

STRONGER COMMUNITIES
STRONGER AMERICA



NCLR
NATIONAL COUNCIL OF LA RAZA



NATIONAL COUNCIL OF LA RAZA MISSION STATEMENT

The National Council of La Raza (NCLR) – the largest national Hispanic civil rights and advocacy organization in the United States – works to improve opportunities for Hispanic Americans. Through its network of nearly 300 affiliated community-based organizations (CBOs), NCLR reaches millions of Hispanics each year in 41 states, Puerto Rico, and the District of Columbia. To achieve its mission, NCLR conducts applied research, policy analysis, and advocacy, providing a Latino perspective in five key areas – assets/investments, civil rights/immigration, education, employment and economic status, and health. In addition, it provides capacity-building assistance to its Affiliates who work at the state and local level to advance opportunities for individuals and families.

Founded in 1968, NCLR is a private, nonprofit, nonpartisan, tax-exempt organization headquartered in Washington, DC. NCLR serves all Hispanic subgroups in all regions of the country and has operations in Atlanta, Chicago, Los Angeles, New York, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico.

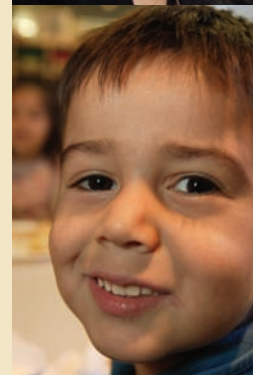
“THE LATINO COMMUNITY IN AMERICA IS BURSTING WITH POTENTIAL. **You can almost feel the buzz of energy,** THE SEARCH FOR NEW OPPORTUNITIES, **the power that comes from knowing we can solve our problems, the fierce dedication to** LIFTING ALL OF US UP.”

*JANET MURGUÍA
NCLR PRESIDENT AND CEO*

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Janet Murguía
NCLR President and CEO

MESSAGE FROM THE PRESIDENT

STRONGER COMMUNITIES, STRONGER AMERICA

By investing in the well-being of America's Latinos we are truly advancing our nation.

Our forefathers built a nation where the opportunity for educational, economic, social, and political prosperity was available to all, not just a select few. With this guiding vision, the National Council of La Raza (NCLR) has labored tirelessly for almost four decades. We have provided millions of Hispanics an equal chance to achieve the American Dream.

2006 AT A GLANCE

With this clear mission, dedicated partners, and strong determination, NCLR's list of accomplishments is impressive and ever growing. I am honored to share our 2006 achievements in this Annual Report. And though all of our endeavors were significant, I want to highlight two:

Last year, NCLR evaluated the heart of its organization: its Affiliate Network of nearly 300 nonprofit community organizations throughout the U.S. Following an extensive survey of services and needs, we implemented an **Affiliate Member Services Business Plan** which reinforces the NCLR-Affiliate relationship and broadens the impact of our education, health, homeownership, workforce, and advocacy efforts. Meanwhile, NCLR forged the way for **comprehensive immigration reform**. From Capitol Hill to local communities, we sought fair, realistic, and permanent solutions – for the sake of our citizens and our country.

WHAT DOES THE FUTURE HOLD?

NCLR will continue to create opportunities and open doors for the Hispanic community. We'll strive to remove barriers that hamper inclusiveness and civic participation while tackling issues of employment and economic status. Our Affiliates' quality preschool, after-school, and literacy programs will reduce the high school dropout rate, while their health clinics increase access to necessary services and their housing counseling services increase opportunities for homeownership. These programs, as well as our upcoming elections, will create the ability and the opportunity for our citizens to succeed.

On behalf of America's Latinos, I invite you to join us in these critical endeavors. Together, we will build stronger citizens, stronger communities, and ultimately a stronger country.

Janet Murguía
NCLR President and CEO



Monica Lozano
NCLR Board Chair

MESSAGE FROM THE BOARD CHAIR

For two centuries, Latinos have actively contributed to our country's history, strength, and success. Today, as the nation's largest ethnic minority, the Hispanic community bursts with unrealized potential. We've worked hard and given much. We've earned the opportunity for economic stability, pride, and independence. We've earned the American Dream!

THE WORK AT HAND

The potential of Hispanic citizens will never be fully realized in America unless NCLR's vital missions are accomplished and its visions become reality.

NCLR must continue building its network of community programs, targeted services, educational initiatives, and advocacy efforts. In addition, we must maximize synergy and success through stronger collaboration with its nearly 300 community-based Affiliates, fellow advocacy groups, generous donors, and bipartisan supporters which range in scope from the local to the national realms.

YOUR ROLE?

There is great need for more work, more advocacy, and more funding – from us all.

As an individual, corporation, or foundation, you can play a pivotal role through generous financial support. As a lawmaker, you can responsibly enact legislation that economically and politically empowers Hispanic Americans. Or as a Latino citizen, you can actively participate in the programs, services, and political process for continual betterment of your self, your family, and your community.

Together, we will grow stronger. At stake is the well-being and long-term success of America's Latinos...and America.

A handwritten signature in black ink that reads "Monica Lozano". The signature is fluid and cursive, with a large initial "M" and "L".

Monica Lozano
Chair, NCLR Board of Directors

NCLR BOARD OF DIRECTORS 2007-2008

EXECUTIVE COMMITTEE

CHAIR Monica Lozano Publisher and CEO <i>La Opinión</i> Los Angeles, CA	SECOND VICE CHAIR/ SECRETARY Daniel Ortega Partner Roush, McCracken, Guerrero, Miller & Ortega Phoenix, AZ	PRESIDENT AND CEO Janet Murguía National Council of La Raza Washington, DC	Elba Montalvo Executive Director Committee for Hispanic Children and Families, Inc. New York, NY
FIRST VICE CHAIR Andrea Bazán-Manson President Triangle Community Foundation Research Triangle Park, NC	TREASURER Dorene Dominguez Chairman Vanir Construction Management, Inc. Sacramento, CA	Salvador Balcorta Executive Director Centro de Salud Familiar La Fe El Paso, TX	Maria Pesqueira Executive Director Mujeres Latinas en Acción Chicago, IL
		Herminio Martinez Executive Director Bronx Institute, Lehman College Bronx, NY	Hon. Arturo Valenzuela Director Center for Latin American Studies Georgetown University Washington, DC

GENERAL MEMBERSHIP

Tom Castro President and CEO Border Media Partners Houston, TX	Hon. Rafael Ortega County Commissioner – Dist. 5, Ramsey County Board Office St. Paul, MN	Hon. Felipe Reinoso State Representative Bridgeport, CT	Angela Sanbrano Executive Director Central American Resource Center Los Angeles, CA
Patricia Fennell Executive Director Latino Community Development Agency Oklahoma City, OK	Jorge Plasencia Chairman and CEO República Miami, FL	Arturo S. Rodriguez President United Farm Workers of America Keene, CA	Lionel Sosa Sosa Consultation & Design Floresville, TX
Maricela Monterrubio Gallegos Galt, CA	Robin Read President and CEO National Foundation for Women Legislators, Inc. Washington, DC	Juan Romagoza, MD Executive Director La Clínica del Pueblo Washington, DC	Isabel Valdés President Isabel Valdés Consulting Palo Alto, CA
Maria S. Gomez President and CEO Mary's Center for Maternal & Child Care Washington, DC		Isabel Rubio Executive Director Hispanic Interest Coalition of Alabama Birmingham, AL	Anselmo Villarreal Executive Director La Casa de Esperanza Waukesha, WI

AFFILIATE COUNCIL

The Affiliate Council serves as a voice for Affiliates and represents the partnership between NCLR and its most important constituency. It provides guidance to NCLR on its programmatic priorities and public policy agenda, and on strengthening regional networks and promoting the work of Affiliates. Additionally, the Affiliate Council works closely with the Affiliate Member Services (AMS) team in the implementation of the AMS Business Plan, reaching out to Affiliates in all regions of the country to solicit new perspectives and share information on NCLR's direction and priorities.

FAR WEST

CHAIR

Linda Mazon-Gutierrez

President

Hispanic Women's Corporation
Phoenix, AZ

John Martinez

Executive Director

HELP-New Mexico, Inc.
Albuquerque, NM

CALIFORNIA

VICE CHAIR

Alfredo Villaseñor

Executive Director

Community Child Care

Council of Santa Clara County
San Jose, CA

Maria Quezada

Executive Director

California Association

for Bilingual Education
Covina, CA

MIDWEST

SECRETARY

Victor Leandry

Executive Director

El Centro de Servicios Sociales
Lorraine, OH

Alicia Villarreal

Executive Director

Latino Family Services
Detroit, MI

NORTHEAST

Maria Matos

Executive Director

Latin American Community
Center, Inc.
Wilmington, DE

Nicholas Torres

Executive Director

Congreso de Latinos Unidos, Inc.
Philadelphia, PA

SOUTHEAST

Sonia Gutiérrez

Executive Director

Carlos Rosario

International Career Center
Washington, DC

TEXAS

Mary Capello

President and CEO

Texas Migrant Council
Laredo, TX

Richard Farias

Executive Director

Tejano Center for
Community Concerns
Houston, TX



NCLR Affiliate, La Clínica de La Raza

NCLR'S AFFILIATES **provide a wide array of vital services** TO THEIR COMMUNITIES.

NCLR Affiliate, CentroNia



AFFILIATE NETWORK

While NCLR advances its mission at the national level, it also successfully collaborates with community-based Affiliate partners at the local level to promote the well-being of America's Latino families. NCLR's active and productive relationship with these Affiliates – the very heart of its work – is facilitated by the Affiliate Member Services (AMS) team in collaboration with NCLR's program and policy components.

NCLR's Affiliate Network is divided into six single-state or multistate regions: Northeast, Southeast, Midwest, Far West, Texas, and California. Overall, the network comprises nearly 300 Affiliates which serve millions of Hispanics each year in 41 states, the District of Columbia, and Puerto Rico.

NCLR's Affiliates provide a wide array of vital services to their communities, including:

- Early child care and after-school education programs
- Health care services and education
- Housing development and homeownership counseling
- Workforce development initiatives
- Financial services and employment information
- Social, relief, and refugee services
- Legal and immigration services
- Youth leadership and development programs

NCLR Affiliate, Latin American Youth Center



2006 HIGHLIGHTS

- **AMERICORPS.** The NCLR AmeriCorps Latino Empowerment through National Service (LENS) program provides opportunities for AmeriCorps members to gain practical job experience while serving their communities. Housed within the Office of AMS, NCLR's AmeriCorps program enabled ten Affiliates in the past three years to build organizational capacity and provide tutoring to Latino youth. By the end of the 2005-2006 program year, AmeriCorps members had provided literacy tutoring to 1,378 students, and 80% of those receiving this help increased their grade level by one grade. AmeriCorps members also provided job readiness training to 1,634 people for a minimum of 15 hours each and positively impacted more than 200,000 people through community events, fairs, and benefits related to health or other human needs. Moreover, 149 AmeriCorps members successfully completed their service in ten Affiliate sites, resulting in close to \$330,000 in education awards for payment of past, present, or future education expenses.
- **EMERGENCY RELIEF AND PREPAREDNESS EFFORTS.** With the support of the Office of Minority Health, the U.S. Department of Health and Human Services, and many corporate and other partners, NCLR raised \$534,891 toward its NCLR Katrina Relief Fund. These monies were used to address immediate needs of the Latino community in the hurricane-affected areas, and to develop a long-term strategy for future relief.

NCLR Affiliate, Latino Memphis, Inc.



200,000+

PEOPLE IMPACTED BY AMERICORPS
IN 2006 THROUGH COMMUNITY
EVENTS, FAIRS, AND BENEFITS
RELATED TO HEALTH OR OTHER
HUMAN NEEDS

“BECAUSE COMCAST APPRECIATES THE IMPORTANCE OF NCLR’S MISSION AND THE LOCAL IMPACT OF ITS AFFILIATE NETWORK, **we’re happy to underwrite the NCLR/Comcast Capacity-Building Grant Program.** BY HELPING AFFILIATES TO DEVELOP SOUND INFRASTRUCTURES, **this program will help them build the resources required to improve their programs** AND THEIR ADVOCACY ON BEHALF OF AMERICA’S HISPANIC COMMUNITIES.”

DAVID L. COHEN, EXECUTIVE VICE
PRESIDENT, COMCAST CORPORATION

Susan Gonzales of Comcast Corporation
addressing NCLR’s National Affiliate Forum



Toward these ends, NCLR:

- Provided \$339,850 in funds to assist evacuees through grants to Affiliates and other community-based partners
- Conducted public policy and advocacy efforts on civil liberties, equitable access to relief, and treatment of Latinos in the post-Katrina relief and recovery efforts
- Engaged with major relief organizations, such as the American Red Cross and FEMA, to serve Latinos
- Expanded its AmeriCorps program to include relief services, such as community organizing, resource allocation, rebuilding efforts, tutoring, housing services, and volunteer management
- Conducted research and public education related to strategies for relief organizations to serve the Latino community better in future emergencies. Work products included:
 - Bilingual Public Service Announcements (PSAs) and materials that assisted Latinos, immigrants, and limited-English-proficient (LEP) individuals in finding disaster relief services
 - A funded proposal to develop a tool kit for improved responsiveness of emergency managers and relief agencies to Latino and immigrant victims of a disaster
 - A report, *In the Eye of the Storm: How the Government and Private Response to Hurricane Katrina Failed Latinos*, and various press articles
- **AFFILIATE CLIENT TRACKING SYSTEM.** NCLR established the Affiliate Client Tracking System (ACTS) project, a database solution that helps Affiliates manage information related to how they deliver services, the demographic data of their clients, comprehensive service histories, and the outcomes and impact of their work.

NCLR AWARD PROGRAMS

- AFFILIATE OF THE YEAR AWARD.** The NCLR/Ford Motor Company Affiliate of the Year Awards Program recognizes an NCLR Affiliate for exemplary work in serving its local community and supporting NCLR's policy and programmatic initiatives. In 2006, NCLR awarded \$25,000 to the Carlos Rosario International Career Center as the Affiliate of the Year. Also recognized and recipients of \$5,000 awards were three Regional Honorees: Latin American Community Center (Eastern Region), La Casa de Esperanza, Inc. (Central Region), and Para Los Niños (Western Region).
- FAMILY STRENGTHENING AWARD.** For the third consecutive year, in partnership with the Annie E. Casey Foundation, NCLR awarded \$10,000 each to five Affiliates that have demonstrated best practices in achieving improved outcomes and measurable impact for Latino families. These winners hosted training sessions where they shared their program models with other Affiliates and provided solutions to program challenges. The 2006 Family Strengthening Award winners were: American YouthWorks, Casa Verde Builders Program; CentroNía, Family Literacy Program; El Centro de la Raza, Homeless Assistance Case Management Program; La Casa de Esperanza, Inc., Children, Family, and Youth Program; and Montebello Housing Development Corporation, Affordable Housing Program.
- NCLR/COMCAST CAPACITY-BUILDING GRANT PROGRAM.** NCLR partnered with Comcast to support eight Affiliates in enhancing their capacity to operate a program in a specific issue area, conduct advocacy work, or improve institutional infrastructure. Each grantee will receive a grant totaling \$75,000 over a three-year period and be expected to demonstrate evidence of implementation, evaluation, and sustainability. The Capacity-Building Grant Program is designed to build and develop an Affiliate's capacity to collaborate with NCLR on specific program or advocacy work, or to build its infrastructure institutionally to conduct work aligned with NCLR's mission.



NCLR Affiliate of the Year, Carlos Rosario International Career Center, Inc.

NCLR/COMCAST CAPACITY-BUILDING GRANT PROGRAM, AFFILIATE GRANTEEES

NEXT GENERATION CATEGORY

- Latino Memphis, Inc., Memphis, TN

PROGRAM CATEGORY

Community Development

- Del Norte Neighborhood Development Corp., Denver, CO

Education

- Association House of Chicago, Chicago, IL

Health

- Spanish American Civic Association, Lancaster, PA

Workforce Development

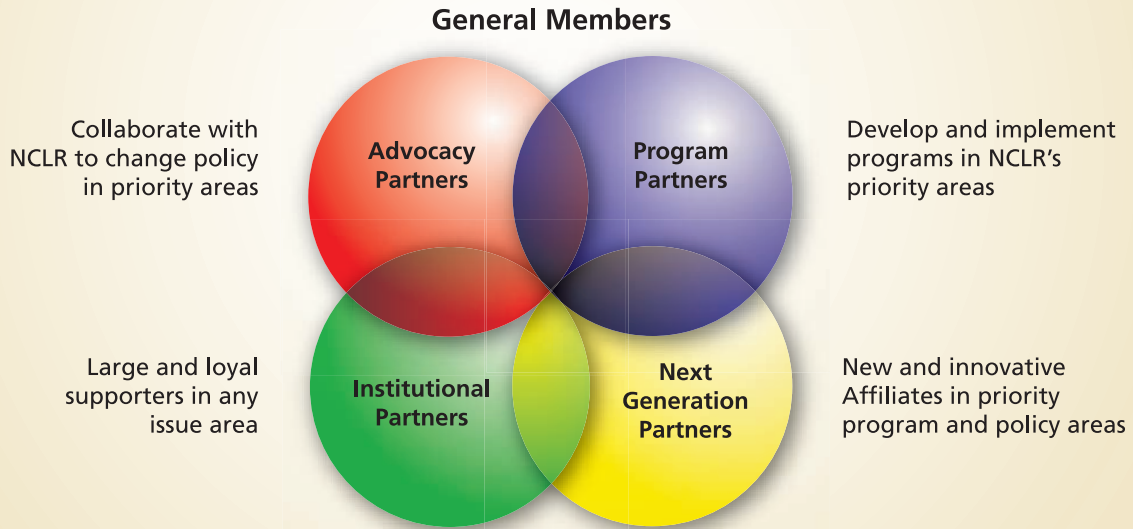
- Youth Development, Inc. and Albuquerque Hispano Chamber of Commerce, Albuquerque, NM

ADVOCACY CATEGORY

- Congreso de Latinos Unidos, Philadelphia, PA
- Mujeres Latinas en Acción, Chicago, IL
- Tiburcio Vasquez Health Center, Union City, CA

PROPOSED AFFILIATE PARTNERSHIPS

For each, NCLR has defined: Criteria, Benefits, Responsibilities, and Fees



AFFILIATE MEMBER SERVICES BUSINESS PLAN

NCLR and its Affiliates possess strengths and skills that, when combined, create a powerful synergy on behalf of America's Latinos. In an effort to maximize the potential of these relationships, NCLR launched a business planning process in 2005-2006 which included an assessment of its services to its Affiliates; extensive discussions with Affiliates, including a survey; and an evaluation of its structure and support to the Affiliate Network.

THE EFFORT FOCUSED ON SEVERAL QUESTIONS:

- In what ways can the NCLR-Affiliate relationship be further strengthened?
- What are the specific roles of Affiliates and of NCLR in advancing the Latino community?
- How can the two be organized and integrated for the greatest impact?

THROUGH THE PROCESS, NCLR RELIED ON A TWO-PRONGED STRATEGY:

- Work with Hispanics to increase their **ability** to improve their socioeconomic status
- Ensure that Hispanics have the **opportunity** to fulfill the promise of that ability

COMPLETION OF A NEW BUSINESS PLAN

- The Affiliates' survey responses confirmed their role as an active conduit between NCLR and the community. Their satisfaction rating was high, as was interest in helping NCLR achieve its goals.
- Suggestions focused on requests for more state advocacy work, additional Affiliate networking opportunities, and increased communication.

Based on this and other feedback and NCLR's overall mission, the Affiliate Member Services (AMS) Business Plan was completed in 2006. It specifically defined and explained strategies for maximizing relationships between NCLR and its Affiliate Network, including recommendations for:

- Elevating the role of AMS within NCLR
- Establishing a new fee structure to reflect the revised partnership categories
- Increasing staff and resources in NCLR's field offices throughout the country
- Securing additional funding to support this effort

- Developing four new partnership categories, responsibilities, and benefits for Affiliates who engage with NCLR beyond the General Membership category:

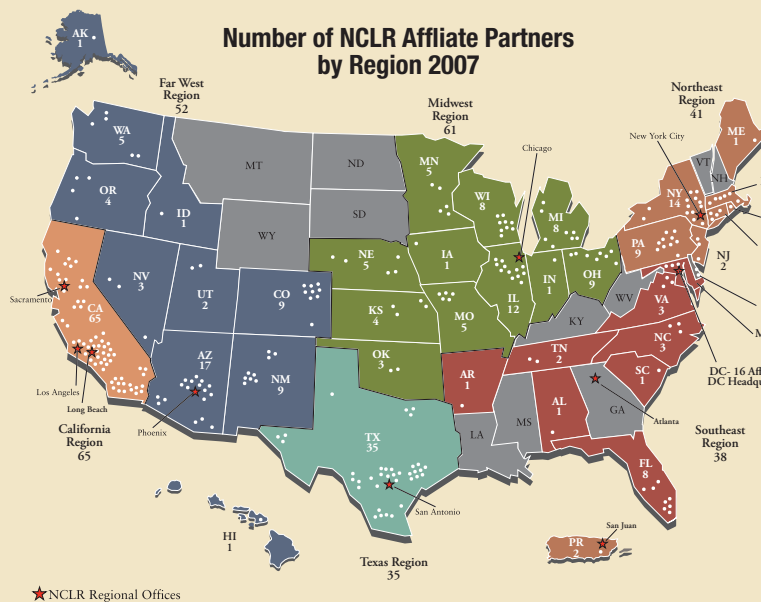
- **Advocacy Partners** – Those Affiliates whose relationship with NCLR is primarily focused on policy and advocacy efforts
- **Program Partners** – Those Affiliates whose relationship with NCLR is primarily focused on programs, such as education, health, housing/community development, or workforce development
- **Institutional Partners** – Those Affiliates who have high profiles, are influential statewide or nationally, and meet specific tenure and budget criteria
- **Next Generation Partners** – Those Affiliates who are young, emerging, and in their early stages of development institutionally or programmatically

*NCLR Affiliate,
Latin America Youth Center*

“THE AFFILIATE MEMBER SERVICES (AMS) BUSINESS PLAN MARKS A NEW CHAPTER IN NCLR’S HISTORY WITH ITS AFFILIATES. TOGETHER, we challenged ourselves to create a strategy that builds on what each of us does best. BY JOINING FORCES AND WORKING AS NATIONAL-LOCAL PARTNERS ON SPECIFIC PROGRAM AND POLICY PRIORITIES, we are moving closer toward our vision of economic and social empowerment for Latinos.”

SONIA M. PÉREZ
NCLR SENIOR VICE PRESIDENT, AFFILIATE MEMBER SERVICES





ALABAMA

Birmingham

Hispanic Interest Coalition of Alabama (HICA)
www.hispanicinterest.org
(205) 942-5505

ALASKA

Anchorage

Council of Latin Americans in Alaska for Special Services
www.claseak.tripod.com
(907) 222-3710

ARIZONA

Guadalupe

Centro De Amistad, Inc.
(480) 839-2926

Mesa

Housing Our Community, Inc.
www.housingformesa.org
(480) 649-1335

Nogales

Mexicayotl Academy
(520) 287-6790

Phoenix

Arizona Hispanic Chamber of Commerce Foundation
www.azhccc.com
(602) 279-1800

Chicanos Por La Causa, Inc.
www.cplc.org
(602) 257-0700

Community Housing Resources of Arizona
www.communityhousingresources.org
(602) 631-9780

Esperanza Community Collegial Academy
(602) 996-1125

Espiritu Community Development Corporation
www.espirituto.com
(602) 243-7788
Friendly House, Inc.
www.friendlyhouse.org
(602) 257-1870

Hispanic Women's Corporation
www.hispanicwomen.org
(602) 954-7995

Tertulia Pre-College Community Charter School
(602) 262-2200

Valle Del Sol, Inc.
(602) 248-8101

Somerton

Campeños Sin Fronteras
(928) 627-1060

Housing America Corporation
www.hacorp.org
(928) 627-4221

South Tucson

Aztlan Academy
(520) 573-1500

Tucson

Calli Ollin Academy
www.calliollin.com
(520) 882-3029

Luz Social Services, Inc.
www.socialservices.org
(520) 882-6216

ARKANSAS

Springdale

Hispanic Women's Organization of Arkansas
www.hwoa.org
(479) 751-9494

CALIFORNIA

Anaheim

Neighborhood Housing Services of Orange County, Inc.
www.nhsoc.org
(714) 490-1250

Arleta

El Proyecto del Barrio, Inc.
(818) 830-7133

Brawley

Campeños Unidos, Inc.
(760) 351-5100

Clínicas de Salud del Pueblo, Inc.
www.clinicasdesalud.org
(760) 344-6471 (med facility)

Burbank

Partnerships to Uplift Communities, Inc.
www.pucschools.org
(818) 559-7699

Calexico

Calexico Community Action Council
(760) 357-6464

Covina

California Association for Bilingual Education
www.bilingualeducation.org
(626) 814-4441

Escondido

Community HousingWorks
www.communityhousingworks.org
(760) 432-6878

Fresno

Multiethnic Small Farm and Community Development Corporation
(559) 486-3670

Hayward

La Familia Counseling Service
lafamiliacounselingservice.org
(510) 881-5921

Tiburcio Vasquez Health Center
www.tvhc.org
(510) 471-5907

Keene

Farm Workers Institute for Education & Leadership Development
(661) 823-6133

Los Angeles

Academia Semillas del Pueblo
www.dignidad.org
(323) 225-4549

AltaMed Health Services Corporation
www.altamed.org
(323) 725-8751

Camino Nuevo Charter Academy
www.caminonuevo.org
(213) 413-4245

CHARO Community Development Corporation
www.charocorp.com
(323) 269-0751

Chicana Service Action Center, Inc.
(213) 253-5959

Eastmont Community Center
(323) 726-7998

El Centro del Pueblo
(213) 483-6335

Los Angeles Leadership Academy
www.laleadership.org
(213) 381-8484

National Latino Arts, Education, and Media Institute
(310) 281-3770

New Economics for Women
www.neweconomicsforwomen.org
(213) 483-2060

Para los Niños
www.paralosninos.org
(213) 250-4800

Pueblo Nuevo Development Corporation
www.pueblonuevo.org
(213) 413-3838

Society of Hispanic Professional Engineers
www.shpe.org
(323) 725-3970

Watts/Century Latino Organization
(323) 564-9140

Youth Policy Institute
www.ypiusa.org
(213) 688-2802

Madera

Darin M. Camarena Health Center, Inc.
www.cvhncclinics.org
(559) 664-4000

Modesto

Mujeres Latinas de Stanislaus
(209) 572-2437

Montebello

Montebello Housing Development Corporation
www.mtbhousingcorp.com
(323) 722-3955

Moreno Valley

TODEC Legal Center, Perris
(909) 943-1955

National City

MAAC Project
www.maacproject.org
(619) 426-2173

North Hollywood

Valley Community Clinic
www.valleycommunityclinic.org
(818) 763-1718

Oakland

Eastbay Spanish Speaking Citizens' Foundation
www.sscf.org
(510) 261-7839

La Clínica de La Raza
www.laclinica.org
(510) 535-4000

Lighthouse Community Charter School
(510) 271-8801

Unity Council
www.unitycouncil.org
(510) 535-6900

Oceanside

San Diego County SER/Jobs for Progress, Inc.
(760) 754-6500

Oxnard

El Concilio del Condado de Ventura
elconcilioventura.org
(805) 486-9777

Pomona

Pomona Valley Center for Community Development
(909) 629-4649

The School of Arts and Enterprise
www.the-sae.com
(909) 622-0699

San Diego

Centro Cultural de la Raza
www.centroraza.org
(619) 235-6135

Chicano Federation of San Diego County, Inc.
www.chicanofederation.org
(619) 285-5600

Parent Institute for Quality Education
www.piqe.org
(858) 483-4499

San Diego County Hispanic Chamber of Commerce
www.sdchcc.com
(619) 702-0790

San Diego Home Loan Counseling and Education Center
www.sdhomeloan.org
(619) 624-2330

San Francisco
Centro Latino de San Francisco
www.charityadvantage.com/CLSF/Mission.asp
(415) 861-8758

Women's Initiative for Self Employment
www.womensinitiative.org
(415) 641-3460

San Jose
American GI Forum San Jose Chapter
www.sjgif.org
(408) 288-9470

Center for Training and Careers, Inc.
www.ctcsj.org
(408) 251-3165

Community Child Care Council of Santa Clara County
www.4c.org
(408) 487-0747

Mexican American Community Services Agency, Inc. (MACSA)
www.macsa.org
(408) 928-1122

Mexican Heritage Corporation
www.mhcviva.org
(408) 928-5500

National Hispanic University
(408) 273-2712

Santa Ana
Delhi Community Center
(714) 481-9600

El Sol Science and Arts Academy of Santa Ana
www.elsolacademy.org
(714) 543-0023

Santa Barbara
Cesar Chavez Dual-Language Immersion Charter School
(805) 966-7392

Santa Monica
National Association of Latino Independent Producers
www.nalip.org
(310) 457-4445

San Ysidro
Casa Familiar, Inc.
www.casafamiliar.org
(619) 428-1115

San Ysidro Health Center
www.syhcc.org
(619) 428-4463

Stockton
Council for the Spanish Speaking-CA
www.elconclio.org
(209) 547-2855

Visionary Home Builders of California, Inc.
www.visionaryhomebuilders.org
(209) 466-6811, ext. 2116

Ventura
Cabrillo Economic Development Corporation
www.cabrilloedc.org
(805) 659-3791

Visalia
Self-Help Enterprises
www.selfhelpenterprises.org
(559) 651-1000

West Sacramento
Rural Community Assistance Corporation
(916) 447-2854

COLORADO
Denver
Brothers Redevelopment, Inc.
www.briathome.org
(303) 202-6340

Del Norte Neighborhood Development Corporation
www.delnortendc.org
(303) 477-4774

Latin American Research and Service Agency
www.larasa.org
(303) 722-5150

Mi Casa Resource Center for Women, Inc.
www.micasadenver.org
(303) 573-1302

NEWSED Community Development Corporation
www.newsed.org
(303) 534-8342

Servicios de la Raza, Inc.
www.tripod.com
(303) 458-5851

SouthWest Improvement Council
(303) 934-2268

Pueblo
Cesar Chavez Academy
www.cesarchavezacademy.org
(719) 295-1623

Westminster
Colorado Rural Housing Development Corporation
www.crhdc.org
(303) 428-1448

CONNECTICUT

Bridgeport
Bridge Academy
www.bridgeacademy.org
(203) 333-6961

Hartford
Connecticut Puerto Rican Forum, Inc.
www.ctpuertoricanforum.org
(860) 247-3227

Hispanic Health Council
www.hispanichealth.com
(860) 527-0856

Rocky Hill
Humanidad, Inc.
www.partnersforcommunity.org
(860) 563-6103

DELAWARE

Dover
Delmarva Rural Ministries, Inc.
www.1drm.com
(302) 678-3652

Wilmington
Latin American Community Center, Inc.
www.thelatincenter.org
(302) 655-7338

DISTRICT OF COLUMBIA

Ayuda, Inc.
www.ayudainc.org
(202) 387-4848

Carlos Rosario International Career Center, Inc.
www.carlosrosario.org
(202) 797-4700

Central American Resource Center
www.dccarecen.org
(202) 328-9799

CentroNia
www.centronia.org
(202) 332-4200

Council of Latino Agencies
www.consejo.org
(202) 328-9451

La Clínica del Pueblo, Inc.
www.lcdp.org
(202) 462-4788

Latin American Youth Center
www.layc-dc.org
(202) 319-2225

Latino Economic Development Corporation
www.ledcdc.org
(202) 588-5102

Mary's Center for Maternal and Child Care, Inc.
www.maryscenter.org
(202) 483-8196

Mi Casa, Inc.
www.micasa-inc.org
(202) 232-1375

Multicultural Career Intern Program
www.mcip.org
(202) 939-7700

National Association for Bilingual Education
www.nabe.org
(202) 898-1829

Spanish Catholic Center, Inc.
(202) 939-2437

Spanish Education Development Center
www.sedcenter.com
(202) 462-8848

Teaching for Change
www.teachingforchange.org
(202) 588-7204

FLORIDA

Florida City
Centro Campesino Farmworker Center, Inc.
www.centrocampesino.org
(305) 245-7738

Coalition of Florida Farmworker Organizations, Inc.
www.coffo.org
(305) 246-0357

Mexican American Council, Inc.
(305) 245-5865

Homestead
Everglades Community Association
www.farmworker.org
(305) 242-2142

Immokalee
Redlands Christian Migrant Association
www.rcma.org
(239) 658-3572

Miami
Hispanic Coalition, Inc.
(305) 262-0060

Orlando
Latino Leadership, Inc.
www.latino-leadership.org
(407) 895-0801

Tampa
Housing and Education Alliance
(813) 261-5151

HAWAII

Wailuku
Maui Economic Opportunity, Inc.
www.meoinc.org
(808) 248-2990

IDAHO

Caldwell
Community Council of Idaho
www.idahomigrantcouncil.org
(208) 454-1652

ILLINOIS

Chicago
Alivio Medical Center
www.aliviomedicalcenter.org
(312) 829-6303

Association House of Chicago
www.associationhouse.org
(773) 772-7170

El Hogar del Niño
(773) 523-1629

Erie Neighborhood House
www.eriehouse.org
(312) 563-5800

Gads Hill Center
www.gadshillcenter.org
(312) 226-0963

Illinois Migrant Council
www.illinoismigrant.org
(312) 663-1522

Instituto del Progreso Latino
www.idpl.org
(773) 890-0055

Latinos United
www.latinosunited.org
(312) 226-0151

Little Village Community Development Corporation
www.lvcdc.org
(773) 542-9233

Mujeres Latinas En Acción
mujereslatinasenaccion.org
(773) 890-7676

Resurrection Project
www.resurrectionproject.org
(312) 666-1323

Elgin
Elgin Community College
www.elgin.cc.il.us
(847) 888-7998

INDIANA

Fort Wayne
United Hispanic Americans, Inc.
(260) 456-5000

IOWA

West Des Moines
Midwest Educational Resource Development Fund, Inc.
(515) 261-7270

KANSAS

Kansas City
El Centro, Inc.
www.elcentroinc.com
(913) 677-0100

Harvest America Corporation
www.harvestamerica.org
(913) 342-2121

Topeka
Kansas Hispanic and Latino American Affairs Commission
www.khlaac.org
(785) 296-3465

Wichita
SER Corporation of Kansas
(316) 264-5372

MAINE

Lewiston
Maine Rural Workers Coalition
(207) 753-1922

MARYLAND

Baltimore

Centro de la Comunidad, Inc.
www.centrodelacomunidad.org
(410) 675-8906

Landover

Center for the Advancement
of Hispanics in Science and
Engineering
www.cahsee.org
(301) 918-1014

Silver Spring

CASA of Maryland, Inc.
www.casademaryland.org
(301) 431-4185

MASSACHUSETTS

Cambridge

Centro Presente, Inc.
(617) 497-9080

Concilio Hispano de
Cambridge, Inc.
www.conciliohispano.org
(617) 661-9406

Holyoke

Holyoke Community
Charter School
www.hccs-sabis.net
(413) 533-0111

Jamaica Plain

Hispanic Office of
Planning and Evaluation
(617) 524-8888

The Hyde Square
Task Force, Inc.
www.hydesquare.org
(617) 524-8303

Springfield

New England Farm
Workers Council
www.partnersforcommunity.org
(413) 272-2200

MICHIGAN

Detroit

Detroit Hispanic
Development Corporation
www.dhdc1.org
(313) 967-4880

Latin Americans for Social and
Economic Development, Inc.
(313) 554-2025

Latino Family Services
(313) 841-7380

New Detroit, Inc.
www.newdetroit.org
(313) 664-2000

Southwest Non Profit
Housing Corporation
www.swsol.org
(313) 841-3727

Kalamazoo

Hispanic American Council, Inc.
www.hispanicamerican
council.org
(269) 385-6279

Lansing

Michigan Commission on
Spanish Speaking Affairs
www.michigan.gov
(517) 373-8339

Traverse City

Northwest Michigan
Health Services, Inc.
www.nmhsi.org
(231) 947-1112

MINNESOTA

Minneapolis

El Colegio Charter School
www.el-colegio.org
(612) 728-5728

Hispanic Chamber of
Commerce of Minnesota
www.hispanicmn.org
(612) 312-1692

Saint Paul

Academia Cesar Chavez
cesarchavezschool.com
(651) 778-2940

Chicano Latino Affairs Council
www.clac.state.mn.us
(651) 296-2823

Comunidades Latinas Unidas
en Servicio
www.clues.org
(651) 379-4203

MISSOURI

Kansas City

Cabot Westside Clinic
www.cabot.org
(816) 471-0900

Guadalupe Center, Inc.
www.guadalupe
centers.org
(816) 421-1015

Hispanic Economic
Development Corporation
of Greater Kansas
www.kchedc.org
(816) 221-3442

Mattie Rhodes Center
www.mattierhodes.org
(816) 471-2536

Westside Housing
Organization
www.westsidehousing.org
(816) 421-8048

NEBRASKA

Lincoln

Hispanic Community Center
(402) 474-3950

Mexican American
Commission
www.mex-amer.state.ne.us
(402) 471-2791

North Platte

NAF Multicultural Human
Development Corporation
www.nafmhdc.org
(308) 534-2630

Omaha

Chicano Awareness Center
www.cacinc.org
(402) 733-2720

One World Community
Health Centers, Inc.
www.oneworlddomaha.org
(402) 932-7859

NEVADA

Las Vegas

East Las Vegas Community
Development Corporation
(702) 307-1710

Nevada Association of
Latin Americans, Inc.
lvnwrotary.org/nala
(702) 382-6252

Reno

Nevada Hispanic Services, Inc.
www.nhsreno.org
(775) 826-1818

NEW JERSEY

Camden

Asociación de Puertorriqueños
en Marcha-NJ
(856) 338-9492

Latin American Economic
Development Association
www.laeda.com
(856) 338-1177

Vineland

Rural Opportunities, Inc.
(856) 696-1000

NEW MEXICO

Albuquerque

Albuquerque Hispano
Chamber of Commerce
www.ahcnm.org
(505) 842-9003

HELP - New Mexico, Inc.
www.helpnm.com
(505) 265-3717

Southwest Creations
Collaborative
www.southwestcreations.com
(505) 247-8559

YES Housing, Inc.
www.yeshousing.org
(505) 254-1373

Youth Development, Inc.
www.ydinm.org
(505) 831-6038

Embudo

Rio Grande Center
(505) 579-4251

Siete Del Norte
(505) 579-4217

Española

Hands Across Cultures
www.la-tierra.com/HACC
(505) 747-1889

Santa Fe

Southwest Institute for
Educational Research and
Professional Teacher
Development
(505) 982-5225

NEW YORK

Bronx

Promesa Systems, Inc.
www.promesa.org
(718) 299-1100

Brooklyn

Cypress Hills Local
Development Corporation
www.cypresshills.org
(718) 647-2800

Latin American
Workers' Project
www.latinamericanworkers.
tripod.com/lawp/index.html
(718) 628-6222

Glen Cove

La Fuerza Unida, Inc.
www.lfunida.org
(516) 759-0788

New York

Alianza Dominicana, Inc.
www.alianzadominicana.org
(212) 740-1960

Amber Charter School
www.ambercharter.echalk.com
(212) 534-9667

Audubon Partnership for
Economic Development
www.audubonpartnership.org
(212) 544-2470

Committee for Hispanic
Children and Families
www.chcfinc.org
(212) 206-1090

Community Association of
Progressive Dominicans
www.acdp.org
(212) 781-5500

Dominican Women's
Development Center
www.dwdc.org
(212) 994-6060

Spanish Theater
Repertory Co., Ltd
www.repertorio.org
(212) 889-2850

Rochester

Rural Opportunities, Inc.
www.ruralinc.org
(585) 340-3368

Syracuse

Spanish Action League
www.spanishactionleague.com
(315) 475-6153

Woodside

Latin American
Integration Center, Inc.
www.laicnyc.org
(718) 565-8500

NORTH CAROLINA

Charlotte

Latin American Coalition
www.latinamericancoalition.org
(704) 531-3848

Raleigh

El Pueblo, Inc.
www.elpueblo.org
(919) 835-1525

Siler City

Hispanic Liaison of Chatham
County/El Vínculo Hispano
www.evhnc.org
(919) 742-1448

OHIO

Cleveland

Commission on Catholic
Community Action
www.dioceseofcleveland.org
(216) 939-3839

El Barrio, Inc.
(216) 651-2037

Hispanic Urban Minority
Alcoholism & Drug Abuse
Outreach Program
www.umadaops.com
(216) 459-1222

The Spanish American
Committee for a Better
Community
www.spanishamerican.org
(216) 961-2100

Elyria

Lorain County
Community College
www.lorainccc.edu
(440) 365-5222

Liberty Center

Rural Opportunities, Inc.
www.ruralinc.org
(419) 875-6654

Lorain

El Centro de Servicios
Sociales, Inc.
(440) 277-8235

Toledo

ADELANTE, Inc.
www.adelante-inc.org
(419) 244-8440

Farm Labor Research Project
www.floc.com
(419) 243-3456

Youngstown

Organización Cívica y Cultural
Hispana Americana
(330) 781-1808

OKLAHOMA

Oklahoma City

Latino Community
Development Agency
www.latinagencyokc.org
(405) 236-0701

ORO Development
Corporation
(405) 840-7077

Santa Fe South Schools, Inc.
www.santafesouth.org
(405) 631-6100

OREGON

Hillsboro

Housing Development
Corporation
(503) 693-2937

Newberg

CASA of Oregon
www.casaoforegon.org
(503) 537-0319

Portland

Hacienda Community
Development Corporation
www.haciendadc.org
(503) 595-2111

Oregon Council for
Hispanic Advancement
www.ochnw.org
(503) 228-4131

PENNSYLVANIA

Harrisburg

Rural Opportunities, Inc.
(717) 234-6616

Lancaster

SACA Development
Corporation
(717) 397-6267

Spanish American Civic
Association (SACA)
www.sacapa.org
(717) 397-6267

Philadelphia

Asociación de Puertorriqueños
en Marcha-PA
www.apmphila.org
(267) 296-7200

Congreso de Latinos
Unidos, Inc.
www.congreso.net
(215) 763-8870

Hispanic Association of
Contractors and Enterprises
www.HACE@cdc.org
(215) 426-8025

Norris Square Civic Association
(215) 426-8723

Nueva Esperanza Academy
www.neacademy.org
(215) 324-0746

Nueva Esperanza, Inc.
www.nueva.org
(215) 324-0746

Reading

The Hispanic Center
Daniel Torres, Inc.
www.centrohispano.org
(610) 376-3748

PUERTO RICO

San Juan

Asociación de Salud Primaria
de Puerto Rico
www.saludprimariapr.org
(787) 758-3411

Consejo Vecinal Pro-Desarrollo
de la Península de Cantera
www.consejovecinal.org
(787) 727-5051

RHODE ISLAND

Providence

Center for Hispanic
Policy and Advocacy
www.chispari.org
(401) 467-0111

SOUTH CAROLINA

Columbia

Acercamiento Hispano de
Carolina del Sur
www.schispanicoutreach.org
(803) 419-5112

TENNESSEE

Memphis

Latino Memphis, Inc.
www.latinomemphis.org
(901) 366-5882

Nashville

Conexión Americas
www.conamericas.com
(615) 320-5152

TEXAS

Austin

American YouthWorks
www.ail.org
(512) 472-8220

Southwest Key Program, Inc.
www.swkey.org
(512) 462-2181

Corpus Christi

Gulf Coast Council of
La Raza, Inc.
www.gcclcr.org
(361) 881-9988

Dallas

Dallas Concilio of Hispanic
Service Organizations
www.dallasconcilio.org
(214) 818-0481

SER Child Development Center
www.serkids.org
(214) 637-8307

Vecinos Unidos, Inc.
www.vecinosunidos.net
(214) 761-1086

Edinburg

Information Referral
Resource Assistance, Inc.
www.irra.org/home.asp
(956) 393-2227

El Cenizo

La Gloria Development
Corporation
(956) 791-3034

El Paso

Centro de Salud Familiar
La Fe, Inc.
www.lafe-ep.org
(915) 534-7979

YWCA El Paso Del
Norte Region
www.ywcaelpaso.org
(915) 533-2311
Fort Worth

Near Northside Partners
Council, Inc.
www.partnerscouncil.org
(817) 625-9816

Harlingen

Su Clínica Familiar
www.tachc.org/About/Membership/Member_Directory/SCF.asp
(956) 365-6750

Houston

AAMA Community
Development Corporation
www.aamacdc.org
(713) 923-5433

D.R.A.W. Academy
www.drawacademy.org
(713) 706-3729

Galaviz Academy
(713) 694-6027

Houston Esperanza
(713) 926-2794

KIPP Houston
www.kipp-houston.org
(832) 328-1051

Latino Learning Center
www.latinolearning.org
(713) 223-1391

Tejano Center for Community
Concerns
www.tccc-ryss.org
(713) 644-2340

Kingsville

South Texas Youth
Development Council, Inc.
(361) 592-4901

Laredo

Asociación Pro
Servicios Sociales
(956) 724-6244

Texas Migrant Council, Inc.
www.tmccentral.org
(956) 722-5174

Lubbock

LEARN, Inc.
www.learninc.com
(806) 763-4256

McAllen

McAllen Affordable
Homes, Inc.
www.mcallenaffordablehomes.com
(956) 687-6263

Midland

Midland Community
Development Corporation
(432) 570-9824

Mission

Amigos del Valle, Inc.
www.advrgv.org
(956) 581-9494

Pharr

Nuestra Clínica del Valle
www.tachc.org/About/Membership/Member_Directory/NCV.asp
(956) 787-8915

San Antonio

Avenida Guadalupe
Association
www.agatx.org
(210) 223-3151

First Mexican Baptist Church
www.primeraiglesiabautista.org
(210) 737-6113

Heroes and Heritage
(212) 288-7395

Mexican American Unity
Council, Inc.
www.mauc.org
(210) 978-0500

Our Casas Resident
Council, Inc.
(210) 208-9691

Student Alternatives
Program, Inc.
(210) 227-0295

Uvalde

Community Council of
Southwest Texas, Inc.
(830) 278-6268

Community Health
Development, Inc.
www.chd4health.org
(830) 278-5604

UTAH

Salt Lake City

Utah Coalition of La Raza
(801) 359-8922

South Salt Lake City

Centro de la Familia de Utah
www.cdfu.org
(801) 521-4473

VIRGINIA

Arlington

East Coast Migrant Head
Start Project
www.ecmhsp.org
(703) 243-7522

Falls Church

Hispanic Committee
of Virginia
www.hcva.org
(703) 671-5666

Hispanos Unidos de Virginia
(703) 533-9300

WASHINGTON

Granger

Northwest Communities
Education Center
www.kdna.org
(509) 854-1900

Seattle

El Centro de la Raza
www.elcentrodelaraza.com
(206) 329-9442

SEA MAR Community
Health Center
www.seamar.org
(206) 763-5210

Sunnyside

Washington State
Migrant Council
www.wsmconline.org
(509) 839-9762

Yakima

Rural Community
Development Resources
(509) 453-5133

WISCONSIN

Madison

Centro Hispano de
Dane County, Inc.
www.centrohispanomadison.org
(608) 255-3018

Milwaukee

Aurora Weier
Educational Center
(414) 562-8398

Centro de la Comunidad
Unida/United Community
Center
www.unitedcc.org
(414) 384-3100

Council for the Spanish
Speaking-WI
www.councilforthespanishspeakingmilw.org
(414) 384-3700

La Causa, Inc.
www.lacausa.org
(414) 647-8750

United Migrant
Opportunity Services, Inc.
www.umos.org
(414) 389-6000

Waukesha

HBC Services, Inc.
www.hbcservices.org
(262) 522-1230

La Casa de Esperanza, Inc.
www.lacasadeesperanza.org
(262) 547-0887



NCLR Affiliate, CentroNía

“HISPANIC STUDENTS WANT TO SUCCEED. HISPANIC STUDENTS CAN SUCCEED. **It is our obligation to ensure that they have access to quality education to meet rigorous achievement standards.** IT IS OUR COMMITMENT TO A BETTER AMERICA.”

DELIA POMPA

NCLR VICE PRESIDENT, EDUCATION

100,000+

AT-RISK CHILDREN DIRECTLY BENEFITED FROM NCLR’S SUPPORT OF EARLY EDUCATION PROGRAMS, COMMUNITY EDUCATION PROJECTS, AND CHARTER AND EARLY COLLEGE HIGH SCHOOLS

EDUCATION

Believing that quality education serves as a foundation for the future success of Latinos and America, closing the achievement gap between Latinos and other students remains one of NCLR’s most important priorities. Not only must our country close the achievement gap, we must also pave the way for Latinos to achieve higher education.

National recognition and respect for NCLR’s leadership in education continue to grow, evidenced by support from the Bill & Melinda Gates Foundation and others. NCLR strengthens the educational sector through:

- Supporting early childhood education programs, charter schools, and early college high schools
- Developing successful educational initiatives, including the Charter School Development Initiative, the Early College High School Project, and the *Lee y serás* early literacy development initiative
- Partnership with other organizations and networks that likewise foster Latino students’ success

2006 HIGHLIGHTS

Last year, NCLR intensified technical assistance and training services to schools in its network by offering professional development and training activities, such as:

- **LEADERSHIP INSTITUTE FOR LATINO LITERACY.** During this weeklong program, helpful strategies and resources for English language learners were provided to approximately 60 teachers representing 17 network schools.
- **EDUCATIONAL LEADERSHIP PROGRAM.** Graduating its first cohort of school leaders, this inaugural program supported administrators working with low-performing students and English language learners to ensure success in college-preparatory studies.

- **SEMBRANDO SEMILLAS (PLANTING SEEDS).**

Following three years of development and piloting, best practices were deemed ready for national distribution to early childhood programs that promote state early learning standards among Latino children and values important to their families. *Sembrando Semillas* includes a facilitator manual; the Latino Family Values Framework; a directory of Latino leaders in early childhood education research and practice; and directories on Latino-serving early childhood programs.

- **LEE Y SERÁS (READ AND YOU WILL BE) LITERACY DEVELOPMENT INITIATIVE.** Simple, effective strategies that support Latino students' development of early learning skills – all within the context of their cultural and linguistic tradition – were presented by six participating sites to hundreds of parents and care providers.

- **NO CHILD LEFT BEHIND.** NCLR launched a new website, www.nclr.org/nclb, to keep the Latino community, advocates, and

policy-makers informed about the reauthorization of this education law. In addition, NCLR provided testimony at a roundtable on English language learner students held by the Aspen Institute's Commission on No Child Left Behind.

- **EARLY CHILDHOOD EDUCATION AND FAMILY LITERACY.** NCLR held a congressional briefing on the Even Start Family Literacy Program. Even Start was created to support family literacy activities that integrate early childhood education, adult literacy and education, parenting education, and structured parent and child literacy interactions. Nearly half (46%) of all Even Start families are Hispanic, and the vast majority of these families are limited-English-proficient. NCLR's congressional briefing called for more funding of this important program, and featured a speaker from Mary's Center for Maternal and Child Care, an NCLR Affiliate operating a highly successful Even Start program in Washington, DC.

NCLR Affiliate, CentroNia





NCLR Affiliate, Alivio Medical Center

“THE CALIFORNIA EARLY CHILDHOOD EDUCATION AND HEALTH POLICY TASK FORCES provide a valuable, real-world perspective on policy initiatives and link families and communities THROUGHOUT THE STATE.”

CHARLES KAMASAKI
NCLR EXECUTIVE VICE PRESIDENT

500

PROMOTORES DE SALUD
(LAY HEALTH EDUCATORS) TRAINED
BY NCLR AND ITS AFFILIATES
TO PROMOTE HEALTHY LIFESTYLE
CHOICES AND PROVIDE ACCESS
TO INFORMATION TO AN
ESTIMATED 25,000 HISPANICS

HEALTH

The overall impact of health and well-being extends beyond the individual. It determines one's ability to achieve economic potential, nurture family, participate in the community, and contribute to society.

NCLR and its network of community-based Affiliates strive to improve the health and well-being of Hispanic Americans through:

- Access to quality health care
- Health education and prevention programs that are culturally competent and linguistically appropriate
- Resources that support nutritious meals and healthy lifestyles
- Advocacy and collaboration
- Community-based research by NCLR's Institute for Hispanic Health (IHH)

2006 HIGHLIGHTS

- **LAY HEALTH EDUCATORS.** Through a partnership between NCLR and California State University, Long Beach (CSULB), IHH emerged as a leader in the design and evaluation of science-based community health education projects featuring *promotores de salud* (lay health educators). Principal focus areas included mental illness and a new model that promotes increased “genetic literacy” among Latinos.
- **NUTRITION EDUCATION.** NCLR addressed the obesity epidemic in the Latino community through public education on the importance of nutrition and physical activity, sponsored by the PepsiCo Foundation. Related work focused on obesity's co-morbidities, including heart disease and stroke.
- **NEW HIV/AIDS PARADIGM.** IHH and the NCLR-CSULB Center for Latino Community Health, Evaluation, and Leadership Training released a report – based on a comprehensive literature review and community-based



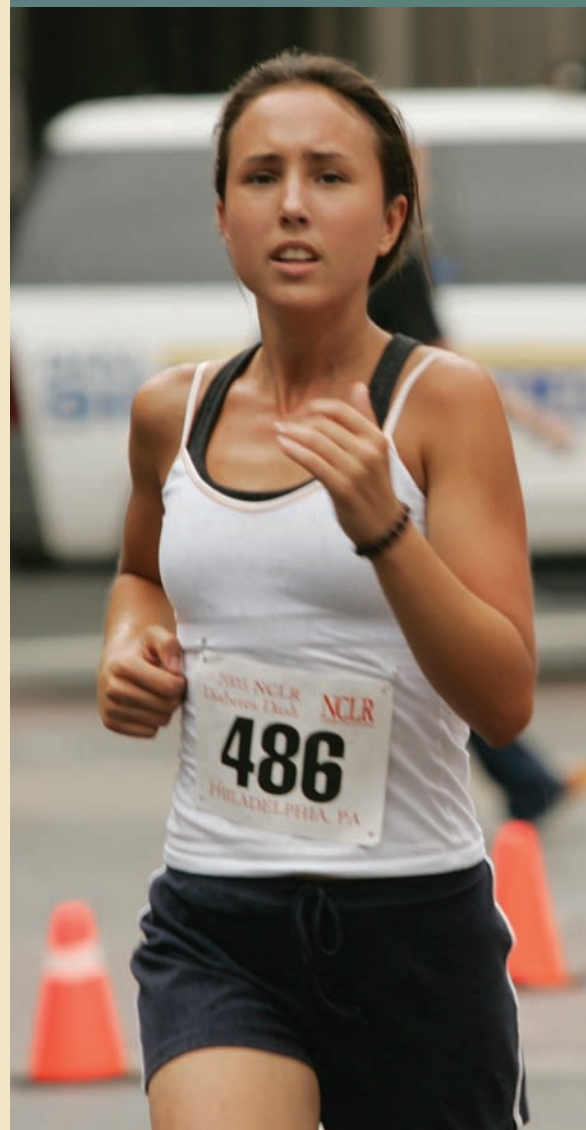
NCLR Affiliate, Alivio Medical Center

assessment – proposing a new paradigm to address HIV/AIDS prevention and treatment needs of Latinos. The report was sponsored by the Office of Minority Health, U.S. Department of Health and Human Services.

- **CALIFORNIA HEALTH POLICY TASK FORCE.** NCLR launched a California Health Policy Task Force to increase the role of the NCLR Affiliate Network in state policy development. Four roundtable dialogues were held on the nutrition needs of California's Latinos; as a result, NCLR is helping with development of several legislative proposals to enhance food security and obesity prevention efforts.
- **HUNGER REPORT.** An NCLR research report received international media coverage, successfully drawing attention to the burden of hunger and food insecurity in the Latino community, as well as the important role of food-assistance programs in alleviating hunger.
- **PUBLIC AWARENESS.** NCLR coordinated a number of activities to raise public awareness of the impact of budget and tax policy on health care programs, including Latino priorities.
- **NEW CALIFORNIA LAW.** NCLR was instrumental in the passage of a California law which ensures that local governments can provide immigrants with equal access to preventive and primary health care services.

NCLR AND ITS NETWORK OF COMMUNITY-BASED AFFILIATES STRIVE to improve the health and well-being of Hispanic Americans.

Participant in NCLR's Diabetes Dash





NCLR Affiliate, La Causa, Inc.

“MANY LATINO, IMMIGRANT, AND LOW-INCOME FAMILIES FACE HOME FORECLOSURES – NOT FROM LACK OF HARD WORK BUT FROM LACK OF SUSTAINABLE LOANS. **Lenders, brokers, and investors must match these families with appropriate and affordable home loans** WHILE CONGRESS ENACTS LEGISLATION THAT LEVELS THE PLAYING FIELD.”

JANET MURGUÍA
NCLR PRESIDENT AND CEO

120,000

STUDENTS, PATIENTS,
AND FAMILIES SERVED AT
SCHOOLS, HEALTH CLINICS,
AND OTHER COMMUNITY
FACILITIES FUNDED BY RAZA
DEVELOPMENT FUND LOANS

COMMUNITY AND FAMILY WEALTH-BUILDING

Throughout the history of our nation, millions of Latinos have contributed to America's economy and culture. Yet, they do not enjoy the same opportunities, jobs, and wages as other Americans. According to 2002 statistics, Hispanic households' median net worth was \$7,932, compared to \$88,651 for non-Hispanic White households.

NCLR strives to narrow this staggering wealth gap. The organization identifies policies, as well as structural and economic barriers within the U.S. financial marketplace, that hamper the Latino community's ability to establish long-term financial stability. In addition, NCLR's Community Development program, working closely with the Raza Development Fund, NCLR's lending arm, seeks to increase individual family wealth and the amount of capital assets controlled by Latino institutions.

2006 HIGHLIGHTS

- **MAINSTREAM FINANCIAL SERVICES.** NCLR's public policy work brought to the attention of policy-makers and the public those barriers that prevent low-income and immigrant Hispanics from using financial products. In 2006, NCLR:
 - Successfully fought attempts by lawmakers to prevent financial institutions from accepting foreign identification from potential customers
 - Worked to ensure the congressional defeat of measures that would have discouraged financial institutions from accepting Individual Taxpayer Identification Numbers from immigrants who seek to open bank accounts or apply for credit
 - Launched a Latino-focused Financial Services Policy Project, which conducts policy analysis and advocacy of critical

areas of the financial market, including mortgage lending, credit cards, auto lending, and remittances

- Successfully introduced Latino priorities into the debate on abusive mortgage lending practices and worked to block weak legislation from being introduced

- **INCENTIVES FOR RETIREMENT SAVINGS.**

NCLR worked to educate policy-makers about the importance of improving low-wage workers' ability to contribute to and participate in pension savings. Pension reform legislation enacted in 2006 made permanent a targeted tax incentive for low-wage workers who contribute to their retirement accounts, including provisions that encourage employers to provide workers with independent retirement advice.

- **LENDING AND TECHNICAL ASSISTANCE TO COMMUNITY-BASED ORGANIZATIONS (CBOs).**

The Raza Development Fund (RDF), an NCLR subsidiary and the largest Hispanic Community Development Financial Institution (CDFI) in the country, continued as an industry leader among community development banks. With

support from Bank of America, State Farm, Citibank, JPMorgan Chase, and others, RDF closed 117 loans including nearly \$29 million in financing to NCLR Affiliates and other Latino-serving CBOs. This direct lending leveraged nearly \$150 million in total financing for affordable housing, community schools, health clinics, and other facilities.

- **NCLR HOMEOWNERSHIP NETWORK (NHN).**

Made possible by the U.S. Department of Housing and Urban Development (HUD), JPMorgan Chase, and others, NHN has expanded to include 45 community-based homeownership counseling providers. Each organization receives subgrants and technical assistance from NCLR to implement NHN's intensive housing counseling model. Members of NHN provided counseling services to nearly 30,000 families in 2006, resulting in more than 3,000 Latinos becoming first-time home buyers. In addition, NHN organizations have responded to the rising rate of foreclosures and increasing reports of predatory lending in minority communities by providing foreclosure prevention counseling services.

NCLR Affiliate, Hacienda Community Development Corporation



“THE *ESCALERA* PROGRAM HAS BEEN A LIFE-CHANGING EXPERIENCE. **They have taught us to be leaders** BY WORKING VERY CLOSELY WITH US TO BUILD OUR SELF-CONFIDENCE.”

FORMER ESCALERA STUDENT

150%

WAGE INCREASE ACHIEVED
BY NURSING GRADUATES
OF THE HEALTH CARE CAREER
PATHWAYS INITIATIVE

EMPLOYMENT AND ECONOMIC OPPORTUNITIES

The economic well-being of America's families is closely related to job skills. With improved skills, there is more opportunity. With additional opportunities, there is more meaningful employment. And with viable employment, there is economic stability, pride, and independence.

With these goals in mind, NCLR strives to bridge the gap in employment and job skills which exists between Latinos and other Americans. NCLR's Workforce Development and Economic Mobility Initiatives support employment-focused programs and public policies that:

- Prepare workers
- Create jobs
- Reward work
- Build ladders that lead to career advancement and financial mobility

NCLR Affiliate, Latin American Youth Center



2006 HIGHLIGHTS

Several NCLR programs successfully supported Latino employment and economic opportunities during the last year, including:

- ESCALERA PROGRAM: TAKING STEPS TO SUCCESS.** By focusing on the economic potential of Latino youth, this program not only increased educational achievement, it improved career planning and access to well-paying jobs. *Escalera* is supported by established partnerships with NCLR Affiliates AltaMed Health Services Corporation in Los Angeles and Instituto del Progreso Latino in Chicago. Last year, the program's network expanded to New York via a partnership with Promesa: East Harlem Council for Community Improvement. Among 58 student participants, 98% completed the program and graduated from high school and 96% enrolled in a college or university. PepsiCo Foundation served as the program sponsor.
- HEALTH CARE CAREER PATHWAYS INITIATIVE.** Programs and strategies support training and skills upgrades for incumbent Latino workers and those seeking quality employment in the health care industry. With its Affiliate partners Instituto del Progreso Latino and the Unity Council, NCLR helps Latinos bridge gaps in education and skills in order to obtain quality jobs and upward mobility within the health care industry. Participants who graduated as medical assistants were placed at an average wage of \$14.50 per hour and licensed practical nurses at an average wage of \$22 per hour.
- WORKFORCE DEVELOPMENT.** At times, NCLR serves as a national intermediary. To guide its work, a business planning process for the Workforce Development component was initiated. As NCLR analyzes gaps in services for the Latino workforce, it will explore the organization's role within the workforce development system. NCLR also will assess its organizational expertise and capacity, as well as its relationship to key stakeholders, partners, and, most notably, its Affiliates. By prioritizing work and developing clear strategies, NCLR will continue to maximize its impact among Latino families and communities, as well as on the nation.



NCLR Affiliate, Alivio Medical Center

“WITH ITS AFFILIATE PARTNERS INSTITUTO DEL PROGRESO LATINO AND THE UNITY COUNCIL, NCLR helps Latinos bridge gaps in education and skills in order to obtain quality jobs and upward mobility within the health care industry. PARTICIPANTS WHO GRADUATED AS MEDICAL ASSISTANTS WERE PLACED AT AN AVERAGE WAGE OF \$14.50 PER HOUR AND LICENSED PRACTICAL NURSES AT AN AVERAGE WAGE OF \$22 PER HOUR.”

*SIMON LOPEZ
NCLR DIRECTOR
WORKFORCE DEVELOPMENT PROGRAMS*

“THE CORNERSTONE OF DEMOCRACY IS THE ABILITY TO PARTICIPATE IN THE ELECTORAL PROCESS. **NCLR was instrumental in the successful push to renew and reauthorize the Voting Rights Act in 2006.**”

WADE HENDERSON
PRESIDENT AND CEO,
LEADERSHIP CONFERENCE
ON CIVIL RIGHTS (LCCR)

NCLR President and CEO Janet Murguía testifies before Congress on the issue of Latinos and hunger.



NCLR WORKED WITH COALITION PARTNERS, AFFILIATES, AND OTHER LOCAL ADVOCATES TO develop strategies for addressing racial profiling.

CIVIL RIGHTS AND IMMIGRATION

As a leading national Hispanic civil rights organization, NCLR continues to play a major role in promoting and protecting equal opportunity for all Americans.

With support from the Ford Foundation and others, NCLR conducts policy analysis and advocacy activities that:

- Reduce discrimination and address issues of racial profiling, hate crimes, police abuse, and post-9/11 civil liberties

With support from The Atlantic Philanthropies and others, NCLR works to:

- Defend immigrant rights in a difficult political environment; limit the use of state and local police to enforce federal immigration laws; support Affiliates' efforts to maintain immigrant access to driver's licenses; and oppose anti-immigrant ballot initiatives
- Represent Hispanic Americans in the debate on civil rights issues, such as voting rights, criminal and juvenile justice, sentencing reform, and prisoner reentry
- Promote fair and equitable immigration policies that strike a balance between national security concerns and America's tradition as a nation of immigrants which welcomes newcomers

2006 HIGHLIGHTS

- **COMPREHENSIVE IMMIGRATION REFORM.** The debate on comprehensive immigration reform continued to move forward with concrete policy proposals; bipartisan legislation; strategies linking national, state, and local advocacy efforts; and increased media coverage. NCLR focused on reforms with the potential to remedy the underlying causes of undocumented immigration. The resulting bipartisan proposals included:
 - A path to legal status for current undocumented workers and for future temporary workers
 - A guestworker program with significant labor protections and a path to permanent status
 - Reduction in family immigration backlogs
- **RACIAL PROFILING.** NCLR worked with coalition partners, Affiliates, and other local advocates to develop strategies for addressing racial profiling. It collected data, conducted policy analysis, monitored legislation and litigation, and played a leadership role in responding to local law enforcement authorities engaged in federal immigration law enforcement.
- **VOTING RIGHTS ACT.** Believing that the protection of voting rights advances the lives of U.S. Latinos, NCLR focused policy attention on the Voting Rights Act as an effective tool for increasing Latino voter participation.
- **CRIMINAL JUSTICE SYSTEM.** NCLR continued its efforts to ensure that Latinos in the criminal justice system are treated with respect and dignity, leading efforts in publishing Latino-specific research that focused on community safety, substance abuse, mental health, and other issues.



Immigration rally

12,000,000

UNDOCUMENTED PERSONS
COULD BE BROUGHT OUT OF
THE SHADOWS AND INTO
THE AMERICAN MAINSTREAM
THROUGH COMPREHENSIVE
IMMIGRATION REFORM

Immigration rally



28%

APPROXIMATE INCREASE IN
LATINO VOTES BETWEEN THE
2000 AND 2004 ELECTION YEARS



2007 NCLR National Issue Briefing and Advocacy Day

“IN 2006 WE MADE HISTORY BY TURNING OUT IN RECORD NUMBERS IN SUPPORT OF COMPREHENSIVE IMMIGRATION REFORM. **NCLR’s work is focused on sustaining and growing Latinos’ extraordinary commitment to civic participation so that our voices will be heard** ON MANY ISSUES AT EVERY STAGE OF THE PROCESS.”

CECILIA MUÑOZ
SENIOR VICE PRESIDENT
OFFICE OF RESEARCH, ADVOCACY,
AND LEGISLATION (ORAL)

[ON THE HILL]

ADVOCACY AND ELECTORAL EMPOWERMENT

The Hispanic voice is heard across America through two powerful political mechanisms: advocacy and voting. NCLR recognizes, however, that unless individuals fully exercise their voting rights and policy barriers to increased participation are removed, their impact and potential will never be maximized. Increased participation in the political process is essential to Hispanics’ electoral empowerment strategy, at both the local and national levels.

In 2002, NCLR created the Latino Empowerment and Advocacy Project (LEAP). With generous support from The Knight Foundation, the Carnegie Corporation of New York, and others, NCLR works closely with its network of community-based organizations (CBOs) to reach unregistered, newly-registered, and infrequent Latino voters and concentrates LEAP activities in states and localities that:

- Demonstrate rapidly growing Latino and immigrant populations
- Exhibit potential for substantial increases in political participation

2006 HIGHLIGHTS

- **COALITION-BASED WORK.** Last year, NCLR strengthened and grew its collaboration with the National Association of Latino Elected and Appointed Officials (NALEO) and local CBOs. This comprehensive effort provided critical information, training, and tools necessary to take the civic engagement campaign to scale.

In addition, NCLR participated in the creation of the We Are America Alliance Civic Engagement Roundtable and is continuing to participate in the Roundtable’s long-term strategy for increasing immigrant and Latino civic engagement through capacity-building, naturalization, voter education and registration, and mobilization efforts.

- **STATE NETWORKS.** NCLR expanded its LEAP civic engagement network in 2006 to 16 local partner organizations in Arizona, California, Colorado, Florida, Indiana, Kansas, Nebraska, New Mexico, North Carolina, Pennsylvania, Tennessee, and Wisconsin. At least 13 of these organizations have, since the midterm election, created sustainable processes that incorporate civic engagement into their everyday programs and services.
- **PARTNERSHIPS WITH LEGAL SERVICE PROVIDERS.** In collaboration with the Catholic Legal Immigration Network, Inc., NCLR organized a joint training that convened legal service providers and LEAP partners in complementary regions. Together, they worked on message strategies and techniques to increase outreach for citizenship promotion, as well as naturalization assistance for eligible immigrants. One result of this training was a naturalization workshop co-hosted by NCLR, Catholic Charities USA, NCLR Affiliates, and NALEO in Omaha, Nebraska, where more than 100 individuals completed their naturalization applications.
- **EDUCATIONAL WORKSHOPS.** LEAP continues to host events for community-based organizations to share best practices and replicable strategies. At the 2006 NCLR Annual Conference, LEAP staff organized three skills-building workshops for more than 400 participants. Attendees benefited from dialogue related to strategies for organizing in the Latino community and integrating civic participation into organizational priorities. In addition, NCLR collaborated with NALEO to provide more than 450 individuals with information about the naturalization process.
- **VOTING RIGHTS ACT (VRA).** In late 2005, NCLR submitted testimony to the House Committee on the Judiciary, Subcommittee on the Constitution entitled, *The Latino Community and the Reauthorization of the Voting Rights Act*. NCLR continued its efforts in 2006, working in collaboration with other civil rights organizations toward the successful reauthorization of VRA, which included protection of language assistance provisions within the Act for limited-English-proficient voters, ensuring the right of language minorities to cast an informed and effective vote.
- **EDUCATIONAL RESOURCES.** In an effort to expand resources for community organizations, LEAP developed two bilingual video Public Service Announcements (PSAs); five Spanish-language radio PSAs in conjunction with the Hispanic Communications Network; an interactive “LEAP to Action” website; and various posters, brochures, and promotional items, which were made available to Affiliates during the NCLR Annual Conference.
- **LATINO EDUCATION AND ADVOCACY DAY.** NCLR organized the first-ever national Latino Education and Advocacy Day (LEAD) to raise awareness of student diversity on college campuses and of issues important to Latino youth and the broader Latino community. LEAP staff provided Latino student organizations from 70 college campuses with technical support on how to put the event together, including a start-up manual and promotional materials. Each campus then implemented activities appropriate to its geographic area, such as movie teach-ins, panel presentations, and/or voter registration activities. At just one campus, 500 students became registered voters!

“MY FAMILY HAS PROVIDED THE
ROOTS OF MY PURSUIT TO BE A
LEADER FOR MY PEOPLE;
through higher education, I must
now attain the wings to be able
to leap forward INTO THE
FUTURE TOWARDS THIS DREAM.”

HEDY ROMERO

2006 LÍDERES DE HOY NATIONAL
ESSAY CONTEST WINNER IN THE
HIGH SCHOOL CATEGORY

*Note: Hedy wants to attend college and study
political science and Latin American studies.
She also aspires to be the first Latina mayor of
Washington, DC or a U.S. Representative.*

NCLR Affiliate, El Pueblo, Inc. Youth Advocacy Group



55,000

HITS PER MONTH

RECORDED ON THE NCLR
LÍDERES (LEADERS) WEBSITE
LIDERES.NCLR.ORG

YOUTH LEADERSHIP

Today's youth are tomorrow's leaders – and therein lies a significant responsibility. Our next generation of leaders will succeed only if they are adequately prepared. NCLR proactively responds with the *Líderes* (Leaders) Initiative, which equips Hispanic youth for future leadership roles by providing opportunities that develop leadership skills and offer experience today.

The *Líderes* Initiative:

- Seeks to increase the number, capacity, and influence of young Latino leaders through a national *Líderes* Network involving youth organizations and related development programs
- Serves as an information and resource clearinghouse, as well as a technical assistance provider at the regional and national levels, encompassing 650 programs and organizations in 39 states
- Provides support and expertise to other NCLR components focused on youth-related efforts, including collaborations with AmeriCorps, Workforce Development, and the Office of Research, Advocacy, and Legislation

2006 HIGHLIGHTS

During 2006, NCLR hosted a series of conferences, contests, and events that nurtured youth leadership development, including:

- **LÍDERES CONGRESOS.** Student groups from area colleges participated in two *Líderes Congresos* – youth leadership conferences hosted by NCLR, its Affiliates, and other local organizations. In January, nearly 200 Latino youth from throughout the Kansas City metropolitan area attended the *Líderes Congreso*, and in October, more than 100 young people from the Chicago area participated in the *Líderes Congreso*.

● **LÍDERES DE HOY NATIONAL ESSAY CONTEST.**

Twelve scholarships were awarded to Latino youth during the second annual NCLR *Líderes de Hoy* National Essay Contest. Five high school and five college students each received a \$5,000 scholarship, and two grand prize winners, one from each category, received a \$10,000 scholarship. The students' essays described how they, as young leaders, had inspired their communities and served as catalysts for positive change.

- **LÍDERES SUMMIT.** More than 400 young people from throughout the United States attended NCLR's sixth annual *Líderes* Summit. The agenda featured 20 peer-led

workshops, a town hall session on young people's activism, a talent show, guest speakers, and a networking contest.

● **LATINO EDUCATION AND ADVOCACY DAY.**

On 70 college campuses nationwide, NCLR organized the first-ever national Latino Education and Advocacy Day (LEAD), a national college day of action. Simultaneous activities throughout the country highlighted the Latino community, its issues, and its contributions, including the importance of young Latino representation in the political process.

Líderes Summit at the 2006 NCLR Annual Conference



“IT’S NOT EASY TO SEE THE IMMIGRANT LABORERS, **how strong the labor base is, and how this will increase the productivity and the tax base** FOR THE STATE.”

STEPHEN FOTOPULOS
TENNESSEE IMMIGRANT AND REFUGEE
RIGHTS COALITION (TIRRC),
AN NCLR EMERGING LATINO
COMMUNITIES GROUP

Tennessee Immigrant and Refugee Rights Coalition



EMERGING LATINO COMMUNITIES

The Latino population is rapidly growing in areas of America not traditionally home to Hispanics, such as the Southeast and the Midwest. The future potential of these emerging communities, as well as the current contributions they make to the economic and social fabric of their new home states, are at the heart of NCLR’s Emerging Latino Communities (ELC) Initiative, sponsored by the Charles Stewart Mott Foundation and others.

ELC provides training and capacity-building assistance to strengthen and develop emerging community-based organizations (CBOs). Once trained and fortified, ELC groups can successfully mobilize their communities around critical local issues, such as:

- Increasing parental involvement in schools
- Providing Spanish-language services
- Increasing civic participation
- Increasing access to health care for Latino families
- Decreasing youth violence

Through the ELC Initiative, Latinos not only improve their social and economic status, they also gain the opportunity for recognition, influence, and full integration into American society.

22

STATES HAVE INCREASED
THEIR LATINO POPULATION
BY 100% OR MORE
BETWEEN 1990 AND 2000

2006 HIGHLIGHTS

- **MISSISSIPPI IMMIGRANT RIGHTS ALLIANCE AND LATINO MEMPHIS, INC.** Latinos affected by Hurricane Katrina received assistance and support from these organizations and ELC, which became lead advocates for Latino immigrant communities in the Gulf Coast region.
- **SEED GRANTS.** Through funding from the Charles Stewart Mott Foundation, \$120,000 in seed funds was awarded to emerging organizations in Idaho, Colorado, Wisconsin, West Virginia, Georgia, Iowa, Massachusetts, Mississippi, Oregon, and Tennessee. These grants were coupled with tailored training and technical assistance that addressed each organization's specific needs, including organizational capacity, coalition-building, advocacy, and policy strategy.
- **NATIONAL ISSUE BRIEFING AND ADVOCACY DAY.** In March, ELC groups joined Affiliates in the NCLR network in Washington, DC, for this NCLR-hosted event. Attendees explored a broad-based agenda that addressed Latino concerns, participated in an advocacy training, and met with congressional delegates to educate them about the issues that emerging Latino communities face.
- **MEETINGS.** ELC held its annual meeting in Atlanta where subgrantees learned strategies related to management, fundraising campaigns, media, strategic planning, and board development. In addition, it launched the first-ever Southeast Immigrant Rights Conference, training more than 30 immigrant-serving CBOs on issues such as coalition-building and comprehensive immigration reform strategies.
- **NCLR ANNUAL CONFERENCE.** ELC members convene each year to foster relationships with other Latino CBOs and to participate in workshops on building organizational strength. In 2006, 14 ELC organizations attended intensive training sessions on policy and advocacy, nonprofit management, resource development, and media training.

Immigration rally in Delaware, a "nontraditional" Latino state





NCLR program, "African Beat, Caribbean Sounds"

"WE COMMEND THE LEADERSHIP OF NCLR IN ORGANIZING INITIATIVES THAT SHOWCASE THE RICH CULTURE OF AFRO-LATINOS IN AMERICA. THE FORUM *AFRICAN BEAT*, *CARIBBEAN SOUNDS* WAS AN INSPIRATIONAL gathering of leaders who demonstrated the strengths of Afro-Latinos and the challenges they face. FORUMS SUCH AS THESE HELP BRING A BETTER UNDERSTANDING OF HOW ALL LATINOS AND PEOPLE OF COLOR CAN COME TOGETHER AT THE TABLE OF HARMONY FOR A COMMON PURPOSE."

CID WILSON
IMMEDIATE PAST PRESIDENT,
DOMINICAN AMERICAN
NATIONAL ROUNDTABLE

BUILDING BRIDGES

Latinos of America are not alone, for many of their issues, challenges, and opportunities cross national boundaries. NCLR recognizes that transnational dialogue and understanding among Latinos in America, Latin America, and the Caribbean prove advantageous for all. By linking Latinos in this manner, powerful unity and synergy result.

Through sessions, workshops, roundtable discussions, and other activities, NCLR's International Projects partners with a broad spectrum of counterparts:

- Government agencies
- Nonprofit entities
- Think tanks
- Foundations
- Ethnic-based organizations
- Nongovernmental organizations
- Human rights groups

2006 HIGHLIGHTS

- **AFRO-LATINO HERITAGE.** In the context of the Afro-Latino Discussion Series, NCLR developed the program *African Beat, Caribbean Sounds: Blackness in the Formation of Dominican Identity*. NCLR's partners in the program included the Dominican American National Roundtable and the Inter-American Foundation (IAF). The latter also sponsored a corresponding photographic exhibit on Afro-Dominicans.
- **ISSUES SHARED AMONG AFRO-LATINA WOMEN.** NCLR's fifth consecutive Annual Conference workshop on Afro-Latino issues, *Afro-Latina Women Speak Up*, included dialogue on gender, ethnicity, and community. Hosted by International Projects and held in partnership with IAF, the session brought together Afro-Latina advocates, scholars, and legislators from the United States and Latin America to discuss interrelated social issues.

- **IMMIGRANT ADVOCATES' SAFETY AND SECURITY.** In partnership with the Anti-Defamation League, NCLR presented an Annual Conference workshop called *Keeping Our Institutions Safe*. Its focus was the security challenge that Latino organizations increasingly face as they advocate in favor of comprehensive immigration reform, especially in the wake of rising anti-immigrant sentiments.
- **IMMIGRANTS AND THEIR HOMELANDS.** *Communities Across Borders: U.S. Latin American Immigrants and Their Homelands* was NCLR's second consecutive Annual Conference workshop on this topic. This year's gathering focused on the experiences shared by Mexicans and Salvadorans as each immigrant community progressively strengthens bonds with its country of origin while becoming fully engaged in American society.
- **LATINO MISSION TO ISRAEL.** NCLR, Project Interchange, and the American Jewish Committee hosted a week long intensive educational program in Israel which enhanced understanding of the region's complexity, as well as America's long-term regional presence.
- **HISPANIC LEADERSHIP.** NCLR, along with the Latino Coalition and other leading Latino organizations, welcomed President-elect Felipe Calderón of Mexico to Washington, DC. NCLR President and CEO Janet Murguía met with President-elect Calderón and leaders of other national Hispanic organizations.

Photography by Ayana Vellissia Jackson as seen at NCLR's Photographic Exhibition on Afro-Mexico



“IT IS AN HONOR TO RETURN AS HOST OF THE ALMA AWARDS AND TO ALSO BE WORKING WITH NCLR. This is an action-packed telecast filled with surprises as we celebrate the achievements of the Latino community.”

EVA LONGORIA
ACTRESS AND EXECUTIVE PRODUCER
OF THE NCLR ALMA AWARDS

2006 NCLR ALMA Awards



4,200,000

VIEWERS TUNED IN FOR THE
2006 NCLR ALMA AWARDS

NCLR EVENTS

The **Strategic Communications Group** produces high-level events that:

- Bring NCLR constituents and stakeholders together to build a community of professionals for advancement of the institution's mission
- Honor pioneers who pave the way for the Hispanic community
- Generate unrestricted funds for the organization
- Help communicate NCLR's story to broad, diverse audiences

2006 HIGHLIGHTS

NCLR showcased three high-quality events: the Capital Awards gala; the exhilarating, star-studded ALMA Awards; and the high-energy, activity-filled Annual Conference.

- **2006 NCLR CAPITAL AWARDS (MARCH).** A black-tie gala for 800 guests which honors the leaders making great strides for the Hispanic community is held each year at the National Building Museum in Washington, DC. Senator Tom Harkin (D-IA) and Representative John A. Boehner (R-OH) were honored for their leadership on issues such as education and child nutrition.

In addition Radio Tropical KGLA-1540 AM – a Spanish-language radio station in New Orleans – was recognized for keeping the Spanish-speaking population informed during and after Hurricane Katrina.

- **2006 NCLR ALMA AWARDS (JUNE).** This star-studded event hosted by Eva Longoria (*Desperate Housewives*) was held in Los Angeles and aired on prime time on ABC. The show kicked off with a sizzling performance by Eva and fellow stars Carmen Electra, Roselyn Sanchez, Constance Marie, and Paulina Rubio. Among the highlights, the *Celia Cruz Award for Excellence in Music* was presented to internationally renowned, award-winning singer and actor Marc Anthony, who was accompanied by his wife, Jennifer Lopez. In addition,

the *Anthony Quinn Award for Excellence in Motion Pictures* was presented to Academy Award-nominated actor Andy Garcia.

Presenters included Michael Douglas, Jessica Simpson, Jessica Alba, Carlos Mencia, Cheech Marin, Judy Reyes, and Wilmer Valderrama. The show also featured performances by Gloria Estefan, Brian McKnight, George Lopez, and Big & Rich.

- **2006 NCLR ANNUAL CONFERENCE (JULY).** Attracting nearly 20,000 participants, the four-day NCLR Annual Conference took place in Los Angeles. Special guest speakers included Los Angeles Mayor Antonio Villaraigosa; White House Deputy Chief of Staff Karl Rove; Governor Arnold Schwarzenegger (R-CA); and Governor Bill Richardson (D-NM). The Annual Conference kicked off with a powerful address from former President Bill Clinton at the *Café con Clinton*.

NCLR President and CEO Janet Murguía addressed a national audience of NCLR Affiliates on the many contributions of Latinos to this country. At the Latinas Brunch, Nely Galán from Galán Entertainment; Christy Haubegger, founder of *Latina* magazine; and Comedienne Maria Costa shared their personal stories and discussed their challenges and the strides they have made in the entertainment industry.

The Annual Conference also featured dynamic Town Hall Sessions on immigration reform, protecting Latino families against HIV/AIDS, youth leadership and civic engagement, and leadership across communities of color. New in 2006 was a series of Spanish-language workshops covering issues such as citizenship, career development, access to health insurance and programs, and homeownership. In addition, NCLR partnered with COFEM and NALEO to hold a U.S. Citizenship Application Assistance workshop, which put hundreds of people on the path toward citizenship.



NCLR President and CEO Janet Murguía at 2007 NCLR Capital Awards

THE FOUR-DAY NCLR ANNUAL CONFERENCE TOOK PLACE IN LOS ANGELES. Special guest speakers included Los Angeles Mayor Antonio Villaraigosa; White House Deputy Chief of Staff Karl Rove; Governor Arnold Schwarzenegger (R-CA); and Governor Bill Richardson (D-NM). THE ANNUAL CONFERENCE KICKED OFF WITH A POWERFUL ADDRESS FROM FORMER PRESIDENT BILL CLINTON AT THE CAFÉ CON CLINTON.

Bill Clinton at 2006 NCLR Annual Conference



The Campaign's first goal was to establish and grow an institutional endowment THAT WOULD PROVIDE THE ORGANIZATION WITH ACCESS TO STRATEGIC FUNDS FOR PROGRAM EXPANSION.



NCLR's Donor Recognition Wall

IN 2005, NCLR ACQUIRED ITS PERMANENT HEADQUARTERS, AND IT WAS DEDICATED THE RAUL YZAGUIRRE BUILDING IN HONOR OF NCLR's former President and CEO who led and shaped the organization for 30 years.

EMPOWERING AN AMERICAN COMMUNITY CAMPAIGN

NCLR's comprehensive fundraising effort, the "Empowering an American Community Campaign," was launched in November 2002 to build a strategic investment fund. The primary objective of this historic fundraising initiative was to build NCLR's organizational strength, stability, and endurance through the accomplishment of two primary goals:

- The Campaign's first goal was to establish and grow an institutional endowment that would provide the organization with access to strategic funds for program expansion. Ultimately, the endowment will ensure a strong financial foundation for the extension of NCLR's reach within America's Hispanic community.
- The second goal was to raise funds that would secure for the organization a permanent national headquarters in Washington, DC.

2006 HIGHLIGHTS

- **ENDOWMENT.** NCLR's momentum of successful fundraising continued for the fourth consecutive year. To date, pledges to the endowment from premier corporations, leading philanthropists, and 100% of NCLR's Board of Directors total \$37 million. Once fully established, it is anticipated that the endowment will produce approximately \$800,000 in needed funds on an annual basis.
- **PERMANENT HOME.** In 2005, NCLR acquired its permanent headquarters, and it was dedicated the Raul Yzaguirre Building in honor of NCLR's former President and CEO who led and shaped the organization for 30 years. Located in the heart of the nation's capital, at 1126 16th Street, NW, NCLR's headquarters is just four blocks from the White House.

This impressive edifice serves as an historic symbol not only of NCLR's legacy and permanence as an American institution, but also of its mission to empower all Hispanic Americans to achieve the American Dream.

HONOR ROLL OF DONORS

VISIONARY SOCIETY



MERIDIAN SOCIETY



LEGACY SOCIETY



VANGUARD SOCIETY



PATRON SOCIETY



PRESIDENT'S SOCIETY

Raul Yzaguirre • James A. Johnson & Maxine Isaacs
The Murguía Family • Arturo Torres

CHAIRMAN'S SOCIETY

Tom and Jacqui Castro • Henry Cisneros • Thomas Valenzuela
• Monica Lozano • Cristina Saralegui and Marcos Avila
• José Villarreal

YOU
can make a difference

NCLR ENCOURAGES CONTINUED
GIVING TO ITS ENDOWMENT BY
CORPORATE AMERICA,
FOUNDATIONS, AND INDIVIDUALS.
CONTRIBUTIONS WILL ASSIST
NCLR IN PREPARING FOR NEW
OPPORTUNITIES WHILE EXPANDING
VITAL SERVICES TO THE
HISPANIC COMMUNITY.

FOR INFORMATION ON THE
"EMPOWERING AN AMERICAN
COMMUNITY CAMPAIGN,"
INCLUDING PARTICIPATION AND
RECOGNITION OPPORTUNITIES,
PLEASE CONTACT THE NCLR
CAMPAIGN OFFICE AT
EMPOWER@NCLR.ORG,
VISIT THE WEBSITE AT
WWW.NCLR.ORG, OR
CALL (202) 776.1560.

CORPORATE BOARD OF ADVISORS

Established in 1982, the Corporate Board of Advisors (CBA) is made up of senior executives from 28 major corporations, as well a liaison staff from each company. The CBA meets twice a year, and presentations and discussions keep the CBA updated on NCLR's activities and provide opportunities for dialogue and decision-making about issues and programs of common concern. Throughout the year NCLR benefits from advice and assistance from these closest corporate associates. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support.

JOHNSON & JOHNSON
CHAIR
Russ Deyo
Vice President, General Counsel and
Chief Compliance Officer

Liaison
José Sosa
Director, State Government Affairs

ALLSTATE INSURANCE COMPANY
Principal
Jessica Rivera
Assistant Vice President,
Customer Experience and
Innovation Marketing

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Rudy Rodriguez
Director Multicultural Marketing

GENERAL MOTORS CORPORATION
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Roderick D. Gillum
Vice President, Corporate Relations
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Liaison
Orlando Padilla
Director, Public Policy Center

[CONTRIBUTORS]

J.C. PENNEY COMPANY, INC.

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Michael Boylson

Executive Vice President, Chief
Marketing Officer

Liaison

Vicki Lynn Cartwright

Diversity and Worklife Manager

Liaison

Fernando Serpa

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Rudy Beserra

Vice President, Corporate Latin Affairs

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Doug McMillon

President & CEO Sam's Club

Liaison

Jose "Pepe" Estrada

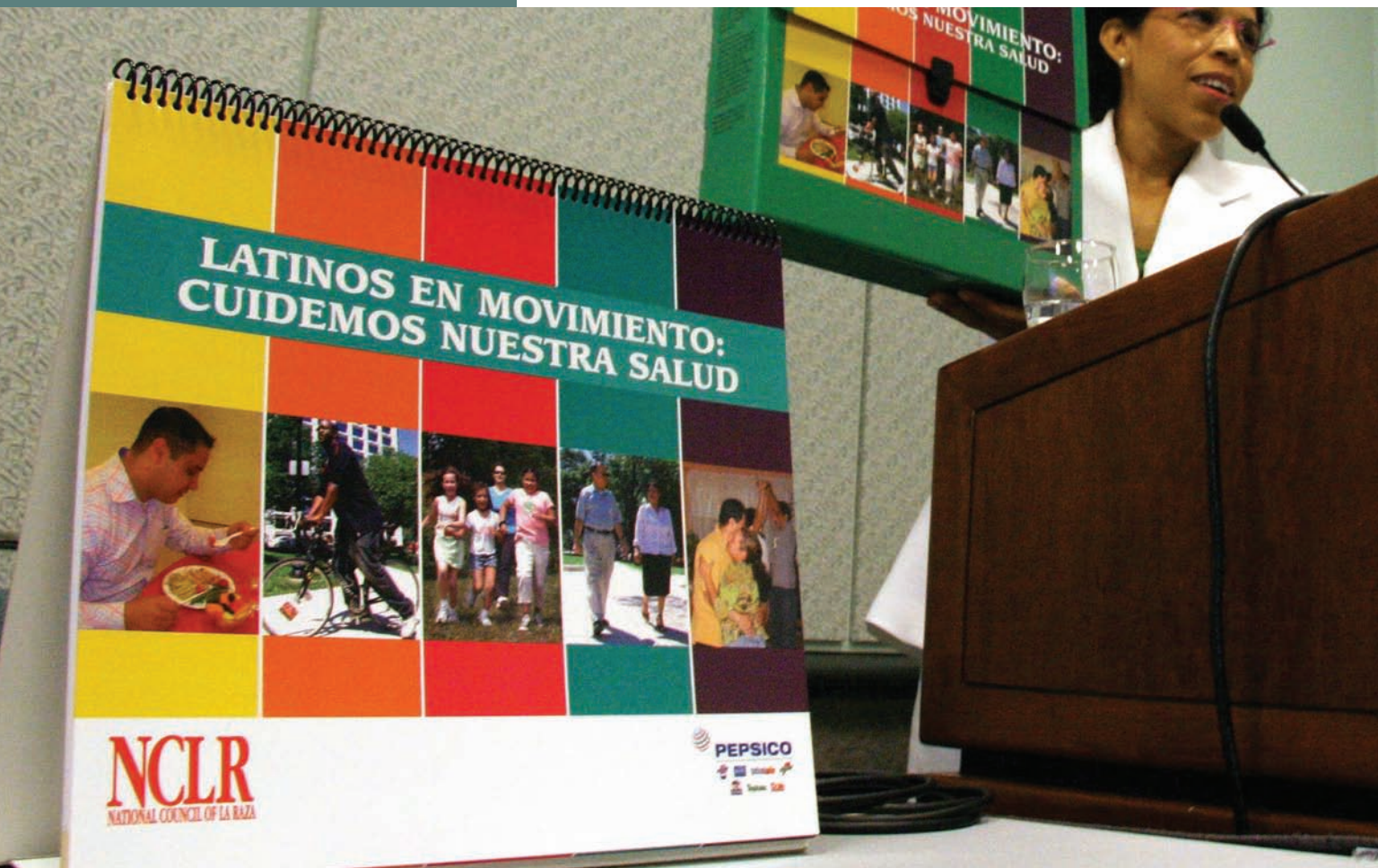
Director of Hispanic Markets,
Diversity Relations

OUR FUNDERS

WHETHER LARGE OR SMALL,
NATIONAL OR LOCAL IN SCOPE,
EVERY SPONSOR MAKES A
DIFFERENCE. TOGETHER,
THROUGH DIRECT INVOLVEMENT
AND FINANCIAL SUPPORT OF
NCLR, **they ensure the
well-being and future prosperity
not only of Hispanics in America
but also of America herself.**

The economic and societal impact of America's Hispanic community can no longer be ignored. As its population grows, so does its buying power and influence. Corporate America and leading foundations that recognize this correlation actively partner with NCLR in support of its mission. Whether large or small, national or local in scope, every sponsor makes a difference. Together, through direct involvement and financial support of NCLR, they ensure the well-being and future prosperity not only of Hispanics in America but also of America herself.

Latinos en Movimiento, sponsored by PepsiCo Foundation



OUR FUNDERS

\$200,000 AND ABOVE

Allstate Insurance Company
American Airlines
The Annie E. Casey Foundation
The Atlantic Philanthropies
Bank of America Corporation
The Bill & Melinda Gates Foundation
The California Endowment
California State University, Long Beach
Carnegie Corporation of New York
Charles Stewart Mott Foundation
Citigroup
Comcast Corporation
Corporation for National and Community Service
Countrywide Home Loans
DaimlerChrysler Corporation Fund
E*TRADE Financial
Eli Lilly and Company Foundation
Evelyn & Walter Haas, Jr. Fund
Fannie Mae
The Ford Foundation
Ford Motor Company
Healthcare Georgia Foundation
The John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Microsoft Corporation
Ogilvy Public Relations Worldwide
PepsiCo, Inc.
Pfizer, Inc.
SiTV
State Farm Insurance Companies

United Parcel Service
The UPS Foundation
U.S. Department of Education
U.S. Department of Health and Human Services, Public Health Services, Office of Public Health and Science
U.S. Department of Health and Human Services, Office of Minority Health
U.S. Department of Housing and Urban Development
U.S. Department of Labor, Wage and Hour Division
Wal-Mart Stores, Inc.
The Walton Family Foundation, Inc.
Washington Mutual, Inc.

\$5,000-\$199,000

AARP
Alzheimer's Association
American Express Company
American Honda Motor Co., Inc.
Anheuser-Busch Companies
ARAMARK
AstraZeneca Pharmaceuticals
AT&T
BBVA Bancomer USA
BellSouth
Berlex Laboratories
BlueCross BlueShield
BP America
Bridgestone Firestone Trust Fund
Bronx Studio School for Writers and Artists
Burger King Corporation
Cardinal Health
Caterpillar Foundation
Catholic Healthcare West

Chevron Corporation
Cingular Wireless
Coalition for Comprehensive Immigration Reform
The Coca-Cola Company
ConAgra Foods, Inc.
Consumer Federation of America
Coors Brewing Company
Darden Restaurants
The David and Lucile Packard Foundation
Dell, Inc.
Eastman Kodak Company
Embassy of Mexico in the United States of America
Epilepsy Foundation
ExxonMobil Foundation
Fannie Mae
FedEx
First Five
Fox News Corporation
Freddie Mac
GEICO Direct
General Mills, Inc.
General Motors Corporation
Genetic Services Branch of the Maternal and Child Health Bureau
The George Washington University Center for the Study of Language and Education
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The Goodyear Tire & Rubber Company
Goya Foods, Inc.
Grupo Televisa
Hallmark Cards Incorporated
Harrah's Entertainment
Hasbro Children's Foundation
The Henry J. Kaiser Family Foundation
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Hispanic United Fund

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Hotel Employees & Restaurant Employees Union (H.E.R.E.)
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Jobs for the Future, Inc.
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Lowe's Companies, Inc.
Mal Warwick & Associates, Inc.
Marathon Oil Company
MATT.org
McDonald's Corporation
Merck/Schering-Plough Pharmaceuticals
Merrill Lynch
MetLife Foundation
MGM Mirage
Miller Brewing Company
Morgan Stanley
Mortgage Guarantee Insurance Co. (MGIC)
NASCAR
The Nathan Cummings Foundation
National Education Association
National Health Law Program, Inc.
National Immigration Forum
National Institutes of Health
Nationwide Insurance
NeighborWorks America

[C O N T R I B U T O R S]

New Century Financial Corporation	Schneider National	U.S. Department of Health and Human Services, Public Health Service	Univision
Nielsen Media Research	Sears, Roebuck & Co.	Centers for Disease Control and Prevention	Communications Inc.
Nissan North America	Service Employees International Union (SEIU)	U.S. Department of Homeland Security,	UniWorld Group
Nordstrom, Inc.	Shell Oil Company	Transportation Security Administration	Vanidades
Office of Minority Health	Smith Barney	U.S. Food and Drug Administration, Center for Drug Evaluation and Research	Verizon Communications
Open Society Institute	Sodexo	U.S. Food and Drug Administration, Office of Women's Health	Verizon Foundation
Paramount	Sprint Nextel	UAW-GM Center for Human Resources	Wachovia
PhRMA	Time Warner	Union Bank of California	The Walt Disney Company
Pitney Bowes	The TJX Companies, Inc.	United States Marine Corps	Wells Fargo
Pre-K Now	Toyota Motor Sales		Wells Fargo Bank West, N.A.
The Procter & Gamble Company	U.S. Army		Wyndham International
Prometheus	U.S. Bank		Xerox Corporation
Prudential Financial	U.S. Department of Defense, Dependents' Schools		YUM! Brands, Inc.
Qwest Communications	U.S. Department of Health and Human Services, Administration for Children and Families (ACF)		
The Rockefeller Foundation			
Rockwell Automation			
Sallie Mae			
Sara Lee Branded Apparel			

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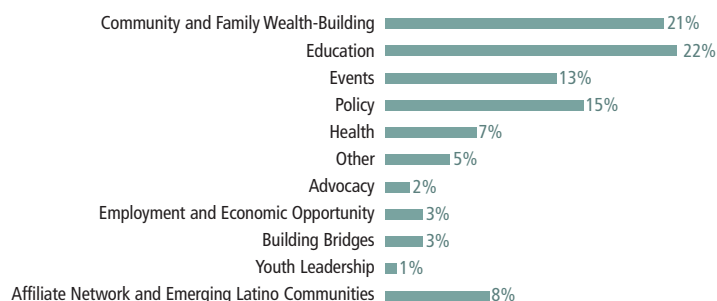
FINANCIAL SUMMARY

As America's Hispanic population grows, so does NCLR's opportunities and responsibilities. The organization's original mission – *to reduce poverty and discrimination and improve life opportunities for Hispanic Americans* – not only remains relevant 40 years later, it becomes more critical each and every day.

Achievement of this mission, however, requires more than just ideals, leadership, business plans, and hard work; it requires organizational stability and strong financial support.

PROGRAM SERVICES

Activity by Component – Fiscal Year 2006



TOTAL \$23 Million

● STRATEGIC INITIATIVES WITH FAR-REACHING BENEFITS.

NCLR does a lot of work, and it does it well. The nonprofit organization supports ever-growing program services and strategic partnerships that range from the national to local realms and from health and education to advocacy and policy.

However, in correlation with these expanded offerings, general expenses likewise have increased. In 2006, the expense budget for programs totaled \$23 million, representing a \$1 million increase compared to the previous year.

“THE POTENTIAL OF HISPANIC AMERICANS WILL NEVER BE FULLY REALIZED **unless NCLR's vital mission is accomplished and its vision becomes reality.**”

MONICA LOZANO
NCLR BOARD CHAIR

NCLR Affiliate, CentroNía



\$1,000,000

DOLLAR AMOUNT
NCLR'S PROGRAMS
GREW OVER THE
PREVIOUS YEAR

86%

OF INCOME
SUCCESSFULLY DIRECTED
TO GRASSROOTS
COMMUNITY PROGRAMS



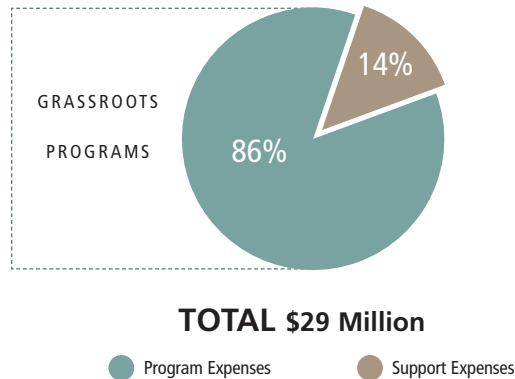
NCLR Board member Maricela Monterrubio Gallegos participates in NCLR's Diabetes Dash

NCLR'S HEALTHY
PROGRAM-TO-
OPERATION RATIO

truly demonstrates our
commitment to financial
accountability.

PROGRAM/SUPPORT RATIO

Fiscal Year 2006



TOTAL \$29 Million

- **ASSURANCE OF STEWARDSHIP.** As a wise steward of its resources, NCLR strives to provide maximum effectiveness with maximum efficiency. In fact, last year NCLR successfully directed 86% of its income to its grassroots community programs. Of the remaining 14%, a significant portion was used to underwrite the organization's advocacy efforts and general support-related activities. This healthy program-to-operation ratio truly demonstrates the organization's commitment to providing services to the community.

Few nonprofits can boast such strong stewardship over time – a fact that is appreciated by donors and stakeholders alike.

● **REDUCTION IN FEDERAL FUNDS CREATES**

REVENUE CHALLENGES. At a time when NCLR's needs are increasing, federal funding is decreasing. Federal revenues to NCLR totaled \$4.2 million in 2004; \$4 million in 2005; and \$3.8 million in 2006. This continued decline is even more significant when viewed as a percentage of the total revenue budget. Whereas federal funds accounted for 20% of NCLR's budgeted revenues in 2004, by 2006 it represented only 14%.

To bridge this critical and widening revenue gap, NCLR must secure additional funding sources that are strong, multiyear, and diversified in origin. It's time for Corporate America, stakeholders, and foundations to strengthen their involvement and expand their financial contributions.

In addition, NCLR must broaden its reach to encompass individual donors. The organization plans to bolster communications and donation requests to those who have the means, the opportunity, and the desire to help Latinos achieve the American Dream.

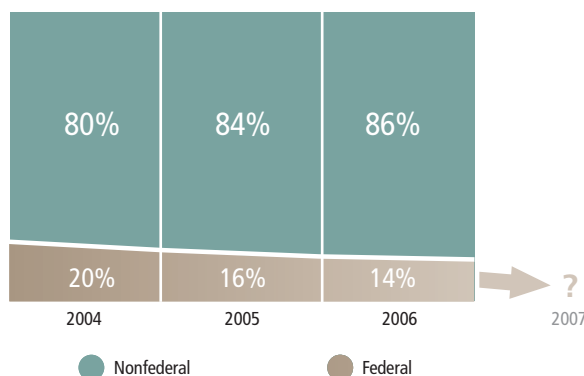


NCLR Affiliate, Alivio Medical Center

To bridge the widening revenue gap in federal funding, NCLR must secure additional funding sources THAT ARE STRONG, MULTIYEAR, AND DIVERSIFIED IN ORIGIN.

REVENUE ORIGIN

Nonfederal/Federal Fiscal Year 2006



\$2,000,000

DECREASE IN FEDERAL
FUNDING REVENUE
SINCE 2003

\$37,000,000

TOTAL AMOUNT PLEDGED
TO NCLR'S CAPITAL CAMPAIGN



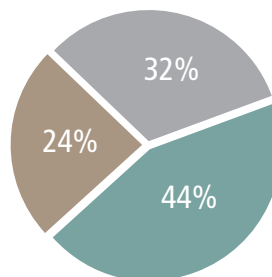
NCLR Affiliate, CentroNia

“AS A MEMBER OF THE
PRESIDENT’S COUNCIL, I am
confident that my contributions
assist the Latino community
in critical areas. It’s all about
walking your talk. SUPPORTING
NCLR ALLOWS ME TO DO SO
CONFIDENTLY.”

DEBORAH HEVIA
SENIOR VICE PRESIDENT,
BANK OF AMERICA
PRESIDENT’S COUNCIL MEMBER
SINCE 1998

CAPITAL CAMPAIGN

Fiscal Year 2006



TOTAL PLEDGED \$37 Million

● Building Fund ● Unrestricted Fund ● Endowment Fund

- **CONTINUED CAPITAL CAMPAIGN SUCCESS.** Though annual contributions are critical to the organization’s service ability and growth, NCLR does enjoy a solid foundation of financial strength. In 2006, the Empowering an American Community Campaign – NCLR’s strategic investment fund – netted pledges totaling \$37 million. This significant achievement reflects the organization’s financial stability and strength.

INVEST TODAY; BENEFIT TOMORROW. An investment in NCLR is an investment in tomorrow. For more information, visit the website at www.nclr.org or contact Carmen Miller, NCLR Corporate Relations Officer, at (202) 776-1784.

[FINANCIAL SUMMARY]

National Council of La Raza: Consolidated Statements of Activity
Year ended September 30, 2006

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
SUPPORT AND REVENUE				
GRANTS				
Federal	\$10,765,830	\$ —	\$ —	\$10,765,830
Nonfederal	4,248,333	9,712,773	—	13,961,106
TOTAL GRANTS	15,014,163	9,712,773	—	24,726,936
CONTRIBUTIONS AND OTHER REVENUE				
Corporations and foundations	968,597	—	—	968,597
Special events	8,186,653	79,360	—	8,266,103
Capitol Campaign contributions	—	879,056	—	879,056
Associate member dues	207,468	—	—	207,468
Other contributions	175,418	—	—	175,418
Investment and interest income	3,070,339	247,443	—	3,317,782
Interest and fee income on loans	1,744,108	—	—	1,744,108
Other revenue	120,590	—	—	120,590
Net assets released from restrictions	12,269,937	(12,269,937)	—	—
TOTAL CONTRIBUTIONS AND OTHER REVENUE	26,743,110	(11,064,078)	—	15,679,032
TOTAL SUPPORT AND REVENUE	41,757,273	(1,351,305)	—	40,405,968
EXPENSES				
PROGRAM EXPENSES				
Mission	1,316,848	—	—	1,316,848
Legislative advocacy	399,709	—	—	399,709
Community Development and Housing	4,958,696	—	—	4,958,696
Education Activities	5,160,562	—	—	5,160,562
Strategic Communications Group/Special Events	6,958,697	—	—	6,958,697
Special and International Projects	2,362,355	—	—	2,362,355
Institute for Hispanic Health	1,711,937	—	—	1,711,937
Office of Research, Advocacy, and Legislation	3,574,156	—	—	3,574,156
Raza Development Fund-Program Operations	2,541,765	—	—	2,541,765
Raza Development Fund-Loan Losses	1,325,663	—	—	1,325,663
TOTAL PROGRAM SERVICES	30,310,388	—	—	30,310,388
SUPPORTING SERVICES				
Management and general	1,803,879	—	—	1,803,879
Fundraising:	—	—	—	—
General fundraising	738,610	—	—	738,610
Endowment/Capital Campaign	39,590	—	—	39,590
Membership marketing	123,956	—	—	123,956
Raza Development Fund-Administration	43,624	—	—	43,624
Building Fund/Strategic Investment Fund Governance	284,628	—	—	284,628
TOTAL SUPPORTING SERVICES	3,034,287	—	—	3,034,287
TOTAL EXPENSES	33,344,675	—	—	33,344,675
CHANGE IN NET ASSETS—BEFORE TRANSFERS	8,412,598	(1,351,305)	—	7,061,293
OTHER CHANGES IN NET ASSETS—TRANSFERS	—	—	—	—
CHANGE IN NET ASSETS	8,412,598	(1,351,305)	—	7,061,293
NET ASSETS, beginning of the year	19,989,061	61,275,530	1,500,000	82,764,591
NET ASSETS, end of year	\$28,401,659	\$59,924,225	\$1,500,000	\$89,825,884

The complete audited financial statements prepared by **BDO Seidman, LLP** may be obtained by calling Denise Moye, Director of Finance, at (202) 776-1742.

[FINANCIAL SUMMARY]

National Council of La Raza: Consolidated Statements of Financial Position
September 30, 2005 and 2006

	2006	2005
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$ 11,376,593	\$ 3,554,428
Current portion of Capital Campaign receivables, net	5,137,380	7,018,715
Special events receivables	2,144,272	998,281
Current portion of contract, grant, and other receivables, net	10,674,697	16,402,060
Current portion of loans receivable, net	4,895,971	1,310,126
Investments	35,135,692	32,590,222
Other	133,322	143,678
TOTAL CURRENT ASSETS	69,497,927	62,017,510
NONCURRENT ASSETS		
Long-term loans receivable, net	19,276,483	15,235,261
Property and equipment, net	3,010,941	9,046,283
Long-term Capital Campaign receivables, net	2,672,874	6,826,042
Long-term contract, grant, and other receivables, net	1,164,339	1,660,928
Due from Hogar Hispano, Inc. - related party	6,103,705	6,451,590
Assets designated to fund deferred compensation	245,812	89,390
Restricted investments	13,145,223	12,897,780
Other	64,568	130,187
TOTAL NONCURRENT ASSETS	45,683,945	52,337,461
TOTAL ASSETS	\$115,181,872	\$114,354,971
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 1,790,629	\$ 1,350,692
Accrued expenses	937,287	1,360,011
Accrued interest expense	605,150	632,864
Committed grants	111,540	206,540
Pledges held in trust	400,194	318,905
Current portion of notes payable	1,000,000	—
Current portion of capital lease obligations	—	32,237
TOTAL CURRENT LIABILITIES	4,844,800	3,901,249
NONCURRENT LIABILITIES		
Long-term notes payable	20,265,376	21,213,957
Long-term deferred compensation liability	245,812	89,390
Long-term capital lease obligations	—	6,385,784
TOTAL NONCURRENT LIABILITIES	20,511,188	27,689,131
TOTAL LIABILITIES	25,355,988	31,590,380
COMMITMENTS AND CONTINGENCIES		
NET ASSETS		
Unrestricted	28,401,659	19,989,061
Temporarily restricted	59,924,225	61,275,530
Permanently restricted	1,500,000	1,500,000
TOTAL NET ASSETS	89,825,884	82,764,591
TOTAL LIABILITIES AND NET ASSETS	\$115,181,872	\$114,354,971

The complete audited financial statements prepared by **BDO Seidman, LLP** may be obtained by calling Denise Moye, Director of Finance, at (202) 776-1742.

NCLR EXECUTIVE MANAGEMENT

Janet Murguía
President and Chief
Executive Officer

Gerald Borenstein
Vice President and Chief Financial
Officer (Finance and Administration)

Delia de la Vara
Vice President, Strategic
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Charles Kamasaki
Executive Vice President

Lisa Navarrete
Vice President, Office of Public
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Eric Rodríguez
Deputy Vice President, Office of
Research, Advocacy, and Legislation
(ORAL)

Cecilia Muñoz
Senior Vice President, Office of
Research, Advocacy, and Legislation
(ORAL)

Lautaro Díaz
Vice President, Community
Development (CD)

Dr. José A. Velázquez
Deputy Vice President,
Affiliate Member Services (AMS)

Sonia M. Pérez
Senior Vice President, Affiliate Member
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Date to be determined
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NATIONAL COUNCIL OF LA RAZA
Raul Yzaguirre Building
1126 16th Street, NW
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