latino" column is highlighted in magenta.

[1] Structure largely taken from the organizational chart provided in the 2014 City of Somerville Municipal Budget; available at : http://www.somervillema.gov/sites/default/files/FY14FINALBUDGETMASTERRECAP_0.pdf All sub-departments in Public Works were not provided; there were no Latinos listed in any position.

Appendix 7. Boards and Commissions, Type, Appointing Authority, and Requirements for Membership. City of Somerville (as of May 1, 2014)

/ Department	Board / Commission	Type [1]	Appointing Authority [1]	Requirements on Membership [1]
Executive Office				
	Community Preservation Committee	Advisory	Mayor and others	9 members: 1 member of the Planning Board, designated by it; 1 member of the Conservation Commission, designated by it; 1 member of the Historical Commission, designated by it; 1 member of the Somerville Housing Authority, designated by it; 1 member of the Parks and Open Space Department, designated by the Mayor; 4 members of the general public.
	Young Somerville Advisory Group	Advisory	NA	Number is not determined. Members are 21 to 35 year old Somerville residents.
Arts Council	Arts Council Board	Advisory	Mayor	8 members. Members live or work in Somerville and are active in the arts.
Council on Aging	Council on Aging Board	Advisory	Mayor	11 members, 6 of whom shall be aging persons.
Executive Office on Disability and Compliance	Commission for Persons with Disabilities	Advisory	Mayor	9 members. Five members must be persons with disabilities, although 1 of them may instead be someone who has a person with a disability in their immediate family. One member is a Somerville employee, usually the Chief Engineer. The remaining 3 are community members who have an interest in advocating for persons with disabilities.
SomerPromise	SomerPromise Advisory Board	Advisory	Mayor, SomerPromise Advisory Board.	11 members. The Mayor made initial appointments; subsequent appointments were by the other board members. Members represent parents, the City, the Board of Aldermen, Somerville Public Schools, Somerville Housing Authority, Tufts University, low-income residents, and nonprofit organizations.
Sustainability and Environment	Commission on Energy Use and Climate Change	Advisory	Mayor, Board of Alderman	7 members and 1 associate member. Membership is intended to "be representative of all socioeconomic segments, religious creeds, national origins, sexes, sexual orientations and racial segments of the city as well as different neighborhoods" (Ord. No. 2001-19, 11-20-2001) .
City Clerk				
	Licensing Commission	Regulatory	Mayor	3 members. Members must be Somerville residents.
Election				
	Election Commission	Managerial	Mayor	4 members, 2 of whom come from each of the leading political parties. Appointments are subject to approval by the Board of Aldermen.
	Ethics Commission	Regulatory	Mayor, Board of Alderman, School Committee	5 members. From the ordinance: "Two members shall be appointed by the mayor and subject to approval of the board of aldermen, one member shall be appointed by the board of aldermen and subject to approval of the mayor, one member shall be appointed by the elected school committee members, exclusive of the ex-officio members, and subject to approval of the board of aldermen, and one member shall be the election commissioner." Members may not be: a candidate for office or an elected official in Somerville (at present or within the past year), a contributor to the campaign of a candidate for office in Somerville, or an office-holder in any political party or political campaign.
Health Department				
	Board of Health	Managerial	Mayor	3 members. One seat must be filled by a physician.
Office of Somerville Commissions	Multicultural Affairs Commission	Advisory	Mayor President of Board of Alderman	17 members. The Mayor appoints 1 representative of the Mayor's office and 14 persons broadly representative of the social, economic and cultural interests of the community. The president of the Board of Aldermen appoints 2 members of the board of alderman.
	Women's Commission	Advisory	Mayor	15 members. Membership is intended to "be representative of all socioeconomic and racial segments of the city as well as different neighborhoods" (Ord. No. 1988-3, § 4, 3-10-88) .
	Human Rights Commission	Regulatory	Mayor	12 members. Members are residents who are intended to "be representative of all socioeconomic and racial segments of the city as well as different neighborhoods" (Ord. No. 1993-1, 1-28-93).
	Human Rights Commission Advisory Council	Advisory	Human Rights Commission	9–21 members (0 serving at present). Members are drawn from local business, social service agencies, ethnic agencies, law enforcement agencies, clergy, labor, high school student governments, and other organizations and groups which have an interest in human and civil rights. Some members are recommended by the Board of Aldermen, School Committee, Public Safety Commission, Fair Housing Commission, Disabilities Commission, Women's Commission, and Gay and Lesbian Liaison Advisory Group. Membership is intended to "include persons from as many of the ethnic communities in the city as possible" (Ord. No. 1993-1, 1-28-93).
Finance Department				
Assessing	Board of Assessors	Regulatory	Mayor	3 members. Appointments are subject to approval by the Board of Aldermen. Board of Assessors members are staff; the chair is the head of the Assessing Department.
Libraries				
	Library Board of Trustees	Managerial	Mayor	9 members. No restrictions on membership are named.
Office of Strategic Planning and Community Development (OSPCD)				
Economic Development	Somerville Redevelopment Authority	Regulatory	Mayor Governor	5 members: 4 members are appointed by the Mayor; 1 is appointed by the Governor. All members must be Somerville residents.

Housing	Affordable Housing Trust Fund	Trustee	Mayor	5–9 members (8 serving at present). Three members serve ex officio: the Mayor or designee, the president of the Board of Aldermen, the Somerville Housing Authority executive director or designee. The remaining members are appointed by the Mayor.
	Condominium Review Board	Regulatory	Mayor	5 members: 2 city homeowners, 2 city tenants, and 1 elderly, handicapped, or low- or moderate-income city resident.
	Fair Housing Commission	Regulatory	Mayor	5 members: 1 from the Office of Strategic Planning and Community Development or the Somerville Housing Authority; 1 tenant who is income-eligible for assisted housing in Somerville; 1 representative from a local lending institution or local real estate company; 1 from a community-based, non-profit social service agency concerned with housing-related issues in Somerville; 1 with substantial, demonstrated experience in civil rights.
Planning & Zoning	Design Review Committee	Advisory	Mayor	7 members. All members must be Somerville residents. "At least three of the members shall have professional degrees and experience in architecture, two members shall have professional degrees and experience in architecture, landscape design, urban design, urban planning, or civil engineering, and two members could be of any profession" (Ord. No. 2009-11, § 1, 6-11-2009).
	Historic Preservation Commission	Regulatory	Mayor	7 members and 7 alternates: "one member, preferably a professional architectural historian, chosen from three nominees submitted by the Somerville Historical Society or the Society for the Preservation of New England Antiquities; one architect. . . chosen from three nominees submitted by the local chapter of the American Institute of Architects; a licensed real estate broker chosen from three nominees submitted by the regional chapter of the board of realtors; a city planner. . . ; a lawyer with knowledge of real estate and historic preservation law; and two citizen members who. . . have demonstrated a commitment to historic preservation. Two or more of the members so appointed shall be residents of a designated historic district. The alternate members shall include at least one resident of a designated historic district, one landscape architect, one licensed general contractor or building tradesperson and four persons with a background in any of the other categories represented by the regular members of the commission" (Code 1963, § 18-4; Ord. No. 1990-7, § 1, 5-10-90).
	Planning Board	Regulatory	Mayor	5 members and 1 alternate member. No restrictions on membership are named.
	Zoning Board of Appeals	Regulatory	Mayor	5 members and 2 associate members. No restrictions on membership are named.

Transportation	Bicycle Committee	Advisory	Mayor	13+ members (14 serving at present). Six seats are occupied by the Mayor, president of the Board of Aldermen, commissioner of public works, director of traffic and parking, executive director of the Office of Housing and Community Development, and chief of police, or their designees. For the remaining 7 or more seats, membership is by application to the committee; current members select applicants for appointment at the Mayor's discretion.
	Conservation Commission	Advisory	Mayor	7 members and 1 associate member. Members must "have knowledge of and/or expertise in one or more of the following areas: energy management, energy conservation, transportation, architecture and contracting, environmental education, and/or urban planning" (Ord. No. 2001-19, 11-20-2001). Membership is intended to "be representative of all socioeconomic segments, religious creeds, national origins, sexes, sexual orientations and racial segments of the city as well as different neighborhoods" (Ord. No. 2001-19, 11-20-2001).
Personnel				
	Municipal Compensation Advisory Board	Advisory	Mayor / Board of Alderman	5 members. Mayor appoints three members and Board of Aldermen appoints 2 members. No restrictions on membership are named.
Recreation & Youth				
	Recreation Commission	Managerial	Mayor	10 members (8 serving at present). No restrictions on membership are named.
Somerville Housing Authority				
	Somerville Housing Authority Board of Commissioners	Managerial	Mayor / Governor / Tenant Association	5 members: the chair, vice chair, and treasurer are appointed by the Mayor; the vice treasurer is appointed by the Governor; the member seat is for a resident who is nominated by other residents (usually through public housing resident-led building associations) and approved by the Mayor.
Somerville Retirement Board				
Retirement Board (2) Managerial			Mayor Members of Retirement System	5 members: the City Auditor (ex-officio), 1 appointed by the Mayor; 2 elected by members of the retirement system; 1 chosen by the other 4 (who cannot be an employee, retiree or official of Somerville). No other restrictions on membership are named.
Traffic and Parking				
	Traffic Commission	Regulatory	Mayor	5 members. 4 members are: commissioner of public works, chief of police or designee, chief engineer of the Fire Department or designee, and chair of the Board of Aldermen's committee on traffic and parking.
Veteran's Services				
	Veterans Commission on Monuments, Memorials and Dedications	Managerial	Mayor Retirement System	6 members. Members are the Mayor, 3 veterans, and 2 non-veterans.

Notes:

Purple sections denote quasi-independent entities; gray sections indicate boards and commissions which are no longer active.

[1] The source of the information in these sections is the Somerville website, a phone call to the designated contact person of a board/commission or to staff person in the relevant agency, or the Somerville municipal code (accessed through https://library.municode.com).

[2] Somerville's Retirement Board administers retirement funds for Somerville employees under rules established by Chapter 32 of the Massachusetts General Laws and in cooperation with the state's Public Employee Retirement Administration Commission. It is an independent entity, separate from city government.

About The Authors

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