

impact.
vitality.
courage.

NATIONAL COUNCIL OF LA RAZA



2004 ANNUAL REPORT

Mission and Overview

The National Council of La Raza (NCLR) – the largest national constituency-based Hispanic organization in the U.S. and the leading advocate in Washington, DC for the Hispanic community – is a private, nonprofit, nonpartisan, tax-exempt organization established to reduce poverty and discrimination and improve life opportunities for Hispanic Americans.

Four major functions provide essential focus to the organization's work: capacity-building assistance; applied research, policy analysis, and advocacy; public information efforts; and special and international projects. These functions complement NCLR's work in five key strategic priorities – assets/investments, civil rights, education, employment and economic status, and health.

Founded in 1968, NCLR is headquartered in Washington, DC and serves all Hispanic subgroups in all regions of the country. NCLR has field offices in Atlanta, Chicago, Los Angeles, New York City, Phoenix, Sacramento, San Antonio, and San Juan, Puerto Rico. Through its community-based efforts, NCLR reaches more than four million Hispanics through a formal network of affiliates – more than 300 Hispanic community-based organizations (CBOs) that serve 41 states, Puerto Rico, and the District of Columbia – and a broader network of more than 35,000 groups and individuals nationwide.



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Message from Janet Murguía

President and CEO

“People are becoming increasingly aware of the growth of the Hispanic community. You can look at the most recent U.S. Census data and see the facts. They are hard to ignore. We are the largest minority in the United States. But an important point to recognize is that statistics alone mean nothing. The challenge is to leverage our numbers and our growth throughout the country into increased social advancement, political empowerment, and economic strength.” – Janet Murguía



I have had the great privilege of experiencing firsthand the tremendous work that the National Council of La Raza does on behalf of millions of Hispanic Americans. I was fortunate to serve on NCLR's Board of Directors for a year and a half before being offered a tremendous opportunity to serve as the Executive Director and COO of NCLR. In October, upon Raul Yzaguirre's announcement of his retirement as President and CEO, I was honored and humbled that the Board of Directors selected me to succeed him, a man for whom I have the utmost respect, admiration, and affection.

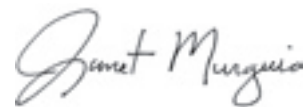
This experience has offered me the unique opportunity to watch and learn from an icon in the Hispanic community, an individual who has dedicated his entire life to service. Through his leadership and resolve, Raul has built NCLR into one of the most respected Hispanic organizations in the country. It has been a great privilege to learn from him and I hope to use that knowledge, combined with my own background and experience, to enhance the work of the organization and to further solidify its position in the nation's capital as an American institution.

In my role as President and CEO my highest priority is to work on strengthening the relationship NCLR has with its affiliates. It is important for us to reassess and reevaluate that relationship and make sure we are doing everything we can to strengthen that bond, allowing for a more profound impact in the community.

Another key priority of mine will be to raise the visibility of NCLR. I think it is important for everyone to understand that NCLR is involved in important work both on the program side and the policy side. We need to make sure that everyone – especially our constituents – has a fundamental understanding of the important work that we do. We want the nation to be aware of who we represent and the work we do every day to improve the lives of Hispanic families.

And finally, it continues to be a major priority for me to simply listen and learn. Our strength is in our numbers. We represent more than 300 affiliates nationwide, have eight regional offices throughout the country, and have a permanent presence in Washington, DC. The combination of these three forces extends our access and reach and informs our work on behalf of Latino children, families, and communities.

This past year has been one of reaffirmation and new beginnings for an organization whose time has come. I believe that NCLR's long history of advocating for equal opportunity in all facets of life prepares us for advancing a more comprehensive agenda that will benefit the Hispanic community and society as a whole. As I move forward, my mandate will be to leverage and build upon our institution's success, credibility, and integrity. I am very passionate about serving our community, and I welcome the opportunity to serve as NCLR's new President and CEO.



Message from Mónica Lozano

Board Chair

We have dedicated our 2004 Annual Report in celebration of “*La Familia*.” The NCLR family extends beyond our offices – from our dedicated staff to our affiliate partners and the communities they serve, to our generous funders, and ultimately to every Hispanic in our nation.

NCLR's Board of Directors and staff are committed to continuing our critical work with our affiliates in improving access to health care and homeownership, strengthening emerging communities, promoting economic mobility, and fighting for civil rights for all Latinos. We hope that the following pages offer you an insightful look into the broad range of work we do to create opportunities for families to improve their lives – and a closer look at our extended *familia*.



Board of Directors

NCLR's governing Board represents the constituency it serves. NCLR's Board of Directors includes 30 elected members. Bylaws require that the Board include representatives of various geographic regions and nationality groups, that half the Board represent affiliates or have identifiable constituencies, and that the Board include approximately half men and half women.

Chair

Mónica Lozano
Publisher & CEO
La Opinión
Los Angeles, CA

First Vice Chair

Kenneth I. Trujillo
Partner
Trujillo, Rodriguez & Richards, LLC
Philadelphia, PA

Second Vice Chair/Secretary

Andrea Bazán-Manson
Executive Director
El Pueblo, Inc.
Raleigh, NC

Treasurer

Antonia Jiménez
Chief Administrative Officer
Executive Office of Health and
Human Services
Boston, MA

Executive Committee

Salvador Balcorta
Executive Director
Centro de Salud Familiar La Fe
El Paso, TX

The Honorable Phyllis Gutiérrez Kenney
Representative
46th Legislative District
Washington State House of Representatives
Seattle, WA

Herminio Martinez

Executive Director
Bronx Institute at Lehman College
Bronx, NY

Elba I. Montalvo

Executive Director
Committee for Hispanic Children and Families
New York, NY

Daniel Ortega

Attorney at Law
Roush, McCracken, Guerrero & Miller
Phoenix, AZ

General Membership

Dorene Dominguez

Chair
Vanir Construction Management
Sacramento, CA

Patricia Fennell

Executive Director
Latino Community Development Agency
Oklahoma City, OK

Maricela Monterrubio Gallegos

Galt, CA

Maria Gomez

Executive Director
Mary's Center for Maternal & Child Care
Washington, DC

Arabella Martínez

The Unity Council
Oakland, CA



Warren Maruyama

Partner
Hogan & Hartson, LLP
Washington, DC

The Honorable Rene Oliveira

Representative
House District 37
Texas State House of Representatives
Brownsville, TX

Ernesto “Gene” Ortega

President
Rural Housing, Inc.
Albuquerque, NM

The Honorable Rafael E. Ortega

Commissioner
District 5 Ramsey County
St. Paul, MN

Maria Pesqueira

President & CEO
Mujeres Latinas en Acción
Chicago, IL

Robin Read

President & CEO
National Foundation For
Women Legislators, Inc.
Washington, DC

The Honorable Felipe Reinoso

Principal
Bridge Academy
Bridgeport, CT

Arturo S. Rodriguez

President
United Farm Workers of America
Keene, CA

Isabel Rubio

Executive Director
Hispanic Interest Coalition
of Alabama (HICA)
Birmingham, AL

Angela Sanbrano

Executive Director
Central American Resource Center
(CARECEN)
Los Angeles, CA

Isabel Valdés

President
Isabel Valdés Consulting
Palo Alto, CA

Arturo Valenzuela

Director
Georgetown Center for Latin
American Studies
Washington, DC

Directors Emeriti**Rita DiMartino**

Washington, DC

Herman E. Gallegos

Galt, CA

R. P. Bob Sanchez Esq.

McAllen, TX

Gilbert R. Vasquez

Los Angeles, CA



Message from Raul Yzaguirre

President and CEO, 1974 through 2004

“I am a very fortunate man. I have had the singular honor of fighting for our people for half a century. I have been blessed with a loving and supportive family. I have followed my passion as an advocate for my community. These things have given meaning to my life, and for that I am eternally grateful.”

– Raul Yzaguirre

In this, my final official message to our supporters, friends, and colleagues, I want to take the opportunity to review for you the National Council of La Raza’s current status as our nation’s largest and most effective Hispanic organization and acknowledge the countless number of people who have played a significant role in ensuring the institution’s growth and success.



This past year was truly one of momentous changes for NCLR. Chief among them was the introduction of my successor, Janet Murguia. Upon assuming her new responsibilities, she embarked on a journey throughout the country to introduce herself to our constituents and to take the pulse of our most trusted partners: our affiliates. She will continue to break new ground, as she did in her previous positions on Capitol Hill, at the White House, and at the University of Kansas, and will serve as a tremendous example to young Latinos and Latinas. I believe that, while building upon NCLR’s solid foundation, she will make her own mark in continuing the critically important work of the institution.

NCLR took another very significant step in 2004. While NCLR’s operations have been based in Washington, DC since the early 1970s, one of my dreams for many years has been to establish a permanent headquarters in the nation’s capital. Through the dedication of many people, this dream has finally materialized. In 2004, NCLR located a building at 1126 16th Street, NW, just four blocks from the White House. Our institution’s new home stands as an affirmation of the organization’s commitment to the well-being of the largest and fastest-growing minority in the country – the Hispanic community – and will serve as a source of inspiration for current and future generations of Hispanic Americans.

The financial well-being of the institution was stronger than ever in 2004. Our fundraising success made possible our ability to secure a new center of operations as well as establish an endowment which helps to ensure the financial stability of the organization well into the future. NCLR increased its net worth by \$6.6 million, including contributions to the Capital Campaign, and on a consolidated basis we increased our net worth by close to \$17 million. Our total assets now amount to about \$100 million and our net worth is approximately \$80 million.

None of these tremendous accomplishments would have been possible without the hard work of NCLR staff members who have worked above and beyond the call of duty on behalf of the organization.

In addition, much-deserved credit goes to the hundreds of leaders who have served on our Board of Directors over the 36 years of our existence. A very special thanks goes to Congressman Ed Pastor, Rita DiMartino, and Gil Vasquez who chaired our Board during our most difficult times; to my dear friend Irma Flores Gonzalez, who recently passed away, for having served longer and held every possible position on the Board including Chair; to Ramon Murguia who gave so much of his time and who served so diligently yet so unassumingly as Chair; and to José Villarreal who, as Chair, gave an enormous amount of his time and passion to NCLR. Under his leadership, we have ensured the future financial stability of the organization.

I must also express a word of thanks to the past and present members of our Corporate Board of Advisors (CBA) who have dedicated themselves to building strong and positive partnerships between the corporations they represent and the Hispanic community.

And finally my gratitude goes to our affiliates for the work they do for our people. Throughout the years I have had the great privilege to work alongside affiliate leaders who have dedicated their lives to the service of our community, many of whom have proven uncommonly loyal to NCLR. They are the lifeblood of the community, working on the frontlines to secure a more humane and just society.

To all of these folks and to all of you, thank you for giving me the opportunity to serve my community and for your service to and support of NCLR. I have been motivated since the age of 15 by the dream of creating an institution that would have the power to make a difference for our community. At last this is a reality.



In Review: 2004 Highlights of Achievements

In NCLR's pursuit of advancing policies and implementing programs that ensure a fully inclusive society, new challenges and opportunities present themselves each day. Below are a few examples of efforts and accomplishments in 2004 and of steps that NCLR took to ensure the institution's future stability and prosperity.

Affiliate Member Services

- **Affiliate Listening Tour.** Throughout the month of September, Janet Murguia traveled to one city in each of NCLR's six regions of the Affiliate Network and met with key staff from more than 100 affiliates in 30 states, representing one-third of the Network. The Affiliate Advisory Council and members of the NCLR Board of Directors played a critical role in ensuring the success of this very important initiative. Throughout the tour Janet conveyed her vision of a stronger, more dynamic affiliate/NCLR relationship and engaged affiliates in discussing their needs, concerns, and ideas for collaboration.

- **Florida Affiliate Relief Fund.** In October, NCLR established the "NCLR Florida Relief Fund" and raised more than \$100,000 in support of Hispanic families whose lives were devastated by the four hurricanes that hit Florida at the end of the summer.

Thanks in part to the generosity of Johnson & Johnson, Sears, Roebuck & Co., and many affiliates around the country, NCLR Florida affiliates spearheaded efforts to provide aid to some of the most vulnerable of the hurricane victims – undocumented immigrants and migrant farmworkers.

Research and Public Policy

- On June 30, 2004, President Bush signed the **Child Nutrition and WIC Reauthorization Act of 2004** into law (Public Law 108-265). NCLR worked to ensure that Latino children benefit from federal child nutrition programs by safeguarding access to school meals for limited-English-proficient and farmworker

families. The legislation also ensures that Latino children benefit from nutrition education activities in schools and early childhood programs.

- In 2004 NCLR released *Lost Opportunities: The Reality of Latinos in the U.S. Criminal Justice System*, the first comprehensive examination of Latinos in every facet of the criminal justice system. The book documents the discriminatory practices of the criminal justice system and offers policy recommendations – including community-based strategies that offer alternatives to incarceration – for addressing criminal justice issues that affect Latinos and which provide models for states to replicate.
- NCLR worked with key House and Senate co-sponsors and national and state-based partners to push for enactment of the "Student Adjustment Act" and the "DREAM Act." For example, NCLR promoted a two-week national event in September 2004 during which fasts and vigils were held in more than ten states in support of the "DREAM Act." In addition, NCLR worked with other national and local organizations in coordinating a mock graduation ceremony at the U.S. Capitol, which was attended by approximately 400 students and advocates, to urge Congress to enact the "DREAM Act." Finally, NCLR spearheaded the collection of approximately 1,515 postcards addressed to the President in support of "DREAM." As a result of efforts by NCLR and a large number of coalition partners on this issue, state-level versions of the "DREAM Act" were enacted in Kansas and New Mexico, bringing the total number of states with similar laws to nine.



- **KIDS COUNT – Puerto Rico.** NCLR prepared and published the dual-language *2004 KIDS COUNT – Puerto Rico Data Book / Nuestros niños cuentan – Puerto Rico, Libro de Datos 2004*, the first data book on the status of children in Puerto Rico, as part of the Annie E. Casey Foundation's national and state-by-state effort to track the well-being of children in the United States, Puerto Rico, and the U.S. Virgin Islands.
- **The Early College High School Demonstration Project** – an initiative to develop and strengthen blended institutions involving Latino-serving community-based organizations, institutions of higher education, and public schools with the goal of graduating students with the equivalent of two years of college credit – completed its second year. Twelve schools have been identified and plans have been developed to provide specialized training, leadership development, organizational and instructional coaching, and assessment and accountability standards based on needs assessments performed at site visits. To date, in nine states and the District of Columbia, six schools of exemplary practice are operating and six more are emerging.

Programs

- The four-day **2004 NCLR Annual Conference** in Phoenix, Arizona broke all previous records by attracting more than 23,000 attendees. Highlights included a keynote speech by Senator John McCain (R-AZ) and a Town Hall meeting featuring Senator John Kerry (D-MA).
- The **NCLR Homeownership Network (NHN)** provided subgrants and/or technical assistance to 38 affiliates that implement NHN's intensive, one-on-one housing counseling model. Members of NHN provided counseling services to more than 20,000 families last year, resulting in more than 3,000 closed mortgage loans to Latino first-time homebuyers.
- The **Raza Development Fund (RDF)**, NCLR's community development lending arm, is the largest Latino Community Development Financial Institution in the United States. RDF approved \$16.5 million in loans in 2004 for charter schools, health centers, community facilities, and affordable housing units.
- The **Latino Cancer Education Pilot Project** began implementing a cancer communications approach that aims to increase awareness and promote healthy behaviors with regard to cervical cancer, breast cancer, and cancer clinical studies. In 2004, CBOs conducted focus groups with Latino community members and *promotores de salud* to gain a better understanding of knowledge, attitudes, and practices regarding cancer.

Institutional Growth

- NCLR secured a permanent center of operations in the heart of our nation's capital. The **Raul Yzaguirre Building** is located at 1126 16th Street, NW, in Washington, DC just four blocks from the White House. This accomplishment would not have been possible without the generous contributions made by donors to NCLR's *Empowering An American Community Campaign* (see page 40).
- In 2004, NCLR expanded its regional outreach with the opening of a **New York City office**. NCLR now has eight field offices throughout the country (see page 51 for a listing of NCLR regional offices).
- NCLR unveiled the **redesign of its website, www.nclr.org**. The new and improved site, made possible by a grant from **Time Warner**, features a greater array of content and additional features on a broader range of topics of interest to the Latino community including advocacy and electoral empowerment, civil rights and justice, community and family wealth-building, education, employment and economic opportunities, farmworkers, health and family support, and immigration.



NCLR's 2005-2009 Strategic Plan – An Overview

NCLR's work and operating principles flow out of a set of basic values and a philosophy about who we are, what we stand for, and how we view the world. The **2005-2009 Strategic Plan** reaffirms these values and drives the organization toward achieving tangible, measurable improvements in the socioeconomic status of the Hispanic community – with an emphasis on developing stronger relationships with NCLR affiliates and improved communications strategies.

At the heart of NCLR's successful development and growth as an institution is its ability to adapt to the constantly changing circumstances and needs of the Hispanic community. The evolution of NCLR's work, the growing complexity of the issues, the needs and realities of the community, and changing external factors underscore the need for substantive, thoughtful, and precise responses from NCLR and its affiliate partner organizations. Responding to new opportunities and to an ever-growing and diverse Latino constituency, NCLR continually works to enhance its reputation as an important and permanent *American* institution – rather than simply an Hispanic institution.

Yet, while NCLR recognizes that transformation is necessary for institutional growth, its mission has remained virtually unchanged for three decades. The following four major functions continue to inform its long-standing mission:

- Capacity-building assistance to support and strengthen Hispanic community-based organizations (CBOs) to help them meet the needs of their communities.
- Applied research, policy analysis, and advocacy on behalf of Hispanic Americans.

- Public information efforts that provide accurate information and positive images of Hispanics in the mainstream and Hispanic media.
- Special and international projects that use the NCLR structure and credibility to create other entities.

In NCLR's previous Five-Year Strategic Plan, the Board and staff outlined a four-part vision for the organization, which this Plan sustains:

- Build a strong and stable institution with the organizational and programmatic capacity to create a new paradigm for Latinos in U.S. society.
- Collaborate and establish effective partnerships with a larger, more diverse, and more involved Affiliate Network responsive to changing Hispanic demographics.
- Expand existing initiatives and establish new strategies focused on critical, unmet community needs nationwide.
- Achieve increased name recognition based on competence, effectiveness, program quality, and proven ability to serve as an effective voice for Hispanic Americans with widely recognized capacity to make a difference.



NCLR believes that continued progress requires continuing focus on two internal processes. The first is a *heightened emphasis on the integration and alignment of program and policy efforts across issues and organizational components*. The second is an *emphasis on measurable outcomes and improvements in specific program and institutional areas*, which influences the development of impact-driven institutional and program priorities, described in the following sections.

This Strategic Plan identifies four *institutional priorities* that are critical to NCLR's achievement of significant impact in the Latino community. These organization-wide priorities cut across and support program areas and include:

- Strengthening NCLR's connections with its affiliates, with an emphasis on relationships based on partnerships and reciprocal responsibility.
- Improving public perceptions of the Hispanic community and of NCLR, as measured by media portrayals and public opinion polls.
- Communicating NCLR's "story" to broad, diverse audiences while generating unrestricted funds for the organization.
- Solidifying the institution's core support and administrative functions, creating financial stability.

The Plan also identifies five *program strategies* that are critical to NCLR's achievement of significant impact in the Latino community. They are relevant, precise, and targeted to ensure consistency with NCLR's goals of maximizing its relationship with its affiliates and engaging in efforts that strengthen specific aspects of the Latino community in a measurable way. The program priorities include:

- **Assets/Investments** – Seeks to measurably increase the level of economic and other tangible assets held by the Hispanic community.
- **Civil Rights/Immigration** – Is committed to the belief that the entire nation benefits from a fair, equal, and fully inclusive society.
- **Education** – Seeks to increase access to and improve the quality of educational opportunities for Latino students.
- **Employment and Economic Status** – Seeks tangible improvements in the economic mobility of Latinos, as measured by increases in wages and income.
- **Health** – Seeks tangible improvements in Latinos' access to health care and measurable improvements in Hispanics' health and well-being.

The broader goal of NCLR is to achieve a society in which Hispanics share equally, vigorously, and permanently in the American dream, as full beneficiaries of the country's assets and resources, and in which they are recognized as valued and essential contributors to the American landscape.





PHOTO: Michael Mathis

“Families come in many shapes, sizes, shades, and even species.
What other people call diversity I call family.
My husband, our children, and our pets are all part of who I am.”

— Nilda Ruiz, former NCLR Senior Community Development Specialist
(current Executive Director of Asociación de Puertorriqueños en Marcha – PA)

Family members in photo (clockwise):
Nilda Ruiz, Sasha Singh, Brian Alejandro Ruíz, Kimberly Vanessa Ruíz, Hammie (little dog), Gordo (big dog), Amanda (Blue Gold Macaw)

Affiliate Network and Advisory Council

From its inception, NCLR's work has been guided by its deep understanding of the importance of building financially and organizationally stable Hispanic institutions at the local, regional, and national levels. Today, NCLR serves as a source of capacity-building assistance for more than 300 affiliated community-based organizations throughout the country. NCLR's Affiliate Network is divided into six regions: the Northeast, the Southeast, the Midwest, the Far West, Texas, and California. Affiliates benefit from increased access to technical resources, expertise, leadership, elected officials, and, in some cases, access to capital through the Raza Development Fund – the nation's largest Hispanic Community Development Financial Institution and a wholly-owned subsidiary of NCLR.

NCLR affiliates offer a wide variety of services to their communities including: education and workforce development programs; public health centers; Head Start centers and other activities for children and youth; financial services information; housing counseling; church-based ministries; social, relief, and refugee services; and legal/immigration services.

Affiliate Advisory Council

NCLR's Affiliate Advisory Council serves as a voice for and represents the bond between NCLR and its affiliates. The Affiliate Advisory Council is made up of two members (one male and one female) from each NCLR region: Members are democratically elected by the affiliates in their respective regions.

Chair

Lorraine Lee (Far West)
Vice President
Chicanos Por La Causa – Tucson
Tucson, AZ

Vice Chair

Elvira Diaz (California)
Vice President of Resource Development
MAAC Project
National City, CA

Secretary

José Duran (Northeast)
Executive Director
Hispanic Office of Planning and Evaluation
Jamaica Plain, MA

Richard Farias (Texas)
Executive Director
Tejano Center for Community Concerns
Houston, TX

Sonia Gutierrez (Southeast)
Executive Director
Carlos Rosario International Career Center
Washington, DC

Luis Ibarra (Far West)
President and CEO
Friendly House, Inc.
Phoenix, AZ

Arturo Lopez (Southeast)
Executive Director
Coalition of Florida Farmworker Organizations
Florida City, FL

Emilio Lopez (Midwest)
Executive Director
Aurora Weier Educational Center
Milwaukee, WI

Mary Lou Mason (Midwest)
Executive Director
Michigan Commission on Spanish Speaking Affairs
Lansing, MI

Maria Matos (Northeast)
Executive Director
Latin American Community Center, Inc.
Wilmington, DE

Cecilia McKay (Texas)
Executive Director
Dallas Concilio of Hispanic Service Organizations
Dallas, TX

Alfredo Villaseñor (California)
Executive Director
Community Child Care Council of Santa Clara County
San Jose, CA



Affiliate Accomplishments

2004 NCLR/Annie E. Casey Foundation Family Strengthening Awards

In January 2004 NCLR and the Annie E. Casey Foundation announced the recipients of the first annual NCLR/Annie E. Casey Foundation Family Strengthening Awards. The award honors programs that have a measurable impact on the lives of Hispanic families through a holistic approach that addresses the education, housing, employment, health, and advocacy needs of the local community. The winning programs each received a \$10,000 grant and an opportunity to showcase their family strengthening best practices throughout the Affiliate Network via a workshop at the NCLR Annual Conference, a publication entitled *Strengthening Latino Families*, and peer-to-peer technical assistance sessions.

Avenida Guadalupe Association

Winning Program: Housing Counseling Assistance Program

The Housing Counseling Assistance Program (HCAP) was initiated to increase the homeownership rate for Hispanic families living in and around the Avenida Guadalupe neighborhood in San Antonio and consists of two integral components – the Down Payment Assistance Program and the First-time Homeownership Training Program.

CASA of Maryland

Winning Program: Center for Employment and Training

The Center for Employment and Training combines several key programs that assist vulnerable workers and their families in accessing meaningful and dignified employment. The Employment Placement Program provides job training and job placement assistance, the Employment Rights/Legal Program offers information about workplace rights while providing legal representation, and the Education and Leadership Academy makes available ESL, computer, Spanish literacy, citizenship, and leadership courses.

Mi Casa Resource Center for Women, Inc.

Winning Program: CASASTART

CASASTART (Striving Together to Achieve Rewarding Tomorrows) is a substance abuse and violence prevention program which serves high-risk 8- to 14-year-olds and their families. Through quarterly family involvement nights, bilingual parenting classes for parents and children, monthly home visits, and connecting families to community resources, youth advocates empower families with the tools necessary for building a brighter future. Youth advocates also serve as a link from home to school and school to community by forming a cohesive web of communication.



Para los Niños

Winning Program: Brighter Futures

The Brighter Futures program, staffed by degreed social workers and community family advocates, provides center-based services and in-home visitation to at-risk families. In-home visitation provides a culturally-appropriate, nonthreatening avenue to link families to services, to improve emotional and physical conditions in the home, and to provide needed support to impoverished, fragile families. Services are provided in conjunction with center-based activities, which include child care, support groups, parenting classes, and workshops that address topics such as substance abuse awareness, domestic violence and child abuse prevention, and health education.

United Migrant Opportunity Services (UMOS)

Winning Program: The Latina Resource Center

The Latina Resource Center (LRC) was created to fill a gap in services provided specifically to Latinas experiencing violence in their households, as cultural barriers often prevent them from seeking help through the social service providers traditionally present in their community. In efforts to help women and their families, LRC provides onsite bilingual, bicultural services such as community outreach, crisis intervention, domestic violence education groups, legal advocacy and support, immigration issues, case management, women's support groups, teen dating violence program, and children's services.

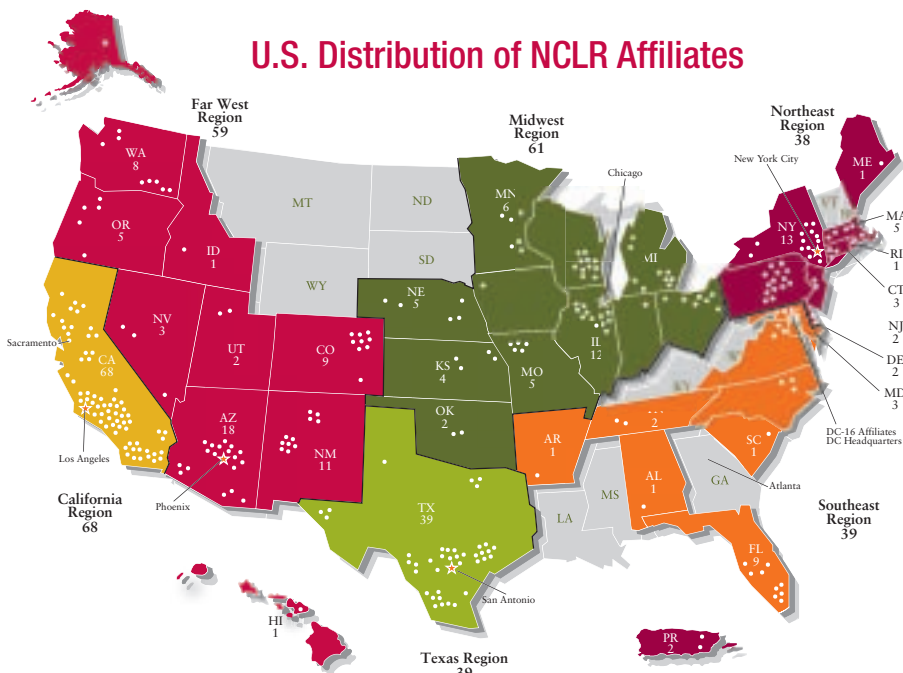
Affiliate of the Year

The prestigious NCLR Affiliate of the Year Award is presented every year, along with a \$25,000 cash award, to an affiliate for its exemplary work in serving its local community and for supporting NCLR's policy and programmatic initiatives. The award was given to **CASA of Maryland** at the 2004 Annual Conference for promoting a wide range of activities designed to address the multiple conditions of poverty and disenfranchisement experienced by Latinos, Asians, and Africans – citizens and immigrants alike. NCLR also recognized three organizations as regional honorees: the Latin American Community Center, the Latino Community Development Agency, and San Ysidro Health Center.



List of Affiliates by State and City

NCLR's affiliates are independent, Hispanic-serving community-based organizations, governed by local community leaders. These organizations share NCLR's mission to improve life opportunities for Hispanic Americans and are provided a range of training and technical assistance from NCLR to increase and improve their capacity to serve the distinct needs of their respective communities.



ALABAMA

Birmingham

Hispanic Interest Coalition of Central Alabama (HICA)
(205) 595-5545
www.hispanicinterest.org

ALASKA

Anchorage

Council of Latin Americans in Alaska for Special Services
(907) 222-3710
www.clasealaska.org

ARIZONA

Guadalupe

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

Mesa

Housing For Mesa, Inc.
(480) 649-1335
www.housingformesa.org

Nogales

Mexicayotl Academy
(520) 287-6790

Phoenix

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

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

Community Housing Resources of Arizona

(602) 631-9780
www.communityhousingresources.org

Espíritu Community Development Corporation
(602) 243-7788
www.espiritu.com

Friendly House, Inc.
(602) 257-1870
www.friendlyhouse.org

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

James Sandoval Preparatory High School
(623) 845-0781
www.newbeginningschurch.com

Tertulia: Precollege Community Charter School
(602) 262-2200

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

Somerton

Campesinos Sin Fronteras
(928) 627-1060

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

South Tucson

Aztlan Academy
(520) 573-1500

TUCSON

Calli Olin Academy
(520) 882-3029
www.calliolin.com

Chicanos Por La Causa, Inc.
(520) 882-0018
www.cplc.org

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

ARKANSAS

Springdale

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

CALIFORNIA

Anaheim

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

Arleta

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

Brawley

Campesinos Unidos, Inc.
(760) 351-5100
www.cuibrawley.com

Clínicas de Salud del Pueblo, Inc.
(928) 344-6471
www.clinicasdesalud.com

Calexico

Calexico Community Action Council
(760) 357-6464

Carlsbad

Join Hands Save a Life
(760) 720-0540

Covina

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

Escondido

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

Fresno

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

Hayward

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

Keene

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

Los Angeles

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

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

California Academy for Liberal Studies
(323) 254-4427
www.calscharter.org

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

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

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

Eastmont Community Center
(323) 726-7998

El Centro del Pueblo
(213) 483-6335

Hermanidad Mexicana Nacional Legal Center
(213) 244-9583

Los Angeles Leadership Academy
(213) 637-5690
www.laleadership.org

Multicultural Area Health Education Center
(323) 780-7640
www.mahec-la.com

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

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

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

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

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

Watts/Century Latino Organization
(323) 564-9140

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

Madera

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

Modesto

Mujeres Latinas de Stanislaus
(209) 667-3569
www.geocities.com/mujereslatinasdestanislaus

Montebello

Academy of Latino Leaders in Action
(323) 725-0640

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

Moreno Valley

TODEC Legal Center, Perris
(909) 943-1955

National City

MAAC Project
(619) 426-3595
www.maacproject.org

North Hollywood

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

Oakland

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

Growing Children Charter School
(510) 568-0500

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

Lighthouse Community
Charter School
(510) 271-8807

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

Oceanside

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

Oxnard

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

Pomona

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

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

Sacramento

Foundation Center for
Phenomenological Research
(916) 447-2087

San Diego

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

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

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

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

San Fernando

Latin American
Civic Association
(818) 361-8641

San Francisco

Centro Latino de San Francisco
(415) 861-8758

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

San Jose

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

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

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

National Hispanic University
(408) 273-2712

San Ysidro

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

San Ysidro Health Center
(619) 662-4104

Santa Ana

Delhi Community Center
(714) 481-9600

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

Santa Barbara

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

Saticoy

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

Stockton

Asociación Campesina
Lazaro Cardenas
(209) 466-6811
www.aclc.org

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

Union City

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

Visalia

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

West Sacramento

Rural Community
Assistance Corporation
(916) 447-2854

COLORADO

Denver

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

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

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

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

NEWSSED Community
Development Corporation
(303) 534-8342, ext. 102
www.newsed.org

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

SouthWest Improvement
Council
(303) 934-2268

Pueblo

Cesar Chavez Academy
(719) 546-6263
www.cesarchavez
academy.org

Westminster

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

CONNECTICUT

Bridgeport

Bridge Academy
(203) 336-6961
www.bridgeacademy.org

Hartford

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

Rocky Hill

Humanidad, Inc.
(860) 563-6103
www.partnersforcommunity.
org/humanidad.htm

DELAWARE

Dover

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

Wilmington

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

DISTRICT OF COLUMBIA

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

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

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

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

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

EVS Communications
(202) 635-2606

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

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

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

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

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

Multicultural Career
Intern Program
(202) 673-7314
www.mcip.org

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

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

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

Teaching for Change
(202) 588-7205
www.teachingforchange.org

FLORIDA

Clearwater

UNO Federation Community
Services, Inc.
(727) 466-0784
www.unofederation.org

Florida City

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

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

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

Homestead

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

Immokalee

Redlands Christian
Migrant Association
(941) 658-3572
www.rcma.org

Miami

Hispanic Coalition, Inc.
(305) 262-0060

Orlando

Latino Leadership, Inc.
(407) 893-6424
www.latino-leadership.org

Tampa

Housing and Education
Alliance
(813) 261-5151

HAWAII

Wailuku

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

IDAHO

Caldwell

Idaho Migrant Council, Inc.
(208) 454-1652

ILLINOIS

Chicago

Alivio Medical Center
(312) 829-6304
www.aliviomedical.org

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

El Hogar del Niño
(773) 523-1629

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

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

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

Latino Youth, Inc.
(773) 277-0400

Latinos United
(312) 782-7500
www.latinosunited.org

Little Village Community
Development Corporation
(773) 542-9233

Mujeres Latinas En Acción
(312) 226-1544

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

Elgin

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

INDIANA

Fort Wayne

United Hispanic Americans, Inc.
(260) 422-2651

IOWA

West Des Moines

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

KANSAS**Kansas City**

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

Harvest America Corporation
(913) 342-2121
www.latino-net.org/harvest/

Topeka

Kansas Hispanic and Latino
American Affairs Commission
(785) 296-3465
www.hr.state.ks.us/ha/html/
enha.html

Wichita

SER Corporation of Kansas
(316) 264-5372

MAINE**Lewiston**

Maine Rural Workers Coalition
(207) 753-1922

MARYLAND**Baltimore**

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

Landover

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

Silver Spring

Casa de Maryland
(301) 431-4185
www.casademaryland.org

MASSACHUSETTS**Cambridge**

Centro Presente
(617) 497-9080

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

Holyoke

Friends of the Holyoke
Community Charter School
(413) 533-0111

Jamaica Plain

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

Springfield

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

MICHIGAN**Detroit**

Detroit Hispanic Development
Corporation
(313) 967-4880

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

Latino Family Services
(313) 841-7380

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

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

Grand Rapids

Hispanic Center of Western
Michigan
(616) 742-0200
www.iserv.net/~hcwm/

Kalamazoo

Hispanic American Council, Inc.
(269) 385-6279
www.siestainthepark.com or
www.hacna.com

Lansing

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

Traverse City

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

MINNESOTA**Minneapolis**

Aurora Charter School
(612) 870-3891
www.auroracharterschool.com

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

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

Saint Paul

Academia Cesar Chavez
(651) 778-2940

Chicano Latino Affairs Council
(651) 296-9587
www.clac.state.mn.us

Chicanos Latinos Unidos
En Servicio
(651) 379-4200
www.clues.org

MISSOURI**Kansas City**

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

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

Hispanic Economic
Development Corporation of
Greater Kansas
(816) 221-3442
www.latino-net.org/hedc

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

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

NEBRASKA**Lincoln**

Hispanic Community Center
(402) 474-3950

Mexican American Commission
(402) 471-2791

North Platte

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

Omaha

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

One World Community
Health Centers (Indian
Chicano Health Center)
(402) 734-4110
www.oneworldomaha.org

NEVADA**Las Vegas**

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

Nevada Association of Latin
Americans, Inc.
(702) 382-6252

Reno

Nevada Hispanic Services, Inc.
(775) 826-1818
www.renosparks.com/nhs/

NEW JERSEY**Camden**

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

Vineland

Rural Opportunities, Inc.
(856) 696-1000

NEW MEXICO**Albuquerque**

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

Home Education Livelihood
Program, Inc.
(505) 265-3717
www.helpcdd.com

MANA De Albuquerque
(505) 899-0761
www.hermana.org

New Mexico MESA, Inc.
(505) 366-2500
www.nmmesa.nmt.edu

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

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

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

Embudo

Rio Grande Center
(505) 579-4251

Siete Del Norte
(505) 579-4217

Española

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

Santa Fe

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

NEW YORK**Bronx**

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

Brooklyn

Latin American Workers' Project
(718) 628-6222
www.latinamericanworkers
project.org

Glen Cove

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

New York

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

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

Audubon Partnership for
Economic Development
(212) 544-2470

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

Community Association of
Progressive Dominicans
(212) 781-5500

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

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

Rochester

Rural Opportunities, Inc.
(585) 546-7180
www.ruralinc.org

Syracuse

Spanish Action League
(315) 475-6153

Woodside

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

NORTH CAROLINA**Charlotte**

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

Raleigh

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

Siler City

Hispanic Liaison of Chatham
County/ El Vinculo Hispano
(919) 472-1448

OHIO**Cleveland**

Commission on Catholic
Community Action
(216) 281-3839
www.dioceseofcleveland.org

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

Elyria

Lorain County
Community College
(440) 365-5222
(800) 995-5222
www.lorainccc.edu

Lorain

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

Toledo

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

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

Youngstown

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

OKLAHOMA**Oklahoma City**

Latino Community
Development Agency
(405) 236-0701

ORO Development Corporation
(405) 840-7077

OREGON**Hillsboro**

Housing Development
Corporation
(503) 693-2937

Medford

Centro Hispano of
Southern Oregon
(541) 772-7760

Newberg

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

Portland

Hacienda Community Development Corporation
(503) 595-2111

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

PENNSYLVANIA

Harrisburg

Rural Opportunities, Inc.
(717) 234-6616

Lancaster

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

SACA Development Corporation
(717) 397-6267

Philadelphia

Asociación de Puertorriqueños en Marcha – PA
(215) 235-6788
www.apm-thila.org

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

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

Norris Square Civic Association
(215) 426-8723

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

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

Reading

The Hispanic Center of Reading & Berks County
(610) 376-3748
www.centrohispano.org

PUERTO RICO

Hato Rey

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

San Juan

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

RHODE ISLAND

Providence

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

SOUTH CAROLINA

Columbia

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

TENNESSEE

Memphis

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

Nashville

Conexión Americas
(615) 320-5152

TEXAS

Austin

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

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

Corpus Christi

Gulf Coast Council of La Raza, Inc.
(361) 881-9988
http://tifprojects.esc2.net/mlgg/

Dallas

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

Greater Dallas Foundation, Inc.
(214) 941-1900

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

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

El Cenizo

La Gloria Development Corporation
(956) 791-3034

El Paso

Centro de Salud Familiar La Fe, Inc.
(915) 534-7979

Southside Low-Income Housing Development Corporation
(915) 544-5962
www.texashousing.org/
txlihis/livingcrisis/livingcrisis/
ep-southside/

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

Fort Worth

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

Harlingen

Su Clínica Familiar
(956) 365-6750
www.tachc.org/tm_suclinica.htm

Houston

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

Association for the Advancement of Mexican Americans
(713) 926-4756
www.aamainc.com

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

Galaviz Academy
(713) 694-6027

Housing Opportunities of Houston, Inc.
(713) 644-8488
www.housingopphouston.com

Houston Community Services
(713) 926-8771
www.houstoncommunityservices.com

Houston Esperanza
(713) 926-2794

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

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

Kingsville

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

Laredo

Asociación Pro Servicios Sociales
(956) 724-6244

Texas Migrant Council, Inc.
(956) 722-5174
www.members.nbci.com/tmchq

Lubbock

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

McAllen

Information Referral Resource Assistance, Inc.
(956) 682-3436

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

Midland

Midland Community Development Corporation
(432) 570-9824
(432) 682-2960

Mission

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

Pharr

Colonias del Valle, Inc.
(956) 787-9903

Nuestra Clínica del Valle
(956) 787-8915
www.TACHC.org/tm_nuestra.htm

San Antonio

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

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

Heroes and Heritage
(210) 349-3493
(cell) 210-288-7395

Mexican American Unity Council, Inc.
(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

UTAH

Salt Lake City

Utah Coalition of La Raza
(801) 359-8922
users.sisna.com/armstrong/
uclr.htm

South Salt Lake City

Centro de la Familia de Utah
(801) 521-4473

VIRGINIA

Falls Church

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

Hispanos Unidos de Virginia
(703) 533-9300

WASHINGTON

Granger

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

Pasco

Community Health Center La Clínica
(509) 547-2204

Seattle

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

People of Color Against AIDS Network
(206) 322-7061
www.pocaaan.org

SEA MAR Community Health Center
(206) 763-5210
www.wacmhc.org/profiles/
seam14.htm

Sunnyside

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

Yakima

Rural Community Development Resources
(509) 453-5133

WISCONSIN

Madison

Centro Hispano
(608) 255-3018
centrohispanomadison.org

Milwaukee

Aurora Weier Educational Center
(414) 562-8398

Centro de la Comunidad Unida/United Community Center
(414) 643-0975
www.unitedccc.org

Council for the Spanish Speaking-WI
(414) 384-3700

La Causa, Inc.
(414) 902-1500
www.lacausa.org

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

Waukesha

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

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



PHOTO: Michael Mathis

“We all cherish our children’s future. As parents, we must make sure that they have equal access to opportunities, acquire valuable skills, and nurture their unique talents; always mindful of the responsibility to give back to their communities. I am proud to be a part of an organization that is making this future possible for all children.”

— Gerald Borenstein, NCLR CFO

Family members in photo:
Gerald Borenstein with his wife Beth, children Anna Louisa and Jacob Enrique, and Lilly the dog

NCLR addresses the issue of education through a complementary, two-part approach. NCLR's education program services and activities, carried out through the Center for Community Educational Excellence (C²E²), are targeted to its affiliated organizations while its education policy work addresses national issues in public education.

Highlights

- There are currently 91 schools in the **NCLR charter school network**. Of these, 40 are fully operational, five of which opened for the 2003-04 school year and four others in the 2004-05 school year.
- **NCLR's Parents as Partners** curriculum for parents of elementary and secondary students was completed in 2004. This program guides parents of Latino students on how to work closely with the school as early as possible to ensure that their children are prepared to attend college or university. Five affiliates are currently implementing the program with ten others positioned to do so in the near future.
- The first **Leadership Institute for Latino Literacy** took place in 2004. This five-day training focused on literacy strategies and resources for administrators and teachers who work with Latino students. The 49 participants represented 13 states, including eight representatives of nonaffiliated schools.
- NCLR and its California affiliates formed an early education task force as part of a broader **Preschool for All** campaign to achieve high-quality preschool education for all four-year-old children in California. NCLR and its affiliates are working together to ensure that Latino and English language learner children and their families fully benefit from increased preschool education opportunities in the state. To this end, NCLR produced an issue brief titled, **"Achieving a High-Quality Preschool Teacher Corps: A Focus on California."** This brief serves as an important tool for policy-makers and preschool advocates regarding how to build a preschool teacher corps that reflects the diversity of the state's child population.



Health

NCLR's Institute for Hispanic Health (IHH) develops and implements culturally-competent and linguistically-appropriate health education and prevention programs and conducts health advocacy activities in partnership with its network of affiliates to protect the health and well-being of the Latino community.

Highlights

- IHH's *promotores de salud* (lay health educator) programs are active in 35 Latino communities nationwide addressing health-related issues that include diabetes, cancer, cardiovascular diseases, stroke, Alzheimer's disease, HIV/AIDS, obesity, and diet and nutrition.
- The **Latino Families HIV/AIDS Prevention Project** has expanded its work on HIV prevention education targeting Latino families, men, women, and youth to include an innovative *promotores de salud* component.
- In September, the **Health in Emerging Latino Communities Project** released a groundbreaking report, *The Health of Latinos in the South: Challenges and Opportunities*, which provided the first multistate look at the needs and realities of Latinos in the South.
- NCLR's Atlanta Office assisted in the formation of the **Georgia Ethnic Health Network**, which partners with CBOs to provide them with health information and advocacy training.
- NCLR continued to play a key role in advocating for the repeal of the 1996 ban against legal immigrants' access to public safety-net programs, particularly children's and pregnant women's access to Medicaid and the State Children's Health Insurance Program, via the widely supported "**Immigrant Children's Health Improvement Act**."
- NCLR established a coalition with the National Immigration Law Center (NILC) and Legal Momentum to advance the health care and support needs of battered immigrants. The coalition is leading an effort to introduce a bipartisan version of the "**Women Immigrants Safe Harbor (WISH) Act**."
- As part of the steering committee of a national coalition composed of health provider associations and health advocacy organizations, NCLR helped to complete a set of common-ground principles to guide work in increasing language access for limited-English-proficient (LEP) patients. The steering committee is working with Congress to develop legislative measures that address language access in health care settings, and organized an advocacy day and congressional briefing.



Employment and Economic Opportunities

NCLR seeks to advance the economic well-being of Latinos by focusing its program and policy work on closing the employment and skills gaps between Latinos and other Americans. Its programmatic division, the Center for Latino Economic Opportunities (CLEO), provides capacity-building assistance to support and strengthen workforce development programming at the community level. The Economic Mobility Initiative's (EMI) employment-focused public policy work advances policies that reward work, create jobs, and build ladders of employment and financial mobility.

Highlights

- NCLR was awarded a planning grant by **Microsoft Corporation** to launch a national program through which Microsoft district offices and NCLR staff work with local affiliates to improve the efficiency of affiliate service delivery. This multiyear pilot project was launched in 2004. Microsoft developed a client tracking system for and provided consultative services to Carlos Rosario International Career Center, Detroit Hispanic Development Corporation, and Near Northside Partners Council.
- NCLR affiliates, the Multicultural Area Health Education Center (MAHEC) in Los Angeles and Instituto del Progreso Latino in Chicago, were the pilot sites for the **NCLR Escalera Project: Taking Steps to Success**, which prepares at-risk Latino high school students for graduation, for college, and for high-paying careers in fields in demand.
- NCLR spearheaded a partnership with Los Angeles affiliates, Para Los Niños and MAHEC, to successfully bid on a \$1.3 million **LA City Workforce Investment Board Youth After-School and In-School grant**. The after-school services are based on the NCLR Escalera Project.
- NCLR, Instituto del Progreso Latino, Association House, and Wright Community College created the **Carreras En Salud** program, which provides Chicago Latinos with language proficiency training and supportive services that will transition them from low-paying positions to high-demand opportunities in the growing nursing industry.
- NCLR, Congreso de Latinos Unidos, and the Truck Carriers Association (TCA) developed a program to recruit and train Latinos as commercial truck drivers. NCLR is entering into negotiations with TCA and a number of national truck carriers to take this project to scale.
- Although the **Workforce Investment Act's (WIA)** goal is to “improve the quality of the workforce,” the law has been ineffective in serving Latinos, many of whom are limited-English-proficient (LEP) persons. In the WIA reauthorization process, NCLR advocated for funding and developing integrated training and English-acquisition programs for immigrants; defining LEP persons as a “hard-to-serve” population to increase access for Latinos and other immigrants in job training services; and giving governors the discretion to reserve funding to enhance services for hard-to-serve populations.



- NCLR produced a white paper titled “**Transportation Equity Act Reauthorization: How Good Federal Transportation Policy Can Work for Latinos.**” This paper documents the transportation reauthorization debate by examining key issues affecting Latino and LEP workers. NCLR supported increasing funding and the availability of training programs that seek to close the employment and career skills gaps in the industry for Latinos and all low-wage workers; the addition of measures to ensure meaningful community participation on transportation planning projects; and effective implementation of system-wide access to transportation services due to language barriers.
- In 2004, NCLR launched a **project to address the disparities that Hispanic women face in the workforce.** Regardless of their occupation, industry, or education level, they are consistently paid less than their female counterparts and face discrimination and other barriers to employment. NCLR will meet with affiliates that are working on related concerns and with organizations that address similar policy issues, to then publish its research findings and distribute these materials widely.





PHOTO: JILL TOYOSHIMA

“We need to let everyone know that America’s most cherished values – family, a strong work ethic, sacrifice, faith, and patriotism – are the same ones that my family and millions of other Hispanic families have passed down from generation to generation.”

– Janet Murguía, NCLR President and CEO

Family members in photo :
(Bottom R-L) Amalia (mother), Martha, Mary (Top R-L) Rose Mary, Janet, Alfred, Ramon, Carlos

Community and Family Wealth-Building

NCLR develops both programmatic and policy responses to tackling barriers to wealth accumulation through its Community Development component and the Assets Development Initiative. Issues include access to financial services, financial education, auto and mortgage lending discrimination (asset protection), homeownership, and retirement wealth challenges.

Highlights

- **NCLR Homeownership Network (NHN).** In 2004, the initiative expanded to include 38 affiliates, which receive subgrants and/or technical assistance from NCLR to implement NHN's intensive one-on-one housing counseling model. Members of NHN provided counseling services to more than 26,500 families in 2004, resulting in more than 3,000 closed mortgage loans to Latino first-time homebuyers.
- **Economic Mobility Centers (EMCs).** NCLR's recently released report on Hispanic-focused financial education efforts, *Financial Education in Latino Communities: An Analysis of Programs, Products, and Results/Effects*, found that one-on-one financial counseling is the most effective way to transfer information about personal financial matters to low-income Latinos. The findings led NCLR to develop and refine the concept of Economic Mobility Centers (EMCs) – community-based financial service centers. EMCs build on affiliates' existing program infrastructure for providing additional wealth-building programs and financial education in the Latino community. NCLR has identified affiliates in Colorado, Kansas, and Arizona to pilot the EMC model.
- **Raza Development Fund (RDF).** The Raza Development Fund, NCLR's community development lending arm, is the largest Latino Community Development Financial Institution (CDFI) in the United States.

In 2004, \$15.2 million in financing was approved for 17 NCLR affiliates. RDF's current investor and lending relationships include Bank of America, State Farm Insurance Companies, Citigroup, Allstate Insurance, and the Fannie Mae Foundation. In addition, RDF entered into an agreement with JPMorgan Chase Bank involving \$10.75 million in additional lending capacity and grant funding to support RDF's Site Acquisition Fund.

RDF was the recipient of grant funding from the U.S. Department of Education in the amount of \$7.9 million under its Charter School Facility Finance program. The grant funding will allow RDF to expand its lending programs for nonprofit charter school operators, charter management organizations, and facility developers.

- **NCLR developed a policy agenda to refine and advance the homeownership counseling field.** Staff analyzed proposed policy measures, developed new policy ideas to improve the effectiveness of homeownership counseling, and worked with key congressional staff and housing allies to formulate, vet, and advance a comprehensive set of proposals that will likely form the basis of comprehensive legislation in 2005. This helped to shape proposals and measures in a way that will improve the opportunities of Latinos to purchase a home and build equity over time.



Advocacy and Electoral Empowerment

Believing that increased civic engagement is an essential part of any community empowerment strategy and crucial to the full inclusion of Latinos and immigrants in the nation's democracy, NCLR expanded the scope of activities of its **Latino Empowerment and Advocacy Project (LEAP)**. The project is working to produce and sustain measurable increases in Latino and immigrant participation in the political process by building a network of community-based organizations able to promote electoral engagement and advocacy activities.

Highlights

- Through its efforts to create sustainable strategies to increase Latino and immigrant civic engagement, NCLR worked with groups in ten states, providing coordination, materials, training and support, and subgrant assistance. NCLR expects to build on these relationships to advance off-cycle broader participation activities, while identifying and recruiting new local partners to expand local nonpartisan capacity. While in 2002 activities centered on **Get-Out-The-Vote (GOTV)** efforts, in 2004 the project expanded to include voter registration, modest GOTV, and some elements of election protection. Groups taking part in this effort included:

Chicanos Por La Causa (Arizona)

Congreso de Latinos Unidos (Pennsylvania)

Coordinating Council of Latino Community Leaders (Georgia)

Del Norte Housing Development Corporation (Colorado)

El Centro, Inc. (Kansas)

El Pueblo, Inc. (North Carolina)

Hispanic Women's Organization of Arkansas (Arkansas)

La Casa de Esperanza (Wisconsin)

Latino Educational and Recreational Network (Oregon)

Tennessee Immigrant and Refugee Rights Coalition (Tennessee)

- NCLR also worked closely with NALEO and MALDEF to organize a coordinated response to voter assistance and election protection needs in the Latino community leading up to and including Election Day, which incorporated legal, media, and community-based elements. NCLR

produced a voter preparedness piece which was mailed to more than 125,000 registered voters, posted on the NCLR website, and provided to several partners conducting nonpartisan voter outreach.

- In June, NCLR launched a pledge drive inviting Latino community-based organizations to make voter registration forms available to the communities they serve. Eighty-five groups pledged, representing 31 states and the District of Columbia. Additionally, NCLR produced the first in a poster series designed to promote civic engagement, created a public service announcement (PSA) featuring top Latino celebrities encouraging Latinos to register and to vote, and launched a print PSA series featuring Congressmembers Loretta and Linda Sanchez and Mario and Lincoln Diaz-Balart, designed to promote participation and to highlight Latino role models in politics.
- In February 2004, NCLR affiliates, members of the NCLR **Emerging Latino Communities Initiative**, and youth leaders from the **Líderes Network** convened in Washington, DC for the first NCLR National Advocacy Day. The event consisted of a one-day training on the tools for advocacy and lobbying and a briefing on the current issues affecting the Latino community, followed by a day of meeting with congressional staff on Capitol Hill. Action on these issues will ensure that our communities are safe, treated fairly, receive a high-quality education, are able to reach and maintain economic security for their families, and have access to health care. Nearly 40 organizations representing 21 states took part, visiting more than 60 members of Congress.





PHOTO: Michael Mathis

“NCLR feels like a family to my sister and me because we all support one another through working across divisions. We take pride in each other’s work just like a family takes pride in every member’s individual achievements.”

– Manuel Cuyún, NCLR Grants Administrator

Family members in photo:
Manuel Cuyún, Grants Administrator for the Finance Department &
Irene Cuyún, Assistant Director, Grants Administration, Center for Community Educational Excellence

Civil Rights and Immigration

As a leading national civil rights organization, NCLR advocates on key civil rights issues and is well recognized for its efforts aimed at reducing discrimination in housing, employment, delivery of services, and law enforcement. In addition, NCLR addresses issues such as hate crimes, police abuse, disparities in the criminal justice system, and post-9/11 civil liberties concerns. Finally, NCLR continues to defend immigrants' rights and fight for fair and equitable immigration policies that strike a balance between national security concerns and the U.S. tradition of welcoming newcomers.

Highlights

- NCLR continues to be a national leader in the area of comprehensive immigration reform. NCLR was a key player in the introduction of the “**Safe, Orderly, Legal Visas and Enforcement (SOLVE) Act of 2004**,” which attracted the support of diverse interests including ethnic groups, immigrant rights groups, organized labor, and religious institutions. NCLR also produced advocacy materials to educate the community and policy-makers about comprehensive immigration reform. For example, in December, NCLR released an issue brief titled “**Immigration Reform: Comprehensive Solutions for Complex Problems**,” which provides an overview of the current immigration system and explains why the current system is inadequate and in immediate need of reform.
- NCLR was instrumental in scoring a major legislative victory in late 2004. The intelligence reform bill to implement the recommendations of the 9/11 Commission, which was passed by the House of Representatives, included provisions that were never recommended by the Commission and which would have had severe negative effects on immigrant communities, including restricting access to driver's licenses, curtailing due process protections, and limiting access to political asylum. All of these anti-immigrant provisions were eventually removed from the final conference report that was approved by both the House and Senate and became law in December.
- NCLR continues to support our affiliates and other state and local organizations in their advocacy efforts. Specifically, NCLR has worked with state advocates to change state laws to advance the public safety by ensuring that all drivers, regardless of immigration status, are eligible for driver's licenses and state identification documents. Together with our coalition partners, NCLR created ***Immigrant Access to Driver's Licenses: A Tool Kit for Advocates***, which is available on NCLR's website. NCLR has also partnered with state and local organizations to oppose measures which would undermine public safety by deputizing state and local police officers to enforce immigration laws. By working with law enforcement associations who also oppose these policies, distributing advocacy materials, and linking local organizations to other advocates working on similar issues, NCLR and its allies have thwarted several attempts to deputize state and local police officers.



Youth Leadership: Building a National Network

Given that nearly half of all Latinos are under 25 years old, NCLR has expanded the efforts of its Center for Emerging Latino Leadership (the Center), which provides opportunities for young people to develop leadership skills and experiences, and helps to prepare a solid foundation for the future well-being of the Latino community and the nation. Specifically, the Center seeks to increase the number, capacity, and influence of young Latino leaders in the United States by building a national network that supports and strengthens Latino youth development programs and organizations.

The Center uses a strategic, institution-building approach to its work. It supports hundreds of local community-based youth programs and campus-based student organizations that serve Latino youth by disseminating information and access to resources, providing individualized technical assistance, and convening the network at the regional and national level for peer-learning and collaboration.

Highlights

- In 2004 the Center for Emerging Latino Leadership reached nearly 1,200 young Latinos directly through presentations and workshops at conferences and events throughout the nation. The national *Líderes* Network now consists of more than 600 youth programs and student organizations. Nearly 1,500 subscribers communicate on a weekly basis through the NCLR-*Líderes* email list.
- NCLR held its annual national *Líderes* Summit during the NCLR Annual Conference. Nearly 300 young leaders from throughout the nation came together to build leadership and networking skills and to discuss their role as leaders in the communities. Summit highlights included 12 peer-led workshops on a variety of subjects; guest speakers including WNBA star Diana Taurasi, MTV News Correspondent Gideon Yago, and actress Jackie Guerra; a Town Hall session for adult Conference attendees featuring youth perspectives on community issues; and the first *Líderes* Summit community service event.



- In June, the Center for Emerging Latino Leadership launched its official *Líderes* website, <http://lideres.nclr.org>, with support from Allstate Insurance Company. The website functions as the Center's interactive clearinghouse, featuring sections on Events, Opportunities, Articles, Groups, and Resources. It keeps youth informed of the most up-to-date scholarship opportunities, community and legislative issues, and leadership convenings and links visitors to a database of youth organizations nationwide.

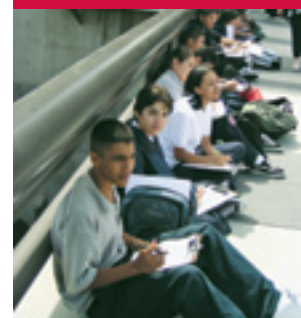


- NCLR partnered with various universities and organizations to host regional *Congresos* and other youth-related activities:

In February, NCLR established a *Congreso* partnership with MAAC Community Charter School, an NCLR affiliate organization in San Diego, California, to host the San Diego Youth Take Action! Conference, where more than 250 youth explored ways to become more engaged in working for social justice in their communities.

In July, a *Congreso* partnership with the East Coast Chicano Student Forum led to the Adelante en Educación Conference, held at the University of California-Los Angeles for more than 400 California Latino high school students, exposing them to college opportunities.

Finally, in October, NCLR partnered with the Latino Leadership Council at the University of Texas at Austin to bring together more than 200 young people from throughout Texas to attend the 2nd Annual Latino Leadership Summit, sharing ideas and discussing effective actions for personal and community empowerment.



AmeriCorps

Through the NCLR AmeriCorps program, youth gain valuable skills by taking part in meaningful community service activities. They serve at affiliated community-based organizations and provide needed services to help communities meet critical needs in education, health, safety, and other areas.

Highlights

- NCLR was awarded \$905,124 from the **Corporation for National and Community Service** for the AmeriCorps program, which is supporting seven affiliates in seven states. In 2004, 96 members were enrolled and 78 members successfully completed their service. Members tutored 1,235 children, youth, and adults, provided job skills training to 498 individuals, and recruited and trained 722 non-AmeriCorps volunteers for affiliate-based programs and community service events.
- At The Unity Council in Oakland, California AmeriCorps members participated in a successful **Volunteer Income Tax Assistance (VITA) project**. Members received training from the Internal Revenue Service to process tax returns of local community residents. Members benefited from the experience, gaining customer service skills and seeing firsthand the positive effects of their work on community residents; 524 families benefited from this important service.
- NCLR AmeriCorps organized the **first annual community service event** as part of the **Líderes Summit** at the 2004 NCLR Annual Conference. More than 200 Líderes Summit participants and

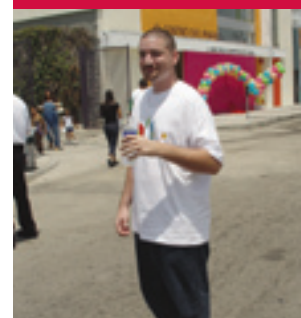


AmeriCorps members took part in a community service event, which included a clean-up, beautification, and refurbishment project; two art mural projects; sorting canned goods and clothing; and food preparation. Service projects benefited local NCLR affiliates in the Phoenix area.

- NCLR AmeriCorps hosted its first-ever **Recognition Dinner for AmeriCorps members**. The dinner, sponsored by **First Data Corporation**, celebrated the commitment and dedication of NCLR AmeriCorps members from its seven sites. More than 90 members and their program directors came together to recognize accomplishments achieved in local communities.



- Member development efforts resulted in several NCLR AmeriCorps alumni finding full-time employment in 2004, using the lessons and hands-on experiences of community service. For example, one member served with Youth Development, Inc. (YDI) in Albuquerque, New Mexico for two years, and in 2004 became a sound engineer for the local NBC affiliate. His work in the YDI Computer Clubhouse focused on advanced technology and sound production, which afforded him the training opportunities he needed to be successful in the field.
- NCLR held workshops and trainings for staff at AmeriCorps operating sites, including a capacity-building workshop March 15-17, 2004 for 11 staff members representing seven NCLR affiliates. Topics covered included program sustainability strategies, program evaluation, and project performance measures. The workshop included a site visit to the Calvary Bilingual Multicultural Learning Center in Washington, DC to observe Calvary's tutoring program and learn about best practices and procedures.
- AmeriCorps programs supported by NCLR frequently conduct activities for national service days, such as Martin Luther King, Jr. Day, Earth Day, and National Youth Service Day. AmeriCorps members also focus on large-scale community service events around annual holidays. In 2004, AmeriCorps members at Luz Social Services in Tucson, Arizona helped serve dinner to more than 1,500 people at their Thanksgiving in the Barrio event. AmeriCorps members cooked, served, and brought smiles to numerous people on that day. Members also helped collect most of the food and equipment donations to make the event happen.



Emerging Latino Communities

The emergence of Hispanic populations in “nontraditional” areas of the country, such as the South, has created a need for services that will help these new communities improve their social and economic status, gain influence, and become fully integrated into American society. The Emerging Latino Communities (ELC) Initiative provides capacity-building assistance to newly-formed Hispanic-serving organizations. In turn, these organizations help their local communities by providing services such as English-language instruction, workforce development and employment placement, naturalization training, and legal and housing assistance.

Highlights

- ELC coordinated a four-day forum in Phoenix, Arizona for more than 30 emerging community groups; the forum offered intensive workshops focused on community organizing, policy and advocacy, resource development, and media training.
- Through funding from the **Charles Stewart Mott Foundation**, ELC awarded \$120,000 in seed grants to emerging organizations in Georgia, Tennessee, Florida, New Jersey, Massachusetts, Oregon, Kentucky, and Arkansas. ELC also provided policy assistance and organizational technical assistance to each grantee.
- In collaboration with **Wal-Mart Stores, Inc.**, ELC provided management and organizing assistance, including a \$25,000 grant, to NCLR’s first Arkansas affiliate, the Hispanic Women’s Organization of Arkansas. ELC also provided technical assistance to emerging organizations in North Carolina, Georgia, Florida, Oregon, and Arkansas through the Wal-Mart partnership.
- In January 2004, ELC sponsored a management course in Washington, DC for ten emerging organizations. This seminar covered the basic principles of nonprofit management and fundraising.



Building Bridges to New Communities

NCLR is active in international issues that have an impact on the Hispanic community in the U.S., interacting with nonprofit organizations, institutional actors, and concerned groups based in Latin America, Canada, and Europe. NCLR's international activity is channeled mainly through the following initiatives.

Highlights

- **Afro-Latino Initiative.** NCLR's International Projects (IP) component expanded its work in raising the visibility of Afro-descendants among the general Hispanic community with funding from the W.K. Kellogg Foundation. Activities in 2004 included conducting a workshop at the 2004 NCLR Annual Conference, *Afro-Latinos in the U.S.: Emerging Trends and Current Challenges*; organizing a workshop on *Comparative (Latino/Afro-Latino) Minority Advocacy* in partnership with Centro de Mujeres Afro-Costarricenses and the Inter-American Institute of Human Rights of Costa Rica; and participating in *Afro-Latinos Toward Strategic Alliances with Civil Society Groups and the Promotion of Integration*, a working session organized for the tenth Plenary Meeting of the Organización Negra Centroamericana (ONECA).
- **Outreach to Latin America.** NCLR and the Hispanic Council on International Relations (HCIR) co-organized a luncheon honoring Salvadoran President Tony Saca during his first official visit to the U.S.; they also coordinated a presentation on *U.S. Immigration Policy and U.S.-Mexico Relations* delivered to the Delegation of Young Mexican Political Leaders. The International Republican Institute (IRI) hosted this activity.
- **Latino-Jewish Dialogue.** NCLR organized *Jewish Buenos Aires*, a presentation by journalist and author Larry Tye, who discussed Judaism's long-standing presence in Argentina, the country with the largest Jewish presence in the Spanish-speaking world. The event was hosted by the Embassy of Argentina and supported by Centro de Estudiantes y Graduados Argentinos (CEGA). NCLR also organized the annual Latino-Jewish Dinner, which was attended by leading Jewish organizations such as the American Jewish Committee, the Anti-Defamation League, the Jewish Council for Public Affairs, B'nai B'rith International, and the Hebrew Immigrant Aid Society.



NCLR Events

NCLR showcased three high-quality events in 2004: the formal Capital Awards gala; the high-energy, activity-filled Annual Conference; and the intellectually-charged speaker series. These events celebrate the continued contributions of Latinos to our nation while spotlighting NCLR's efforts to raise the visibility of the community.

Highlights

- The **2004 NCLR Capital Awards**, a black-tie gala held at the National Building Museum in Washington, DC, honored Senator Blanche Lambert Lincoln and Senator Richard Lugar for their outstanding support of public policies that are vital to Hispanic Americans; Representative John Lewis was recognized for his more than four decades of leadership and dedication to the cause of civil rights for all Americans. Acclaimed television, film, and stage actor Tony Plana served as Master of Ceremonies, and Guadalupe Piñeda Con Azul Bohemia provided the entertainment for the more than 700 guests.
- The four-day **2004 NCLR Annual Conference** in Phoenix, Arizona broke all previous records by attracting more than 23,000 attendees. Highlights included a keynote speech by Senator John McCain (R-AZ) and a Town Hall meeting featuring Senator John Kerry (D-MA).



NCLR's then-Executive Director Janet Murguía addressed a national audience of affiliates, sharing her vision of a renewed commitment to them, and then-President Raul Yzaguirre spoke on his thoughts concerning the Hispanic community's shared beliefs and values. At the

Latinas Brunch, Janet and her sister, the Honorable Mary Murguía, joined Representatives Linda and Loretta Sanchez in sharing their stories of the decisions and paths that led to their accomplishments and current success. (See page 52 for highlights of the 2005 NCLR Annual Conference.)

- In November, NCLR launched the first in its new speaker series, the *Inspire from Within Tour*, which featured prominent Latinos who seek to inspire and educate Latino students and other members of the Latino community by sharing their personal stories and experiences. The sold-out event, held at the University of Texas – Pan American, featured NCLR's then-President and CEO Raul Yzaguirre, UTPA President Dr. Blandina Cárdenas, and Texas State Representative Joaquin Castro, who spoke of those who had inspired and motivated them to explore their own potential.





PHOTO: Michael Mathis

“To us, the word ‘family’ means union, protection, and friendship.
As Latinos, we care for and look out for one another, and
we are stronger when we are together.”

– Ivelisse Hernández, NCLR Accountant

*Family members in photo (L-R, top to bottom):
Angela Hernández, Cristina Hernández, Ivelisse Hernández, Germania Hernández, Ines Campusano, and Dionicia Hernández*

Corporate Board of Advisors

Established in 1982, the Corporate Board of Advisors (CBA) includes senior executives from 28 major corporations, as well as liaison staff from each company. Throughout the year, NCLR benefits from advice and assistance from these closest corporate partners. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support. 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.

CBA Chair

James J. Padilla
President and Chief
Operating Officer
Ford Motor Company

Allstate Insurance Company

Principal
Peter Debreceny
Vice President of
Corporate Relations

Liaison

Michelle Bolinger
Communications
Consultant,
Corporate Relations

American Airlines

Principal
Jeff Brundage
Senior Vice President,
Human Resources

Liaison

Lourdes Hassler
Director, U.S. Latin
America Sales

AT&T

Liaison
Marie Long
Vice President,
Constituency Relations

Bank of America

Principal
Douglas B. Woodruff
Senior Vice President
and President Community
Development Programs

Liaison

Alfred J. Arguello
Senior Vice President and
Community Development
Market Manager

ChevronTexaco Corporation

Liaison
Sharon N. Craig-Carter
Community Engagement
Representative

Citigroup

Principal
Calixto Garcia-Velez
President, Citibank Florida

Liaison

Natalie Abatemarco
Vice President Director,
Global Community
Programs

The Coca-Cola Company

Liaison
Rudy Beserra
Vice President and Director
Corporate Latin Affairs

Liaison

Frank Ros
Assistant Vice President,
Corporate Latin Affairs

Coors Brewing Company

Principal
Hugo Patiño
Vice President,
Research and Development

Ford Motor Company

Liaison
Raquel (Rocky) Egusquiza
Director, National Programs
and International Strategy

General Mills

Principal
Peter Capell
Senior Vice President and
Big G Division President

Liaison

CeLois J. Steele
Senior Manager
Multicultural Community
Relations

General Motors Corporation

Principal
Roderick D. Gillum
Vice President,
Corporate Relations
and Diversity

Liaison

Orlando Padilla
Director, Public Policy
Center

J.C. Penney Company, Inc.

Principal
Michael Boylson
Executive Vice President,
Chief Marketing Officer

Liaison

Vicki Lynn Cartwright
Diversity and Worklife
Manager

Johnson & Johnson

Principal
Russ Deyo
Corporate Vice President
and Executive Committee
Member

Liaison

Jose Sosa
Director,
State Government Affairs

Kraft Foods, Inc.

Principal
Terry M. Faulk
Senior Vice President,
Human Resources

Liaison

Carlos Abrams-Rivera
Senior Business Director,
Global Convenient Meals
and Grocery Sector



Manning, Selvage & Lee*Principal*

Joseph B. Gleason
Managing Director

MBNA America Bank, N.A.*Principal*

John Collingwood
Executive Vice President
and Director of
Government Relations

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Empowering An American Community Campaign

In November 2001, NCLR embarked on an historic fundraising effort to establish a general program endowment fund and secure a new permanent center of operations and services for NCLR in Washington, DC.

An endowment is defined as a pool of funds set aside to be used to support programs that further an institution's ability to fulfill its mission. The objective of the endowment is to maintain the real value of the endowment's contributions in perpetuity, while allowing withdrawals to support program and project expenditures. As such, the endowment must earn an investment return to cover fees associated with managing the fund's investment portfolio and provide the institution with sufficient funds to maintain and increase its programs.

Once the endowment is fully funded in 2008, NCLR will have access to funds for more aggressively addressing such critical issues as raising the high school graduation rate of Latinos; decreasing the rates of heart disease, diabetes, and asthma; and educating Hispanic Americans on how to build personal and community wealth through homeownership and saving for the future.

Thanks to the tremendous response of many of our corporate, foundation, and individual Campaign donors we are making the dream of a permanent institutional endowment and center of operations a reality. NCLR recently established a permanent headquarters building in the heart of Washington, DC, and its endowment fund is growing.

For more information on the Campaign, how to participate, and recognition opportunities, please contact the Campaign Office at empower@nclr.org.

Honor Roll of Donors

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Vanguard Society

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We are deeply grateful for the support from the many foundations, corporations, and individuals whose commitment to our work and our organization has been, and continues to be, vital to our success.

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NCLR Management Discussion of Fiscal Year 2004 Finances

Overview

The fiscal year ending September 30, 2004 (FY 2004) was a year of continued financial growth for the National Council of La Raza (NCLR). The Empowering an American Community Campaign (Capital Campaign) has exceeded expectations, approaching \$38 million in commitments as of the end of the fiscal year. On a consolidated basis the organization generated a surplus (change in net assets) in 2004 of \$11.5 million. The core business surplus was \$498,196 after expenses of \$23.4 million, the Strategic Investment Fund for La Raza (SIFLR) contributed \$433,054, and the Raza Development Fund (RDF) contributed a net surplus of \$10.6 million to consolidated operations in 2004.

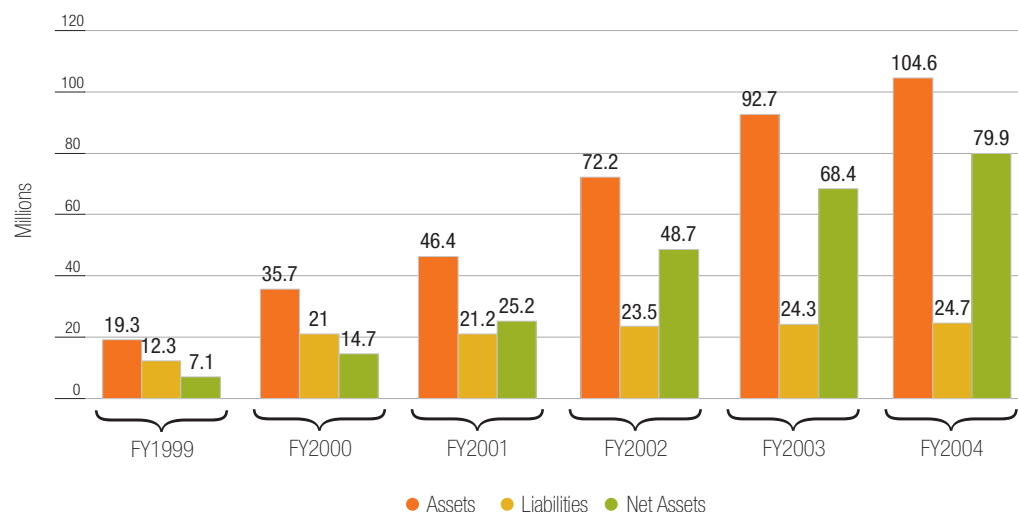
Fiscal year 2004 also presented new and challenging opportunities for NCLR. After years of dramatic growth, it was time to consolidate position and review practices, systems, and staff capacity. In anticipation of increased financial scrutiny by governing bodies, and due to changes in senior management, the opportunity presented itself to make a change in independent auditors and take the additional step of instituting self imposed higher standards and reevaluate and upgrade NCLR's financial infrastructure. The NCLR Board of Directors appointed Deloitte & Touché LLP as NCLR's new

financial auditor and requested that it conduct its engagement with great scrutiny, which would assist the organization in installing policies and procedures that would ensure compliance with prevailing and impending financial accounting practices. As a result, prior period reconciliations generated current period adjustments intended to reflect a more conservative approach to revenue recognition. These adjustments reflected in fiscal year 2004 core business activities, reduced what otherwise would have been a substantial annual surplus. Nevertheless, on a consolidated basis, with the assistance of RDF's substantial net surplus of \$10.6 million, NCLR experienced yet another successful year.

2004 Balance Sheet Analysis

Graph 1 illustrates the continued growth in NCLR's balance sheet. Total consolidated assets have grown from \$35.7 million in 2000 to \$105.8 million in 2004. The growth in assets is a reflection of Capital Campaign commitments, large multiyear funding commitments from foundations, a large cash contribution that established NCLR's Strategic Investment Fund for La Raza, and borrowed capital obtained to fund the Raza Development Fund. Total liabilities have increased over the same period from \$21.0 million to \$25.8 million. The bulk of the debt comes from RDF in the form of low-interest debt capital to fund

Graph 1: Financial Growth 1999-2004



Financial Statements

lending to NCLR affiliates. Most importantly, NCLR's total net assets have increased from \$21.0 million as of the end of 2000 to \$79.9 million as of September 30, 2004.

Working from a solid financial foundation, NCLR secured \$8 million in capital contributions to acquire a facility in Washington, DC to serve as NCLR's Washington, DC headquarters and as a meeting place for the Latino community. Just four blocks from the White House this building establishes a permanent physical presence in the nation's capital and further assists NCLR in building its institutional wealth and financial stability. The facility was ready to occupy in the spring of 2005.

2004 Income Statement Analysis

Key Performance Measurements

NCLR continues to meet its financial growth goals by maintaining a diversified mix of funding sources and efficiently utilizing its financial resources to achieve impact.

As noted in the Overview and Statement of Financial Position Analysis sections, NCLR has experienced consistent revenue growth over the last decade. Growth in revenue and support (unrestricted and released from restrictions) is shown in **Graphs 2-A and 2-B**. Total consolidated revenue and support (unrestricted and released from restrictions) for FY 2004 was \$38.6 million. It should be noted that this includes unrestricted Capital Campaign revenues. When Capital Campaign revenues are excluded, total revenue and

support (unrestricted and released from restrictions) is \$33.9 million in FY 2004. NCLR's annual revenue growth rate over the last ten years has averaged 20%.

NCLR Maintains a Diversified Mix of Funding Sources

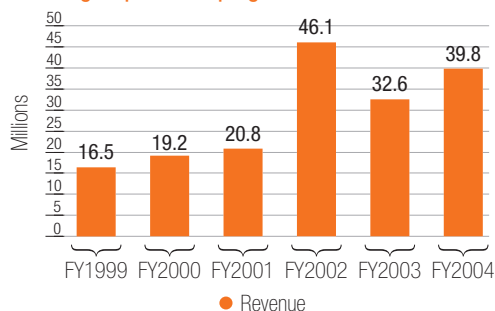
NCLR continues to maintain a diverse mix of funding sources, with 25.7% of total FY 2004 revenue and support (unrestricted and released from restrictions) coming from corporation and foundation grants and contributions, 11.1% from special events, 39.3% from federal grants, 12.2% from Capital Campaign commitments, 6.0% from investment and interest income and other revenues, and 0.5% from other associated membership dues and other individual unrestricted contributions. (See Graph 3-A)

If Capital Campaign revenues are excluded from FY 2004 figures, the mix is as follows: 29.3% from corporation and foundation grants, 12.7% from special events, 44.8% from federal grants, 6.8% from investment and interest income and other revenues, and 0.5% from associate membership dues and other individual unrestricted contributions. (See Graph 3-B)

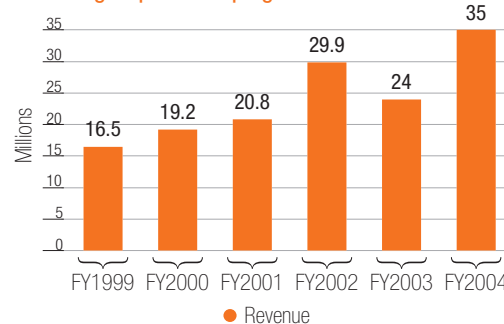
Efficient and Effective Use of Financial Resources

NCLR continues to ensure that financial resources are managed and used efficiently. In FY 2004, program services represented \$22.1 million in expenses, and legislative advocacy

Graph 2A: Revenue and Support FY 1999-2004 Including Capital Campaign



Graph 2B: Revenue and Support FY 1999-2004 Excluding Capital Campaign



Financial Statements

expenses represented \$388,000, or 83.1%, of the total \$27.1 million in expenses. Supporting services expenses of \$4.6 million reflected \$3.5 million of management and general, \$126,000 of endowment/Capital Campaign fundraising expenses, \$524,000 of RDF loan loss reserves, \$205,000 of Associate Membership development expenses, and \$240,000 of general fundraising. (See Graph 4)

NCLR Expenses by Category

Due to the nature of NCLR's business, almost half of its expenses are for personnel and consulting expenses, accounting for \$11.2 million in expenses, or 41.5% of total expenses. NCLR's expenses by category for FY 2004 are depicted in Graph 5. It is important to note that \$6.6 million, or 24.5%, of NCLR's FY 2004 expenses were subgrants to affiliates and other organizations conducting essential work in the communities that NCLR and its affiliates serve.

Detailed Management Analysis by Operating Unit

NCLR Core Business Activities

NCLR's traditional core business overcame significant challenges in FY 2004, yet still managed to reflect a healthy increase over the prior period. Revenue and support (unrestricted and released from restrictions) for the core business activities increased by 12.9% in FY 2004 versus FY 2003 when Capital Campaign revenues are included, and 35.9% if Capital Campaign revenues are excluded. It's important to note that as

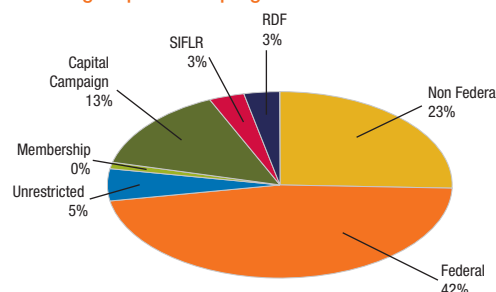
the Capital Campaign wound down in FY 2004, revenues in 2004 were \$4.7 million, or 45.5% less, than the \$8.6 million revenue recognized in 2003. For FY 2004, NCLR core business expenses increased to \$23.4 million, 4.0% higher than FY 2003. The core business continues to maintain a diversified array of revenues and support sources and to efficiently utilize resources toward program services.

Strategic Investment Fund for La Raza

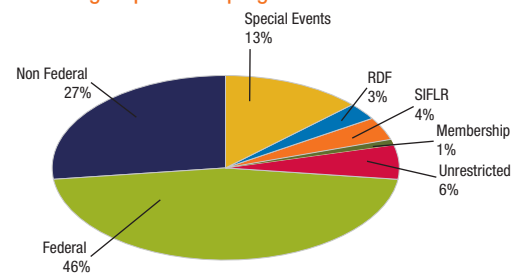
The FY 2004 results from the Strategic Investment Fund for La Raza (SIFLR) investment portfolio continue to rebound from early losses in the stock market. SIFLR experienced a gain of \$1.3 million in FY 2004, following a net gain of \$1.2 million in FY 2003. The Strategic Investment Fund maintains a performance measurement system to analyze fund performance versus appropriate market indices for each of its investment managers. Through the end of FY 2004, the Fund overall is performing slightly better than market indices to date. After expenses, the fund contributed a \$433,054 surplus to the consolidated surplus.

Through the Empowering an American Community Campaign (Capital Campaign), NCLR has demonstrated its commitment to strengthening the financial capacity and stability of the institution by creating a permanent endowment to perpetually support the institution. In addition, the Capital Campaign secured funds to acquire NCLR's permanent home in Washington, DC. With the acquisition, through a non-consolidating entity,

Graph 3A: Revenue and Support FY 2004 Including Capital Campaign



Graph 3B: Revenue and Support FY 2004 Excluding Capital Campaign



Financial Statements

NCLR was poised to inhabit its new home in the spring of 2005. Through the establishment of an endowment and a permanent residence in Washington, DC, NCLR continues to secure financial permanence.

Raza Development Fund

Established in 1999 as the community development lending arm of NCLR, the Raza Development Fund, Inc. has become the largest Latino Community Development Financial Institution (CDFI) in the United States. The mission of RDF's Hope Fund is to provide flexible but high-quality loans with technical and organizational support to NCLR affiliates who serve low-income Latino families seeking a full range of human development opportunities. To date, more than 100 affiliates have received assistance and loans. RDF's products include predevelopment, construction, rehabilitation, lines of credit, acquisition and mini-permanent loans for charter schools, community health centers, program centers, and affordable housing.

As of September 2004, RDF was capitalized in excess of \$42 million with net assets at \$21.5 million – a dramatic growth of 49.3% over the prior period. One of the principal strategies for extending the impact of the Hope Fund has been to engage in participation agreements with major institutional lenders where they “co-lend” with the Fund as Lead Lender. These agreements enable the Fund to leverage its

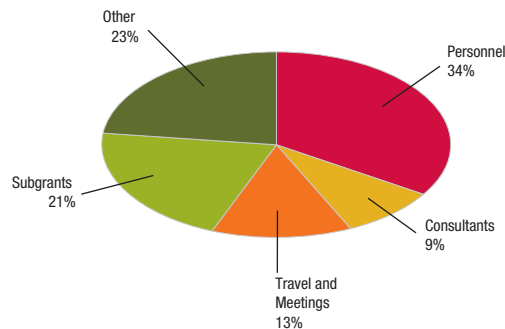
lending up to four, or even five, times its current capitalization. In addition, as RDF has gained stature and experience in the community, it has increased its total program income from \$6.0 million in FY 2003 to \$14.2 million in FY 2004, including a \$10.6 million surplus.

Consolidated “Bottom-Line”

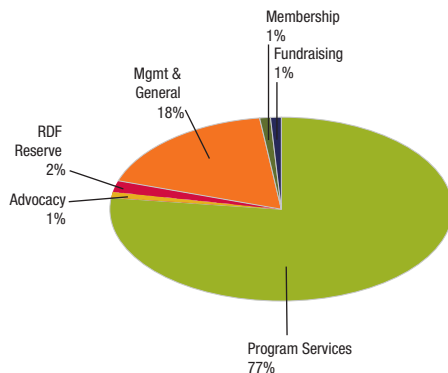
The current year consolidated surplus (change in unrestricted net assets) of \$22.2 million contributes to building a cumulative fund of just over \$53 million. And while much of the growth began at the inception of the Capital Campaign, as the Campaign's contributions stabilize NCLR manages to find new growth opportunities. (See Graph 6)

The auditor's opinion letter and complete audited financial statements prepared by **Deloitte & Touché LLP** may be obtained by calling Denise Moye, Director of Finance, at (202) 776-1742.

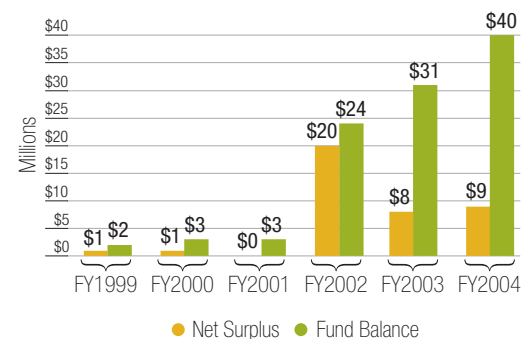
Graph 5: Expenses by Category FY 2004



Graph 4: Expenses by Activity FY 2004



Graph 6: Financial Growth 1999-2004
Unrestricted Net Assets



Financial Statements

National Council of La Raza

Consolidated Statements of Activities
Year Ended September 30, 2004

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND REVENUE:				
Grants:				
Federal	\$ 6,420,182	\$ 8,750,000	\$	\$ 15,170,182
Nonfederal	2,131,000	6,618,445		\$8,749,445
Total grants	8,551,182	15,368,445		23,919,627
Contributions and other revenue:				
Corporations and foundations	1,702,630			1,702,630
Special events	4,287,095			4,287,095
Capital Campaign contributions		3,229,424	1,500,000	4,729,424
Associate member dues	182,676			182,676
Other contributions	139,426			139,426
Investment and interest income	1,301,288			1,301,288
Interest and fee income on loans	925,532			925,532
Other revenue	133,880			133,880
Net assets released from restrictions	17,815,831	(17,815,831)		
Total contributions and other revenue	26,488,358	(14,586,407)	1,500,000	13,401,951
TOTAL SUPPORT AND REVENUE	35,039,540	782,038	1,500,000	37,321,578
EXPENSES:				
Program services:				
Mission	1,036,008			1,036,008
Legislative advocacy	327,585			327,585
TACS – Community Development and Housing	4,534,801			4,534,801
TACS – Education Activities	5,524,901			5,524,901
OSIP – Strategic Communications Group/Special Events	2,931,713			2,931,713
OSIP – Special and International Projects	269,201			269,201
OSIP – Institute for Hispanic Health	933,982			933,982
Office of Research, Advisory, and Legislation	2,611,827			2,611,827
Raza Development Fund – Program Operations	1,832,316			1,832,316
Raza Development Fund – Loan Loss Reserve	486,027			486,027
Total program services	20,488,361			20,488,361
Supporting services:				
Management and general	4,497,569			4,497,569
Fundraising:				
General fundraising	240,287			240,287
Endowment/Capital Campaign	123,955			123,955
Membership marketing	205,493			205,493
Raza Development Fund – Administration	45,626			45,626
Building Fund/Strategic Investment Fund Governance	214,684			214,684
Total supporting services	5,327,614			5,327,614
TOTAL EXPENSES	25,815,975			25,815,975
CHANGE IN NET ASSETS	9,223,565	782,038	1,500,000	11,505,603
NET ASSETS, BEGINNING OF YEAR	31,178,823	37,227,419		68,406,242
NET ASSETS, END OF YEAR	\$ 40,402,388	\$ 38,009,457	\$ 1,500,000	\$ 79,911,845

Financial Statements

National Council of La Raza

Consolidated Statements of Financial Position September 30, 2004 and 2003

ASSETS:	2004	2003
CURRENT ASSETS:		
Cash and cash equivalents	\$ 12,814,216	\$ 11,985,471
Capital Campaign receivables-net of allowance	1,939,472	4,087,243
Special events receivables	275,224	508,790
Contract, grant, and other receivables-net of allowance	6,963,978	13,537,682
Loans receivable	4,455,471	1,898,362
Investments	21,437,919	23,330,587
Other	100,126	185,487
Total current assets	<u>47,986,406</u>	<u>55,533,622</u>
NONCURRENT ASSETS:		
Loans receivable – noncurrent	9,005,783	6,868,253
Property and equipment – net	584,042	600,431
Capital Campaign receivable – noncurrent	15,411,034	13,908,856
Contract, grant, and other receivables – noncurrent – net of allowance	12,068,690	10,987,069
Due from HHI	5,506,870	
Assets designated to fund deferred compensation	708,182	501,615
Restricted investments	12,950,546	4,200,546
Other	384,820	129,921
Total noncurrent assets	<u>56,619,967</u>	<u>37,196,691</u>
TOTAL ASSETS	<u>\$ 104,606,373</u>	<u>\$ 92,730,313</u>
LIABILITIES AND NET ASSETS:		
CURRENT LIABILITIES:		
Accounts payable	\$1,318,931	\$1,708,611
Accrued expenses	1,933,309	1,496,326
Accrued interest expense	644,484	564,872
Notes payable	507,303	18,206
Interfund payables	82,319	12,515
Capital lease obligations		13,498
Total current liabilities	<u>4,486,346</u>	<u>3,814,028</u>
NONCURRENT LIABILITIES:		
Notes payable – noncurrent	19,500,000	20,008,428
Deferred compensation liability	708,182	501,615
Total noncurrent liabilities	<u>20,208,182</u>	<u>20,510,043</u>
Total liabilities	<u>24,694,528</u>	<u>24,324,071</u>
NET ASSETS:		
Unrestricted	40,402,388	31,178,823
Temporarily restricted	38,009,457	37,227,419
Permanently restricted	1,500,000	
Total net assets	<u>79,911,845</u>	<u>68,406,242</u>
TOTAL	<u>\$ 104,606,373</u>	<u>\$ 92,730,313</u>

NCLR Executive Staff, Contacts, and Regional Offices

Since 1968, the National Council of La Raza (NCLR) staff has grown to more than 125 individuals who work diligently every day on behalf of Hispanic Americans. Our institution is an agent of change which is working to build a better society, and our deep, personal commitment to our goals requires that we demand more of ourselves.

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President and Chief Executive Officer

Charles Kamasaki
Senior Vice President
Office of Research, Advocacy, and Legislation

Gerald Borenstein
Vice President/Chief Financial Officer
Office of Finance and Administration

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MARCH: National Advocacy Day

Washington, DC



MARCH: Capital Awards

National Building Museum, Washington, DC

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JUNE: ALMA Awards

Los Angeles, CA



JULY: Annual Conference

Los Angeles, CA

“Look for your passion and follow it, come what may, but do it from a Latino perspective, where you are guided by the effect of what you do on your family and your community. Being Latino is emotional, is spiritual, and to me it means moral structure: what is good, what is right, what is justice. All this will become more important as we go through some tough times ahead. We need to build on that.”

—David Hayes-Bautista
Center for the Study of Latino Health and Culture
David Geffen School of Medicine, UCLA

The institution of “*familia*” is and will continue to be a guiding force in our community. The National Council of La Raza’s 2004 Annual Report offers a snapshot of the work we do every day to strengthen families and communities.



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