



*A Stronger
America Together*



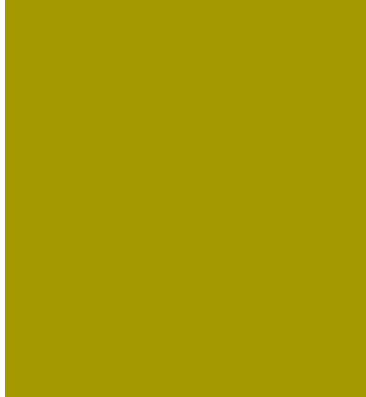
NCLR



NCLR MISSION STATEMENT

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

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



2007 ANNUAL REPORT

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MESSAGE FROM THE PRESIDENT

A STRONGER CHALLENGE

The year 2007 was one of NCLR's most difficult years since its founding in 1968. NCLR – America's largest national Hispanic civil rights and advocacy organization – and its Affiliates faced a relentless series of monumental challenges. Together, we represented Latinos through initiatives and advocacy related to:

- The critical need for immigration reform
- Expansion of access to quality health care
- Attention to unfair lending practices and the related homeownership crisis including foreclosure prevention
- Advancements in childhood education and family literacy
- Civil rights and equality for all citizens
- Expansion of employment and economic opportunities for family wealth-building
- Encouragement of increased civic participation at the community and state levels
- Empowerment of Latinos to achieve the American Dream

A STRONGER ORGANIZATION

This next year promises to be just as challenging – especially with the upcoming presidential election and continued debate on immigration reform. Fortunately, NCLR is poised to respond on behalf of Latinos with clarity of message, unparalleled determination, facts based on research, a strong voice on advocacy, proven work in communities through our Affiliates, and decades of experience!

During 2008, NCLR will also celebrate significant milestones, including:

- NCLR's 40th anniversary as an organization
- The grand opening of the Raul Yzaguirre Building – strategically situated in our nation's capital just three blocks from the White House – and the dedication of the *Plaza de Los Afiliados*

A STRONGER AMERICA TOGETHER

Please, consider all that NCLR has accomplished – and all that remains for us to do. Won't you accept my personal invitation to join our cause? Be assured that your investment – whether in the form of advocacy or funding – not only will support NCLR's endeavors, but will also foster stronger Latino families, stronger communities, and a **stronger America together**.

Janet Murguía
NCLR President and CEO



MESSAGE FROM THE BOARD CHAIR

As you review the 2007 National Council of La Raza (NCLR) Annual Report, I encourage you to thoughtfully consider its theme: **A Stronger America Together.**

NCLR believes in the strength of working *together*. The well-being of America's Latinos cannot be improved by one advocate or organization alone. Fulfillment of NCLR's mission to improve opportunities for Latinos requires the generous and multifaceted support of many, including our nearly 300 community-based Affiliates along with foundations, corporations, political leaders, and committed individuals across the country.

Every piece of legislation enacted which helps Latinos, every endeavor shared, and every dollar gifted to NCLR is appreciated, as it helps America's Hispanics achieve educational, economic, political, and social prosperity. By supporting NCLR, you play a pivotal role in our mission; you become an important partner in our success and a valued member of our *familia*.

Your participation is especially important during 2008, when NCLR not only prepares for even greater challenges, but also celebrates 40 years of organizational achievements and the grand opening of our lovely building and plaza.

On behalf of the NCLR Board of Directors, we are honored to share with you the following 2007 highlights of our work. As you read each page, we trust it will become apparent that an investment in NCLR is truly an investment in Latinos building **a stronger America together!**

A handwritten signature in black ink, appearing to read "Monica Lozano". The signature is fluid and cursive, with a large initial "M" and a stylized "L".

Monica Lozano
Chair, NCLR Board of Directors

NCLR BOARD OF DIRECTORS 2008—2009

EXECUTIVE COMMITTEE

CHAIR

Monica Lozano
Publisher and CEO
La Opinión
Los Angeles, CA

FIRST VICE CHAIR

Andrea Bazán
President
Triangle Community Foundation
Durham, NC

SECOND VICE CHAIR/SECRETARY

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Partner
Roush, McCracken, Guerrero,
Miller & Ortega
Phoenix, AZ

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Chairman
Vanir Construction Management, Inc.
Sacramento, CA

PRESIDENT AND CEO

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NCLR
Washington, DC

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

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Executive Director
Bronx Institute, Lehman College
Bronx, NY

Elba Montalvo
Executive Director
Committee for Hispanic Children and
Families, Inc.
New York, NY

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Executive Director
Mujeres Latinas en Acción
Chicago, IL

Arturo Valenzuela
Director
Center for Latin American Studies,
Georgetown University
Washington, DC

GENERAL MEMBERSHIP

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President and CEO
Border Media Partners
Houston, TX

Patricia Fennell
Executive Director
Latino Community
Development Agency
Oklahoma City, OK

Maricela Monterrubio Gallegos
Galt, CA

Maria S. Gomez
President and CEO
Mary's Center for Maternal and
Child Care
Washington, DC

Lupe Martinez
President and CEO
United Migrant Opportunity Services
Milwaukee, WI

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County Commissioner – Dist. 5
Ramsey County Board Office
St. Paul, MN

Jim Padilla
Sarasota, FL

Jorge Plasencia
Chairman and CEO
República
Miami, FL

Robin Read
President and CEO
National Foundation for Women
Legislators, Inc.
Washington, DC

Hon. Felipe Reinoso
State Representative
Bridgeport, CT

Arturo S. Rodriguez
President
United Farm Workers of America
Keene, CA

Isabel Rubio
Executive Director
Hispanic Interest Coalition
of Alabama
Birmingham, AL

Angela Sanbrano
Executive Director
National Alliance of Latin America
and Caribbean Communities
Los Angeles, CA

Dr. Juan José Sánchez
Founder, El Presidente, and CEO
Southwest Key Program, Inc.
Austin, TX

Lionel Sosa
Executive Director
MATT.org
San Antonio, TX

Isabel Valdés
President
Isabel Valdés Consulting
Palo Alto, CA

Anselmo Villarreal
Executive Director
La Casa de Esperanza
Waukesha, WI

NCLR AFFILIATE COUNCIL

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

FAR WEST

CHAIR

Linda Mazón-Gutierrez
President
Hispanic Women's Corporation
Phoenix, AZ

John Martinez
Executive Director
HELP-New Mexico, Inc.
Albuquerque, NM

CALIFORNIA

VICE CHAIR

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

María Quezada
Executive Director
California Association for
Bilingual Education
Covina, CA

MIDWEST

SECRETARY

Victor Leandry
Executive Director
El Centro de Servicios
Sociales, Inc.
Lorain, OH

Alicia Villarreal
Executive Director
Latino Family Services
Detroit, MI

NORTHEAST

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

Nicholas Torres
Executive Director
Congreso de Latinos Unidos, Inc.
Philadelphia, PA

SOUTHEAST

Pablo Davis
Executive Director
Latino Memphis, Inc.
Memphis, TN

Sonia Gutiérrez
Executive Director
Carlos Rosario International
Career Center
Washington, DC

TEXAS

Mary Capello
President and CEO
Texas Migrant Council
Laredo, TX

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



NCLR Affiliate, CentroNía

NCLR AFFILIATE NETWORK

As NCLR moves forward with its vision to build stronger Latino communities, the on-the-ground efforts of its community-based Affiliate Network is an essential component of this goal. NCLR Affiliates are independent community-based organizations that differ vastly in size and programmatic focus. They identify the needs of their constituents and develop and deliver innovative services, from English-language and civics classes to health and homeownership programs. NCLR Affiliates reach millions of Latinos each year in 41 states, the District of Columbia, and Puerto Rico.

The NCLR Affiliate Network encompasses six single-state or multistate regions: California, Far West, Midwest, Northeast, Southeast, and Texas. A more active, engaged, and cohesive Affiliate Network:

- Facilitates NCLR's ability to identify, evaluate, and replicate models of success and programmatic best practices.
- Increases NCLR's ability to mobilize grassroots support for major policy initiatives that affect Latinos and expand opportunities for Affiliates to partner with NCLR on policy issues in their regions.

2007 HIGHLIGHTS

- NCLR and its Affiliate partners recommitted to working together on strategic issues for Latinos. **More than 250 Affiliates signed the new General Member Memorandum of Understanding (MOU) and 17 new Affiliates were welcomed into the Network.**
- NCLR created a new **Affiliate Member Services (AMS) Component**, led by a Senior Vice President, to elevate the role of the Affiliate Network within NCLR, support Affiliate outreach, and facilitate partnerships between NCLR programs and its Affiliates. As part of this new and expanded structure, NCLR hired Dr. José Velázquez – former Executive Director of NCLR Affiliate Latino Memphis – as AMS Deputy Vice President.
- With the formation of new partnership categories for Affiliates – Program, Advocacy, Next Generation, and Institutional – by the end of 2007 **AMS initiated its first 20 partnerships** with Affiliates focused on specific collaborations with explicit goals related to education, health, housing/ community development, and workforce development.
- NCLR **laid the groundwork for defining its regional presence**, in order to understand and respond to the landscape in different Latino communities around the country, address changing demographics, deliver services more effectively, and further leverage partnerships with its Affiliates. A better-defined presence in strategic locations and a participatory Affiliate base are also critical to NCLR's ability to connect local-state program and policy efforts to its national agenda and to complement its national work with proven best practices, increasing its ability to make progress on its strategic priorities.

AFFILIATE MEMBER SERVICES BUSINESS PLAN UPDATE

In 2007, NCLR continued implementation of its new strategy outlined in its Affiliate Member Services (AMS) Business Plan and worked closely with the Affiliate Council, senior management, and staff to reach out to and renew relationships with its Affiliates.

NCLR's two-pronged strategy is to work to increase the *ability* of Hispanics to improve their socioeconomic status, as well as to ensure that Hispanics have the *opportunity* to fulfill the promise of that ability. Both NCLR and its Affiliates have a role to play in carrying out this strategy.

On one side, NCLR provides Affiliates with a vital national voice, aggregates the power of the community, and achieves impact on a broad scale by making it possible for its Affiliates to share knowledge and leverage each other's resources. On the other side, Affiliates are on the front lines, bringing attention to the needs of their constituents, developing and delivering innovative services, and working within the community to make a difference in Hispanics' ability to improve their lives. Affiliates also serve as the voice of the community through their organizing efforts. The result is a network of diverse – yet like-minded – organizations all striving to improve the lives of those in the Latino community.

In this way, NCLR is redefining its civic engagement lens to include several strategies to advance the well-being of Latino families and to empower Latino communities.

- The implementation of **coherent national and regional strategies to working with its Affiliates** has facilitated **NCLR's ability to gather data** – and moves NCLR closer to demonstrating the impact of its national-local partnerships.
- NCLR **took steps to significantly increase its resources dedicated to AMS and Affiliates** by outlining a targeted fundraising effort to deepen and expand NCLR-Affiliate

partnerships, build the capacity of the Affiliate Network, and enhance and amplify advocacy work at the local and national levels.

- The combination of NCLR's new strategy and its ongoing program and advocacy work has translated into noteworthy investments in its Affiliates. **Direct funding to Affiliates in the form of grants represented more than one-third of NCLR's program operating budget**, and this did not include the value provided to the Network through nonprofit management support, training, and programmatic technical assistance.

AFFILIATE AWARD PROGRAMS

Ten Affiliates in eight states received NCLR Awards in 2007 in recognition of their successful community-based models, as well as their program and advocacy work on behalf of Latino families. Each award recipient was highlighted during the 2007 NCLR Annual Conference; spotlighted in the media; referenced for their work during peer trainings with other Affiliates; and given financial and other program support.

AFFILIATE OF THE YEAR AWARD. The NCLR/Ford Motor Company Affiliate of the Year Award program recognizes an NCLR Affiliate for exemplary work in serving its local community and supporting NCLR's policy and programmatic initiatives.

In 2007, CentroNía was named the Affiliate of the Year and was awarded \$25,000. The Affiliate of the Year Regional Honorees – each of which was awarded \$5,000 – were AltaMed Health Services Corporation (California), Southwest Key Program, Inc. (Central Region), Asociación Puertorriqueños en Marcha (APM) (Eastern Region), and Northwest Communities Education Center (NCEC) (Western Region).

FAMILY STRENGTHENING AWARDS. NCLR and the Annie E. Casey Foundation honored Affiliates who have demonstrated best practices in achieving improved outcomes and measurable impact in strengthening Latino families. The winners hosted training sessions with their peers, sharing program models and providing solutions to community challenges.

The 2007 Family Strengthening Award winners were Conexión Américas of Nashville, Tennessee; Dallas Concilio of Hispanic Service Organizations of Dallas, Texas; El Hogar del Niño of Chicago, Illinois; Luz Social Services, Inc. of Tucson, Arizona; and Tiburcio Vásquez Health Center (TVHC) of Union City, California.

AFFILIATE GRANTS. In addition to its Annual Award Programs, NCLR provided program and policy subgrants totaling over

\$6 million to 89 Affiliates in 25 states. This financial support enabled them to conduct work in their communities related to NCLR's strategic priorities: education, health, housing and community development, workforce development, and advocacy.

AMERICORPS. The NCLR Latino Empowerment through National Service (LENS) AmeriCorps program strengthens communities through projects that address education, public safety, the environment, and other community needs. NCLR AmeriCorps members provide a year of service at 12 NCLR Affiliate partners helping to build a culture of citizenship, service, and responsibility. Through their service, members gain valuable job skills, experience, and life skills; in turn, Affiliates gain capacity, increased visibility, and valuable resources.

- From 2006 to 2007, 170 of 185 members successfully completed their LENS service. Members tutored 1,114 children, youth, and adults; provided job-skills training to 1,117 individuals; and recruited and trained 1,777 non-AmeriCorps volunteers for Affiliate-based programs and community service events. They also provided volunteer income tax assistance (VITA) to 1,430 community members, as well as other services. Overall, member service activities during the 2006-07 program year reached close to 30,000 individuals throughout the country.
- Members successfully completing their service earned approximately \$300,000 in all, which can be used to pay for past, present, or future education expenses.
- In 2007, the Corporation for National and Community Service (CNCS) awarded NCLR a new three-year AmeriCorps grant. The new CNCS funding will support 200 AmeriCorps members at 12 Affiliate sites in seven states. AmeriCorps members will continue to support literacy efforts, engage in community strengthening activities, and increase Affiliate capacity.

AFFILIATES BY STATE

Affiliate Partners by Region 2008



ALABAMA

Birmingham

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

ARIZONA

Guadalupe

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

Mesa

Housing Our Communities, Inc.
www.housingourcommunities.org
 (480) 649-1335

Nogales

Mexicayotl Academy
 (520) 287-6790

Phoenix

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

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

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

Esperanza Community Collegial Academy
 (602) 996-1125

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

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

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

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

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

Somerton

Campeños Sin Fronteras
 (928) 627-1060

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

South Tucson

Aztlan Academy
 (520) 573-1500

Tucson

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

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

ARKANSAS

Springdale

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

CALIFORNIA

Anaheim

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

Arleta

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

Brawley

Campeños Unidos, Inc.
 (760) 351-5100

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

Burbank

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

Calexico

Calexico Community Action Council
 (760) 357-6464

Chula Vista

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

Covina

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

Escondido

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

Fresno

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

Hayward

La Familia Counseling Service
lafamiliacounselingservice.org
 (510) 881-5921
 Tiburcio Vasquez Health Center
www.tvhc.org
 (510) 471-5907

Keene

Farm Workers Institute for Education & Leadership Development
www.farmworkerinstitute.org
 (661) 823-6140

Los Angeles

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

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

Camino Nuevo Charter Academy
www.camiononuevo.org
 (213) 736-5542

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

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

Eastmont Community Center
www.eastmontcc.org
 (323) 726-7998

El Centro del Pueblo
www.elcentrodelpueblo.org
 (213) 483-6335

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

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

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

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

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

Watts/Century Latino Organization
 (323) 564-9140

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

Madera

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

Modesto

Mujeres Latinas de Stanislaus
www.geocities.com/mujereslatinasdestanislaus
 (209) 572-2437

Montebello

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

Moreno Valley

TODEC Legal Center, Perris
www.todec.org
 (800) 778-3713

North Hollywood

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

Oakland

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

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

Lighthouse Community Charter
School
www.lighthousecharter.org
(510) 271-8801

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

Oceanside

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

Oxnard

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

San Diego

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

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

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

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

San Francisco

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

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

San Jose

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

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

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

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

San Ysidro

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

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

Santa Ana

Delhi Community Center
www.delhicenter.com
(714) 481-9600

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

Santa Barbara

Cesar Chavez Dual-Language
Immersion Charter School
www.cesarchavezacademy.org
(805) 966-7392

Santa Monica

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

Stockton

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

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

Ventura

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

Visalia

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

West Sacramento

Rural Community Assistance
Corporation
www.rcac.org
(916) 447-2854

COLORADO**Denver**

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

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

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

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

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

Servicios de la Raza, Inc.
www.serviciosdelaraza.org
(303) 458-5851

SouthWest Improvement Council
www.swic-denver.org
(303) 934-2268

Westminster

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

CONNECTICUT**Bridgeport**

Bridge Academy
www.bridgeacademy.org
(203) 336-9999

Hartford

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

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

Rocky Hill

Humanidad, Inc.
(860) 563-6103

DELAWARE**Dover**

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

Wilmington

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

DISTRICT OF COLUMBIA

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

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

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

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

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

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

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

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

Mi Casa, Inc.
www.micasa-inc.org
(202) 722-7423

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

Multicultural Community Service
www.mcsdc.org
(202) 238-9355

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

Spanish Catholic Center, Inc.
www.ccs-dc.org
(202) 939-2437

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

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

FLORIDA**Florida City**

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

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

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

Hollywood

Hispanic Unity of Florida, Inc.
www.hispanicunity.org
(954) 964-8884

Homestead

Everglades Community Association
(305) 242-2142

Immokalee

Redlands Christian Migrant Association
www.rcma.org
(239) 658-3560

Miami

Hispanic Coalition, Inc.
(305) 262-0060

Orlando

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

Tampa

Housing and Education Alliance, Inc.
www.myhomeamerica.org
(813) 261-5151

IDAHO**Caldwell**

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

ILLINOIS**Chicago**

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

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

Centro San Bonifacio
www.sanbonifacio.org
(773) 252-9098

El Hogar del Niño
(773) 523-1629

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

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

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

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

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

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

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

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

Elgin

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

INDIANA

Fort Wayne

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

KANSAS

Kansas City

El Centro, Inc.
www.elcentroinc.com
(913) 677-0100
Harvest America Corporation
www.harvestamerica.org
(913) 342-2121

Topeka

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

Wichita

SER Corporation of Kansas
(316) 264-5372

MARYLAND

Baltimore

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

Takoma Park

CASA of Maryland, Inc.
www.casademaryland.org
(301) 270-0419

MASSACHUSETTS

Cambridge

Centro Presente, Inc.
www.cpresente.org
(617) 497-9080
Concilio Hispano de
Cambridge, Inc.
www.conciliohispano.org
(617) 661-9406

Holyoke

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

Jamaica Plain

Hispanic Office of Planning and
Evaluation
www.hopemass.org
(617) 524-8888

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

Roxbury

La Alianza Hispana, Inc.
www.laalianza.org
(617) 427-7175

MICHIGAN

Detroit

Detroit Hispanic Development
Corporation
www.dhdc1.org
(313) 967-4880
Latin Americans for Social and
Economic Development, Inc.
www.lasedinc.org
(313) 554-2025
Latino Family Services
(313) 841-7380

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

Southwest Non Profit Housing
Corporation
www.swsol.org
(313) 841-9641

Kalamazoo

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

Lansing

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

Traverse City

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

MINNESOTA

Inver Grove Heights

Academia Cesar Chavez
www.cesarchavezschool.com
(651) 294-4640

Minneapolis

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

St. Paul

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

MISSOURI

Kansas City

Cabot Westside Clinic
(816) 471-0900
Guadalupe Center, Inc.
www.guadalupecenters.org
(816) 421-1015
Hispanic Economic Development
Corporation of Greater Kansas
www.kchedc.org
(816) 221-3442
Mattie Rhodes Center
www.mattierhodes.org
(816) 471-2536
Westside Housing Organization
www.westsidehousing.org
(816) 421-8048

NEBRASKA

Lincoln

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

North Platte

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

Omaha

Chicano Awareness Center
www.cacinc.org
(402) 733-2720
One World Community Health
Centers, Inc.
www.oneworldomaha.org
(402) 734-4110

NEVADA

Las Vegas

East Las Vegas Community
Development Corporation
(702) 307-1710
Housing for Nevada
www.housingopphouston.com
(702) 270-0300
Nevada Association of Latin
Americans, Inc.
lvnwrotary.org/nala
(702) 382-6252

Reno

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

NEW MEXICO

Albuquerque

Albuquerque Hispano Chamber
of Commerce
www.ahcnm.org
(505) 842-9003
HELP - New Mexico, Inc.
www.helpnm.com
(505) 265-3717
Southwest Creations Collaborative
www.southwestcreations.com
(505) 247-8559
YES Housing, Inc.
www.yeshousing.org
(505) 254-1373
Youth Development, Inc.
www.ydinm.org
(505) 242-7306

Embudo

Rio Grande Center
(505) 579-4253
Siete Del Norte
(505) 579-4217

Española

Hands Across Cultures
www.hacc95.org
(505) 747-1889

NEW YORK

Bronx

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

Brooklyn

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

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

Glen Cove

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

New York City

Alianza Dominicana, Inc.
www.alianzadom.org
(212) 740-1960
Amber Charter School
ambercharter.echalk.com
(212) 534-9667

Audubon Partnership for Economic
Development
audubonpartnership.org
(212) 544-2470
Committee for Hispanic Children
and Families
www.chcfinc.org
(212) 206-1090

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

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

Rochester

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

Syracuse

Spanish Action League
www.spanishactionleague.com
(315) 475-1533

Woodside

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

NORTH CAROLINA

Charlotte

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

Raleigh

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

Siler City

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

OHIO

Cleveland

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

El Barrio, Inc.
(216) 651-2037

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

Elyria

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

Lorain

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

Toledo

ADELANTE, Inc.
www.adelante-inc.org
(419) 244-8440
Farm Labor Research Project
(419) 243-3456

Youngstown

Organización Cívica y Cultural
Hispana Americana
www.ocha-nw.org
(330) 781-1808

OKLAHOMA

Oklahoma City

Latino Community Development
Agency
latinoagencyokc.org
(405) 236-0701
ORO Development Corporation
(405) 840-7077

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

OREGON

Hillsboro

Housing Development Corporation
www.farmworkerhousing.org
(503) 693-2937

Newberg

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

Portland

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

Salem

Salem/Keizer Coalition for Equality
www.skcequality.org
(503) 363-3909

PENNSYLVANIA

Allentown

Casa Guadalupe Center
www.casalv.org
(619) 435-9902

Hispanic American Organization
www.hao-lv.org
(610) 435-5334

Lancaster

SACA Development Corporation
www.sacapa.org
(717) 397-6267

Spanish American Civic Association (SACA)
www.sacapa.org
(717) 397-6266

Philadelphia

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

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

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

Norris Square Civic Association
(215) 426-8723

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

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

Reading

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

PUERTO RICO

San Juan

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

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

RHODE ISLAND

Providence

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

SOUTH CAROLINA

Columbia

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

TENNESSEE

Memphis

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

Nashville

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

Tennessee Immigrant & Refugee Rights Coalition (TIRRC)
www.tnimmigrant.org
(615) 833-0384

TEXAS

Austin

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

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

Corpus Christi

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

Dallas

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

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

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

Edinburg

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

El Paso

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

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

Fort Worth

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

Hartlingen

Su Clínica Familiar
www.suclinica.org
(956) 365-6750

Houston

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

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

Galaviz Academy
(713) 694-6027

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

Houston Esperanza
(713) 926-2794

KIPP Houston
www.kipp-houston.org
(832) 633-1796

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

Laredo

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

Lubbock

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

Midland

Midland Community Development Corporation
www.midlandcdc.org
(432) 682-2520

Mission

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

San Antonio

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

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

Heroes and Heritage
www.heroesandheritage.org
(212)-288-7395

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

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

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

Uvalde

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

Community Health Development, Inc.
www.chdi4health.org
(830)-278-5604

UTAH

Midvale

Comunidades Unidas
cu.utah.org
(801) 566-6191

Salt Lake City

Utah Coalition of La Raza
(801) 359-8922

South Salt Lake City

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

VIRGINIA

Arlington

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

Falls Church

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

Marcelino, Pan y Vino, Inc. (MAPAVI)
www.mapavi.org
(703) 841-3883

WASHINGTON

Granger

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

Seattle

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

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

Sunnyside

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

Yakima

Rural Community Development Resources
(509) 453-5133

WISCONSIN

Madison

Centro Hispano de Dane County, Inc.
www.chdc.us
(608) 255-3018

Milwaukee

Aurora Weier Educational Center
(414) 562-8398

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

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

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

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

Waukesha

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

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



NCLR Affiliate, Latin American Youth Center (LAYC)



NCLR Affiliate, Redlands Christian Migrant Association (RCMA)

\$31 MILLION

INCREASED FUNDING IN
2007 AS A RESULT OF NCLR'S
ADVOCACY EFFORTS FOR
EDUCATION PROGRAMS TO HELP
ENGLISH LANGUAGE LEARNER
STUDENTS EXCEL ACADEMICALLY

EDUCATION

Quality education, including early childhood and higher education, is a powerful tool for narrowing the achievement gap that currently exists between Latinos and other Americans. For this reason, Hispanic communities consistently rank the education of their children as a top priority.

NCLR advances this important mission with a dual approach that successfully blends innovative programs with advocacy for positive policy outcomes. On behalf of America's Latino student population, NCLR endeavors to:

- Increase educational opportunities
- Improve overall academic achievement
- Promote equity in outcomes for all

EDUCATION PROGRAMS

NCLR not only informs the public education system at national and regional levels, it also strengthens the community-based sector. Working nationwide with 150 affiliated organizations, NCLR's education program component:

- Supports school improvement as the foundation for increasing student achievement
- Tests and documents best practices for national dissemination
- Engages other stakeholders as advocates for Latino students

Many of these objectives are accomplished through Latino Early Literacy Task Forces, which are critical components of the development initiative known as *Lee y serás*. These task forces improve children's literacy by connecting local organizations with service providers, politicians, researchers, businesses, and schools.

POLICY WORK

NCLR's policy advocates raise awareness and increase response to national issues that impact Latinos' public education. Their focus centers on preschool and high school matters, where disparity between Latinos and other groups is greatest. Other critical policy work involves advocacy on behalf of immigrants, English language learners, infants and toddlers, and parents. For example, NCLR supports the Even Start Family Literacy Program and the No Child Left Behind Act for their multidisciplinary approach in addressing the concerns of Latino and other at-risk youth.



Participants of 2007 NCLR Annual Conference workshop

“Latino parents know that **TEACHERS PLAY A CRITICAL ROLE** in providing life opportunities for their children. We must provide educators who are **WORKING HARD TO HELP LATINO STUDENTS EXCEL ACADEMICALLY** the resources they and their students need.”

RAUL GONZÁLEZ
NCLR, Senior Legislative Director

2007 HIGHLIGHTS

EARLY CHILDHOOD EDUCATION AND FAMILY LITERACY.

This year, Head Start reform legislation included NCLR’s proposals for accountability in better serving Latinos and English language learners. NCLR also secured increased funding for the Even Start Family Literacy Program – deemed important since 46% of all Even Start families are Hispanic and the majority are limited English proficient.

LATINO EARLY LITERACY TASK FORCES. Several NCLR Affiliates formed early literacy task forces that raised awareness about Latino-specific issues, leveraged resources to support programs that addressed them, and increased collaboration among local stakeholders.

SCHOOL IMPROVEMENT TECHNICAL ASSISTANCE. NCLR provided intensive technical assistance, coaching, and related resources to secondary school principals in support of their individual school improvement plans.

LITERACY COACHING. Collaborating with the renowned George Washington University, NCLR presented the Leadership Institute for Latino Literacy (LILL). LILL offered educators instruction on development of school-wide plans that integrate literacy across all curricula content areas, followed by on-site visits from “coaches” offering constructive feedback.

NO CHILD LEFT BEHIND ACT (NCLB). NCLR and sister Hispanic organizations provided the education committees of the U.S. Senate and the U.S. House of Representatives with legislative recommendations to strengthen NCLB. Many of their suggestions were included to strengthen and amend congressional proposals.



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

15.3 MILLION

NUMBER OF LATINOS IN THE U.S. WHO WERE UNINSURED FOR ALL OF 2006 (THE MOST RECENT DATA AVAILABLE), DESPITE HAVING THE HIGHEST WORKFORCE PARTICIPATION RATE OF ANY ETHNIC GROUP

NCLR Affiliate, Center for Hispanic Policy and Advocacy (CHisPA)



HEALTH

Good health is the foundation for a good life. That's why NCLR and its community-based Affiliates work to improve the health and well-being of Hispanic Americans through activities and programs that focus on:

- Access to quality health care
- Health education, disease prevention programs, and resources that are linguistically and culturally competent
- Community-based research
- Advocacy for national programs and policies that support Latino health and well-being

2007 HIGHLIGHTS

RESEARCH REPORT. An NCLR research report, *Latino Health, Georgia's Future: Strategies for Improving the Health of Latinos in the State*, received extensive media coverage and raised awareness of the increasing needs of Latinos in "New Gateway" communities – areas outside of those states which have served as traditional gateways for entry of Hispanic immigrants to the U.S., such as New York, Texas, California, or Florida

HISPANIC HEALTH LEADERSHIP. As a nationally recognized leader in the field of Latino health, NCLR's Institute for Hispanic Health (IHH) responded to numerous mainstream organizations' requests for guidance and counsel on health topics ranging from birth defects and diabetes to mental health. IHH also disseminated its research findings through national conferences, such as the American Public Health Association and the Genetic Alliance, thereby increasing NCLR's visibility and credibility within the public health arena.

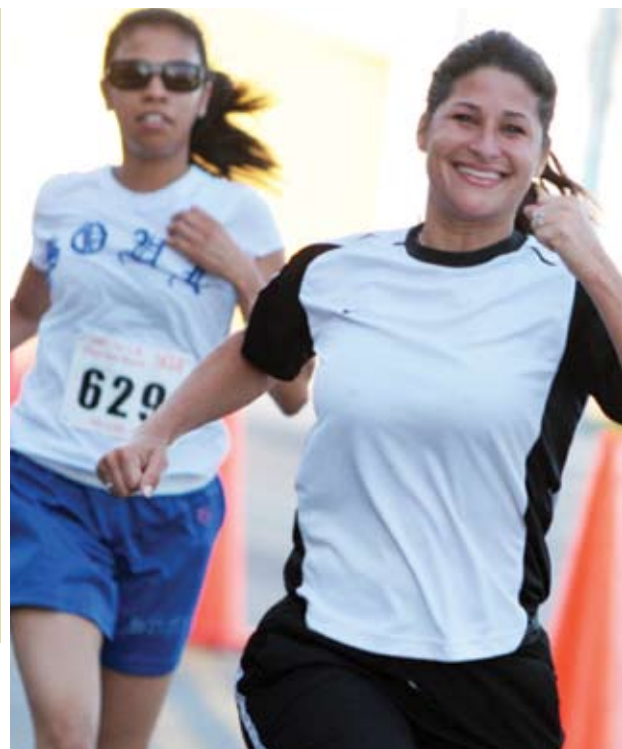
LAY HEALTH EDUCATORS. IHH continued groundbreaking work in the development and implementation of *promotores de salud* programs – a model involving community-based health educators. Last year, the program trained 200 *promotores* who then communicated important health messages to an estimated 10,000 Latinos.

“ OMH’s mission is to **CLOSE THE GAP IN HEALTH DISPARITIES FOR ALL AMERICANS**, but that can’t be done until we know that all communities can be served effectively during a public health disaster. **WE ARE COMMITTED TO WORKING WITH ORGANIZATIONS LIKE NCLR** to make sure that we continue to make improvements in our disaster relief and emergency response systems.”

DR. GARTH GRAHAM

U.S. Department of Health and Human Services, Office of Minority Health (OMH),
Deputy Assistant Secretary for Minority Health

Through the support of OMH, NCLR developed a tool kit to assist emergency managers and relief agencies in serving immigrant communities in the event of a public health disaster.



Participants in NCLR’s 2007 Diabetes Dash

RESOURCES FOR DISASTER VICTIMS. New laws that require limited-English-proficient communities’ integration into disaster planning and notification prompted NCLR to collaborate with the Asian American Justice Center and the National Immigration Law Center to ensure that vulnerable populations are adequately prepared for future disasters.

HEALTH CARE ACCESS FOR NEWBORNS. NCLR worked to reverse an excessive administrative rule that prevented newborn children, if born to immigrant parents on emergency Medicaid, from access to critical health care services.

PASSAGE OF SB 1534. NCLR and advocates throughout California lobbied to ensure that the state could use its own funds to strengthen immigrant access to public health and preventive care services.

NUTRITION AND PHYSICAL ACTIVITY. With the support of the PepsiCo Foundation and the U.S. Department of Health and Human Services, Office of Minority Health, NCLR continues to expand its work in the field of nutrition and physical activity with the goal of halting the rise of obesity rates in the Latino community.



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.



23,000

LATINO FAMILIES WHO HAVE
REALIZED THE DREAM OF OWNING
A HOME WITH THE HELP OF
THE NCLR HOMEOWNERSHIP
NETWORK (NHN)

COMMUNITY AND FAMILY WEALTH-BUILDING

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

NCLR strives to narrow this staggering wealth gap. The organization identifies policies and structural and economic barriers within the U.S. financial marketplace which hamper the Latino community's ability to establish long-term financial stability. In addition, NCLR's Housing and Community Development component works closely with the Raza Development Fund (RDF), NCLR's lending arm, to increase individual family wealth and capital assets controlled by Latino institutions.

2007 HIGHLIGHTS

MAINSTREAM FINANCIAL SERVICES. NCLR's public policy work brought to the attention of policy-makers and the public those barriers that prevent low-income and immigrant Hispanics from using financial products. In 2007, NCLR:

- Successfully educated and engaged policy-makers and industry experts regarding barriers to affordable credit for Latinos; developed a Latino policy agenda on credit cards; and testified before Congress on credit cards, remittances, and insurance-based credit scoring.
- Ensured that major congressional legislation related to foreclosures and predatory mortgage lending addressed critical issues for Latinos, including mortgage brokers' fair and honest dealings with consumers and the availability of assistance for Latinos burdened with bad loans. NCLR also provided expert testimony before Congress on foreclosure within the Latino community, sustainable homeownership, and predatory lending.
- Developed and advanced a proposal to create a community-based financial counseling system. The proposal is being championed by Senator Robert Menendez (D-NJ).



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

“ NCLR IS WORKING hard to ensure that the ENTIRE HISPANIC COMMUNITY IS WELL-EQUIPPED TO PURCHASE AND KEEP THEIR HOME. This not only will serve Latinos, but will HELP TO SECURE THE FINANCIAL OUTLOOK FOR AMERICA. ”

LAUTARO DÍAZ

NCLR, Housing and Community Development

- Blocked anti-immigrant lawmakers from enacting measures that would undermine the retirement wealth of Latino seniors who currently receive Social Security benefits.

NCLR HOMEOWNERSHIP NETWORK (NHN). Now in its eleventh year, NHN has expanded to include 50 community-based homeownership counseling providers. With the support of the U.S. Department of Housing and Urban Development (HUD), Freddie Mac, national banks, and others, each organization receives subgrants and technical assistance from NCLR to implement NHN's intensive housing counseling model. Members of NHN provided counseling services to more than 30,000 families in 2007, resulting in more than 3,400 Latinos becoming first-time homebuyers.

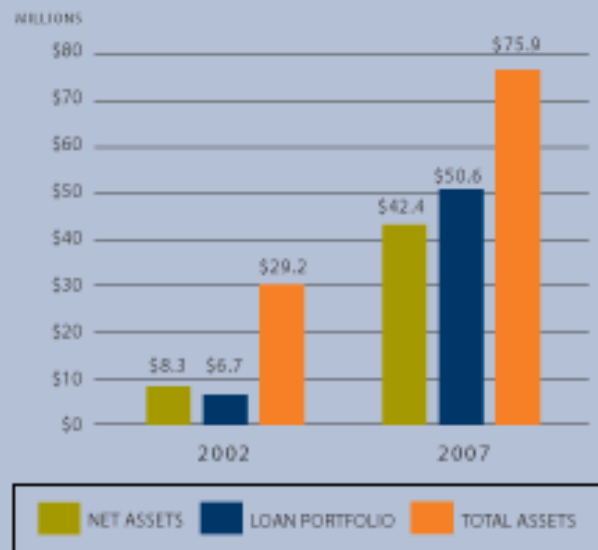
Of the loans made to families in 2005 and 2006, one in 12 will default in the next few years. NHN organizations have responded to the rising rate of foreclosures and

increasing reports of predatory lending in minority communities by providing foreclosure prevention counseling services.

LATINO SOCIAL VENTURE FUND. This Fund is a competitive-based vehicle created by RDF, NCLR, and Arizona State University's Center for Civil Rights and Community Development. It looks to invest in initiatives that have the most demonstrable impact in improving educational, health care, and homeownership opportunities for Latino families.

The first round of applications to the Fund was completed in June 2007, resulting in awards that totaled \$225,000 for predevelopment and capacity-building assistance for nine organizations. The funds have been used for development of affordable housing and charter school facilities, as well as for the provision of homeownership counseling services for low-income families in Texas, California, New Mexico, Pennsylvania, Oregon, Arkansas, and Arizona.

RAZA DEVELOPMENT FUND, INC.



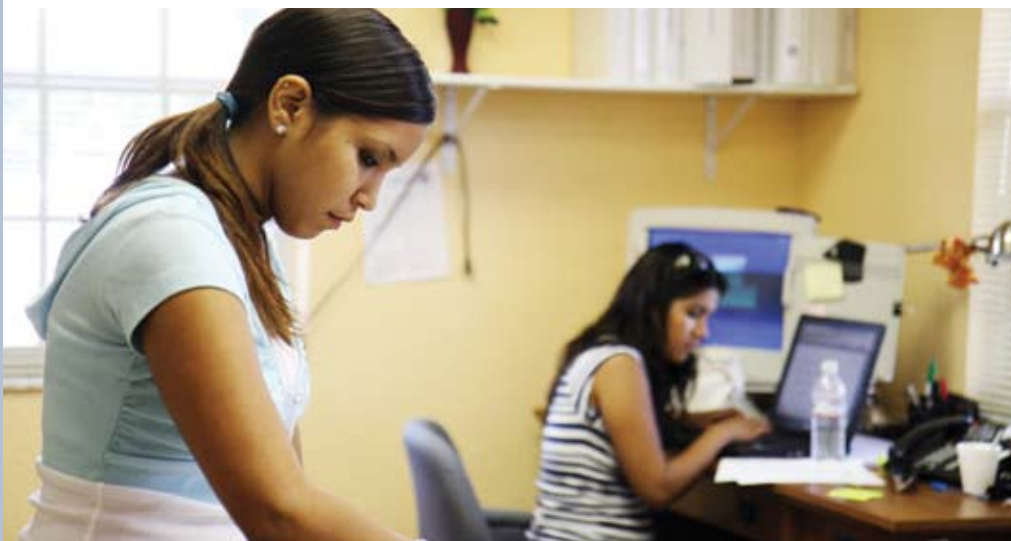
Since its inception, more than 120 organizations serving the Latino community have received technical assistance and funding from RDF which has closed more than 160 loans totaling in excess of \$81 million, while leveraging more than \$492 million in total project financing.

RAZA DEVELOPMENT FUND, INC. (RDF). RDF, a support corporation, was established in 1999 as NCLR's community development lending arm. Since then, RDF has become the largest Latino Community Development Financial Institution (CDFI) in the United States. It provides capital, technical assistance, and training to stimulate opportunities for underserved Latinos by strengthening the capacity of its community development partners. The capital provided by RDF is both patient and affordable, enhancing and leveraging other private and public funds to create development solutions that otherwise would not be available for many nonprofit institutions.

RDF has developed key lending relationships with many large financial institutions and insurance companies, including Bank of America, State Farm Insurance Companies, Citi, JPMorgan Chase, Allstate Insurance, Fannie Mae Foundation, and Prudential Social Investment – all leading to significant capital investments that support Latino communities and projects. RDF's assets have grown from \$29 million in 2002 to nearly \$80 million in 2007. Over the same period, RDF's loan portfolio has grown from less than \$7 million to nearly \$51 million (see chart).

The direct community impact of RDF's portfolio includes charter school projects serving more than 25,000 students; developments that created affordable housing for more than 1,900 families; and community health, day care, and other programs that annually serve more than 85,000 patients and families.

During 2007, a new vehicle was implemented: the Raza School Building Fund, which is a \$50 million partnership between RDF and Citi. Its goal is to provide charter school operators with flexible and affordable financing options for permanent campus sites. Already, close to 20% of the capital is being used to fund schools.



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.



NCLR Affiliate, Latin American Youth Center (LAYC)

EMPLOYMENT AND ECONOMIC OPPORTUNITIES

The employment rate among Hispanic Americans is typically high and the work ethic strong, but the majority of the Latino workforce remains trapped in low-wage, low-skill occupations. Limited education, language barriers, and lack of opportunity hamper many from securing quality jobs and career advancement.

NCLR is dedicated to breaking this trend. Working with its Affiliates, NCLR:

- Advocates for policies that support continued education, career training, and access to well-paying jobs
- Designs innovative programs that successfully serve as skill-building models for replication in the country's key economic sectors
- Establishes pipelines of skilled workers earning higher wages
- Partners with employers to meet their demand for skilled workers

The net result is increased opportunity, improved economic stability, and financial independence for current and future generations of Latinos.

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NCLR GRADUATES OF THE NCLR CARRERAS EN SALUD PROGRAM IN THE LAST TWO YEARS. THESE LICENSED PRACTICAL NURSES WILL BE ABLE TO PROVIDE CULTURALLY COMPETENT HEALTH CARE TO LATINOS

2007 HIGHLIGHTS

HEALTH CARE CAREER PATHWAYS. Funded by the U.S. Department of Labor, this initiative supports Latinos' training and upward mobility within the health care industry. During 2006-2007, the program prepared nearly 100 bilingual professionals for various health care positions, including certified nursing assistants, licensed practical nurses, medical assistants, and dental assistants. For these Latino workers, average wages increased by a phenomenal 150%.

COALITION-BUILDING. NCLR expanded its network of coalition and national intermediary partners to ensure that Latinos are represented in the development of national strategies that impact workers. The organization is involved in numerous national working groups and advisory committees that are dedicated to shaping public and private economic and workforce development policies.

“**ECONOMIC MOBILITY THROUGH EDUCATION, CAREER PLANNING, AND** access to quality, **WELL-PAYING JOBS** for our youth should be everyone's priority. **THE ESCALERA PROGRAM PARTNERSHIP IS A FIRST STEP IN THE RIGHT DIRECTION.**”

RAUL RODRIGUEZ

Executive Director, PROMESA: East Harlem Council for Community Improvement, an NCLR Affiliate and Escalera Program site

AFFILIATE PEER SUPPORT. NCLR's Workforce Development component used a peer exchange strategy to share effective practices and build capacity within its Affiliate Network. Thirty-two Affiliates received technical assistance and training in career mapping, case management, effective partnerships, employer engagement, youth career exploration, program and curriculum design, and data analysis for building effective programs.

BUSINESS PLAN FOR WORKFORCE DEVELOPMENT

NCLR used individual interviews, focus groups, presentations, and teleconferences to gather feedback from employers, workforce development researchers, funders, experts, and 45 of its Affiliates. The resulting Business Plan analyzed gaps in services for Latino jobseekers and served to guide NCLR's positioning as a national intermediary.

The plan focused program and policy strategies on three distinct target populations of Latino workers:

1 BASIC JOB READINESS FOR ENTRY-LEVEL WORKERS.

Low-wage, entry-level jobs are the most susceptible to economic and corporate fluctuations of the economy and within a company. Creating strategies and policies that promote skill development in specific industries, English-language acquisition, and portable skills that can be applied to other industries and occupations is critical to meaningful employment of Latino workers.

2 TECHNICAL SKILLS AND ONGOING EDUCATION.

Career pathway models promote advanced education, skills, and access to promising occupations. There is a high demand for workers with the skills necessary for technical and advanced occupations, and Latino entry-level workers provide a potential pool for developing the skills that employers are looking for.

3 ADVANCED EDUCATION AND WORK EXPERIENCE

APPROACH. Approximately 10% of working-age Latinos have attained a bachelor's or advanced degree. In addition, 4.5% of managers and 3.8% of professionals are Latino. NCLR supports program strategies that incorporate career mapping and exploration, work experience, and mentoring.



NCLR's Escalera Program graduating class of 2007 at NCLR Affiliate, AltaMed Health Services Corporation in Los Angeles

NCLR ESCALERA PROGRAM: TAKING STEPS TO SUCCESS.

PepsiCo Foundation and NCLR created the Escalera Program: Taking Steps to Success, which promotes economic mobility for Latino youth through educational attainment and career planning. To date, 96% of participants have completed the program and graduated from high school, while 94% of graduating seniors have enrolled in postsecondary institutions. Escalera's success has led to steady expansion of the program, which now has six sites throughout the country, and student enrollment is expected to increase to 350 next year.

"If it wasn't for the NCLR Escalera Program, I might not have graduated from school and enrolled in college," shares Adriana Cruz, an alumnus of the NCLR Escalera Program at Instituto del Progreso Latino in Chicago.

Cruz currently attends a community college and notes that she learned many things through Escalera, including "...the importance of helping others and to be a leader in my community. After graduating from the program, I was looking at ways to empower Latino students ... [since] many of the students in my neighborhood are not looking at college as an option."

Cruz, five other students, and community leader Francisco Rios responded by founding the LATINOS Organization, which encourages students and parents to make informed decisions about postsecondary education. "We host college fairs, conduct parent involvement sessions, and work closely with students in preparation for college," says Cruz. "We have also been working closely with Northern Illinois University and Chicago State University to provide enrollment opportunities for students we serve.

"Escalera planted the seed in me to be a leader. I will continue to take what I learned from the program and apply it to my community to make a better place."

In late 2007 NCLR and the Urban Institute released Paying the Price: The Impact of Immigration Raids on America's Children, a report on how immigration enforcement actions have affected children of immigrants. The report is the first comprehensive assessment of the social, economic, and psychological effects of immigration raids on children, families, and the institutions that support them.



Photography by: Steve Liss

CIVIL RIGHTS AND IMMIGRATION

As America's leading Hispanic civil rights organization, NCLR plays a national role in promoting and protecting equal opportunity for all Americans.

2007 HIGHLIGHTS

JUVENILE JUSTICE. Among NCLR's civil rights priorities are its efforts to ensure that Latinos in the criminal justice system are treated with dignity and respect. Through the Latino Juvenile Justice Network (LJJN), supported by the John D. and Catherine T. MacArthur Foundation, NCLR is creating state and local networks of community-based organizations and service providers interested in juvenile justice reform efforts. This cutting-edge work establishes, sustains, and expands the Latino presence in national-level juvenile justice policy debates. In addition, the endeavor pursues a progressive agenda at the state level which reduces overreliance on confinement for Latino youth and improves overall outcomes for Hispanics involved in the justice system.



“THE TEST OF THE STRENGTH OF OUR DEMOCRACY is the extent to which we stand by those who are most vulnerable. NCLR MAKES AMERICA STRONGER by doing its work on behalf of immigrants and Latinos.”

JOHN WILHELM
President, UNITE HERE

UNITE HERE is a national labor union representing workers in the hotel and restaurant industries and an NCLR partner in the drive for comprehensive immigration reform.

IMMIGRATION. NCLR led the nationwide effort to reform America's immigration laws in a way that brings order and fairness to a badly broken immigration system. Though legislative efforts for comprehensive immigration reform failed to produce a final result during 2007, NCLR continues to work diligently on behalf of immigrant and American families.

Last year, NCLR's primary goals in the area of immigration and civil rights included:

- Reducing long visa backlogs
- Creating a pathway to citizenship for hardworking immigrants
- Structuring enforcement policies that are both effective and consistent with our nation's commitment to human rights and due process of law
- Supporting its Affiliates in response to local manifestations of the immigration debate; issues such as racial profiling and civil rights protection were addressed through strategic advice and organizational support of local leaders



NCLR Affiliate, Tennessee Immigrant and Refugee Rights Coalition (TIRRC)



NCLR President and CEO Janet Murguía holds a press conference to bring awareness to the hate speech and violence surrounding the immigration debate.

“We can debate, we can propose, we can argue, but until as a community **WE VOTE IN MASSIVE NUMBERS TO CONTROL OUR OWN DESTINY**, we will give their fear an advantage over our hope.”

JANET MURGUÍA
NCLR President and CEO
at the 2007 NCLR Annual Conference

WAVE OF HOPE

NCLR has a high profile in our country’s immigration debate due to its deep policy and advocacy commitment to the issue, and because it is a Latino institution participating in a discussion that heavily emphasizes Latino immigrants. Unfortunately, the overall tone of the debate has taken a sharply hostile turn in recent years. As a result of these two factors, a number of anti-immigrant groups have targeted the Latino community and specifically NCLR, engaging in what appears to be a coordinated campaign to misrepresent the community, as well as Latino-serving community-based organizations and their work.

THERE IS HOPE

NCLR is responding with a major new initiative to challenge anti-immigrant sentiment, particularly by documenting the extent to which hate groups and extremists are driving the debate. With initial funding through a special appropriation by NCLR’s Board of Directors, NCLR decided to counter hostile and unproductive rhetoric by launching a proactive initiative, Wave of Hope, in late 2007.

To this end, NCLR has:

- Launched an anti-hate website, www.WeCanStopTheHate.org
- Collaborated with other minority groups to confront hate speech
- Called on media networks and candidates to separate themselves from hate groups, hate speech, and vigilante organizations
- Requested presidential candidates to sign a pledge to elevate the debate and avoid hate speech
- Recommended that print and broadcast media identify anti-immigrant “advocates” who are members of hate groups or vigilante organizations

Through Wave of Hope, NCLR encourages television networks, policymakers, and all Americans to discredit the voices of hate in the immigration debate in order to bring the country back to a place in which rational dialogue is possible on the difficult issue of immigration reform.

www.WeCanStopTheHate.org

ADVOCACY AND ELECTORAL EMPOWERMENT

America's Hispanic voice is heard through advocacy and votes. Their influence will not be fully realized, however, until more Latinos are empowered through education, motivation, and removal of barriers that limit electoral participation.

NCLR created the Latino Empowerment and Advocacy Project (LEAP) to accomplish these goals. Generous support from The Knight Foundation, the Carnegie Corporation of New York, and others fuels NCLR's efforts to promote advocacy and voting through its network of community-based organizations. Together, these groups expand the Latino electorate by:

- Supporting immigrant eligibility for U.S. citizenship
- Educating and promoting participation of new and infrequent Latino voters
- Registering and engaging Latino youth to vote

2007 HIGHLIGHTS

NATURALIZATION ASSISTANCE. NCLR helped coordinate the *ya es hora ¡Ciudadanía!* campaign to motivate and help legal permanent residents to become U.S. citizens. This was accomplished through collaboration with national organizations such as the National Association of Latino Elected and Appointed Officials (NALEO), Services Employees International Union, and We Are America Alliance; the Spanish-language media entities Entravision Communications Corporation, ImpreMedia, and Univision Communications, Inc.; and 400 community-based partners around the country. It is estimated that by year-end 2007, the campaign helped more than one million eligible immigrants become U.S. citizens. In addition, another 450 residents processed their naturalization applications during the 2007 NCLR Annual Conference.

REDUCTION IN CITIZENSHIP BARRIERS. Throughout 2007, NCLR strived to reduce barriers that prevent immigrants from fully integrating into the American political process. NCLR submitted testimony to the U.S. Citizenship and Immigration Services in response to three proposed policy changes: naturalization



NCLR Senior Vice President Cecilia Muñoz addresses participants at the 2007 NCLR National Issue Briefing

63%

AVERAGE INCREASE IN THE
NUMBER OF CITIZENSHIP
APPLICATIONS SUBMITTED
TO U.S. CITIZENSHIP AND
IMMIGRATION SERVICES
IN 2007

(FROM JANUARY TO OCTOBER 2007
COMPARED TO THE SAME PERIOD
THE PREVIOUS YEAR)

2007 NCLR Advocacy Day



application fee increase, naturalization test redesign, and green card replacement.

LATINO YOUTH. NCLR hosted a second annual day of electoral action at 12 college campuses. Through *Día de Avance Latino y Enseñanza (¡DALE!)* – formerly known as Latino Education and Advocacy Day (LEAD) – NCLR staff registered Latino youth and advanced positive perceptions about them. NCLR also participated in the MTVTr3s program, *Beyond Borders: An MTV Tr3s Immigration Forum*, which explored overall impact and solutions related to America’s immigration crisis.

VOTER REGISTRATION. NCLR staff worked with a civic engagement network of 16 local organizations to register nearly 15,000 new voters in Arizona, California, Colorado, Florida, Indiana, Kansas, Nebraska, New Mexico, North Carolina, Pennsylvania, Tennessee, and Wisconsin.

NATIONAL PARTNERSHIPS. NCLR embarked on a national partnership with the NALEO Educational Fund, following successful nonpartisan voter engagement campaigns in the past three election cycles.

DEMOCRACY IN ACTION

Democracy – the foundation of America – is about more than just politics, rhetoric, or laws and government. Democracy is also about action – action that stirs an individual to advocate to lawmakers; compels our youth and new citizens to register to vote; promotes community involvement; fills the polls on Election Day; and thus ensures freedom and justice for all. At a time of major demographic change, NCLR, its Affiliates, and its coalition partners throughout the country are facing new challenges to civil rights issues and the overall well-being of the Latino community.

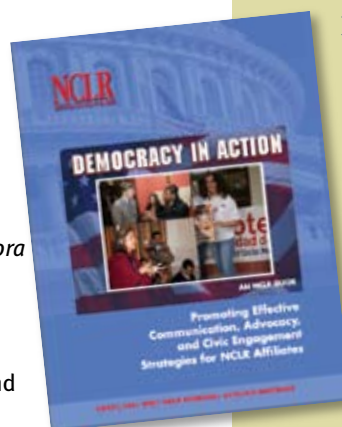
2007 HIGHLIGHTS

In NCLR's efforts to reduce discrimination and improve opportunities for Hispanics, one of its most promising strategies is to support its Affiliates to encourage increased civic engagement among Latinos. Specifically, the Latino Empowerment and Advocacy Project (LEAP) and the *ya es hora* campaign seek to increase civic participation within NCLR's national network of nearly 300 Affiliates by:

- Assisting eligible immigrants in becoming U.S. citizens and registering to vote
- Encouraging Latinos to vote

In addition, in 2007, NCLR produced *Democracy in Action*, a tool kit for its Affiliates and other advocates to help them respond to growing anti-immigrant sentiment. The tool kit:

- Provides resources for advocates by linking them with research reports, websites, and other factual materials to counter myths and misperceptions about immigrants
- Outlines policy arguments against proposed state-local legislation that would adversely affect Latinos
- Encourages NCLR Affiliates and other advocates to establish civic engagement programs

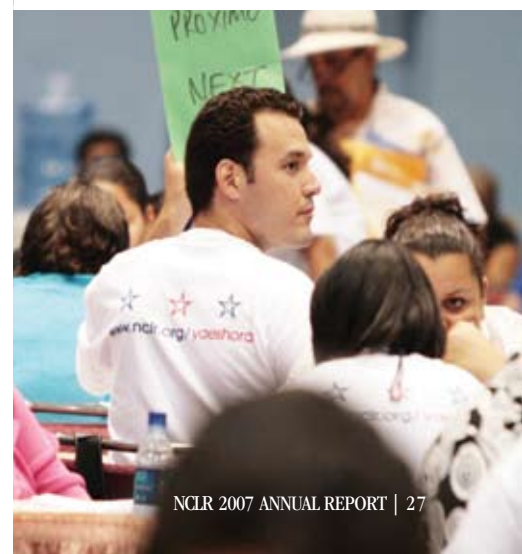


2007 NCLR National Advocacy Day

“... A LARGE TURNOUT OF LATINO VOTERS in the 2008 election is critical for ensuring that the issues of the Latino community are at the forefront of newly elected officials' minds. **EVERYONE NEEDS TO GET OUT AND VOTE** on Election Day, November 4, 2008.”

DEMOCRACY IN ACTION, a tool kit for NCLR's Affiliates and other advocates to help them respond to growing anti-immigrant sentiment

U.S. Citizenship Application Processing Session at the 2007 NCLR Annual Conference





Líderes Summit at the 2007 NCLR Annual Conference



Líderes Summit at the 2006 NCLR Annual Conference

50%

PERCENTAGE OF LATINOS
YOUNGER THAN 25

YOUTH LEADERSHIP

America's young Latino leaders are dynamic, involved citizens who are taking active steps to ensure a future in which Hispanics enjoy equal access to quality education, economic wealth, and the American Dream.

NCLR offers leadership and networking opportunities for these youth through the *Líderes* Initiative – the country's largest national network of Latino high school and college students, supporting hundreds of community-based programs and campus-based student organizations. By facilitating a national network, coalition-building, and capacity-building assistance, the *Líderes* Initiative seeks to increase the number, capacity, and influence of young Latino leaders in the U.S.

LÍDERES NETWORK

The *Líderes* Network consists of student groups and youth programs in 39 states. Groups benefit from a wealth of information and resources through the *Líderes* website, a biweekly electronic newsletter, and email list. Featured articles on the website inform members about community issues, civic engagement, and education, and the newsletter alerts young leaders about events and opportunities such as grants, scholarships, internships, conferences, and rallies. Finally, an online database links Latino-serving programs and organizations to each other.

LÍDERES CONGRESOS AND CAMPUS ALLIANCE

NCLR *Congresos* bring together young people on a regional level, providing a forum to share ideas and discuss solutions to issues that pertain to young Latinos. The *Líderes* Campus Alliance is a group of Latino college student organizations specifically working to increase youth leadership and advance positive social change.

LÍDERES SUMMIT

The premier national youth conference and leadership development program for Latino high school and college students is presented each year in conjunction with the NCLR Annual Conference. The Summit provides a wide range of training, development, and national networking opportunities. It also instills confidence and creates powerful synergy among participants.



Líderes Summit at the 2007 NCLR Annual Conference

“As a college student and future architect, **I HAVE BATONS THAT I WOULD LIKE TO PASS** on to other students so they can go ahead **AND RUN FOR THEIR OWN DREAMS.**”

ANDREA L. PARDO,
Líderes de Hoy essay contest
winner in the college category,
who is currently studying for a
master's degree in architecture

2007 HIGHLIGHTS

In 2007, the *Líderes* Network grew from 350 to more than 600 student groups nationally. The website's popularity continues to grow with an average of more than 100,000 hits per month, nearly double that of 2006. Further, the biweekly electronic newsletter, which began with 3,000 subscribers, now reaches more than 6,000 Latino youth and nearly 200 college organizations.

The seventh annual NCLR *Líderes* Summit attracted more than 450 young people from 18 states throughout the U.S. Summit highlights included 17 peer-led workshops, a Town Hall session on youth activism, a talent show, guest speakers, and a networking contest.



NCLR Affiliate, Centro Campesino Farmworker Center, Inc.

EMERGING LATINO COMMUNITIES

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

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

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

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



Missouri Immigrant and Refugee Advocates

300%

INCREASE IN THE HISPANIC
POPULATION IN GEORGIA
BETWEEN 1990 AND 2006

2007-2008 ELC grantee, Missouri Immigrant and Refugee Advocates





“Building **PARENTAL INVOLVEMENT** programs in school systems doesn’t just result in **INCREASED PERFORMANCE** but builds a culture of **PARTICIPATION FOR THE ENTIRE COMMUNITY.**”

EDUARDO ANGULO
Executive Director,
Salem/Keizer Coalition for Equality

Salem/Keizer Coalition for Equality was a recipient of an NCLR Emerging Latino Communities seed grant for its Parental Organizing Project, designed to engage, educate, and motivate parents to be an integral part of their children’s education.

2007 HIGHLIGHTS

NEW ORLEANS REBUILDING EFFORTS. NCLR’s efforts in the aftermath of Hurricane Katrina continued in 2007. As part of its commitment to supporting Latinos returning to their homes and Latino workers who are rebuilding New Orleans and other areas of the Gulf Coast affected by the hurricane, NCLR – using the ELC structure – provided two funding and program supports to two community-based organizations responding to the changing needs of the Hispanic community in the region.

SEED GRANTS. Through funding from the Charles Stewart Mott Foundation, \$150,000 in seed funds was awarded to emerging organizations in Idaho, Colorado, Wisconsin, West Virginia, Georgia, Ohio, Missouri, Florida, Mississippi, Oregon, and Tennessee. These grants were coupled with tailored training and technical assistance that addressed each organization’s specific needs, including organizational capacity, coalition-building, advocacy, and policy strategy.

NATIONAL ISSUE BRIEFING AND ADVOCACY DAY. In March, ELC groups joined Affiliates in the NCLR network in Washington, DC, for this NCLR-hosted event. Attendees explored a broad-based agenda that addressed Latino concerns, participated in an advocacy training, and met with congressional delegates to educate them about the issues that emerging Latino communities face.

MEETINGS. ELC held its annual meeting in Portland, Oregon where subgrantees learned strategies related to management, fundraising campaigns, media, strategic planning, and board development.

NCLR ANNUAL CONFERENCE. ELC members convene each year to foster relationships with other Latino CBOs and to participate in workshops on building organizational strength. In 2007, 13 ELC organizations attended intensive training sessions on policy and advocacy, nonprofit management, resource development, and media training.



Rev. Al Sharpton at the 2007 NCLR Annual Conference



2007 NCLR Annual Conference



NCLR Affiliate, El Pueblo, Inc., Youth Advocacy Group

BUILDING BRIDGES

Latinos in America, Latin America, and the Caribbean not only share heritage and culture, they experience similar challenges and embrace related ideals. As nations and as people, they are linked by social, humanitarian, economic, trade, and political issues. NCLR supports transnational dialogue among all Latinos, building unity and powerful synergy.

2007 HIGHLIGHTS

During the 2007 NCLR Annual Conference, the following workshops explored the ties and opportunities that exist among Latino groups:

“Emerging Leadership Among Afro-Descendant Communities in Latin America,” presented by the Inter-American Foundation

“Defying the Labels Black and Latino: Ethnic and Cultural Identity Among U.S. Afro-Latinos,” presented by the Inter-American Foundation

“Is That What You Think of Me? Latinos and Jews: Moving Beyond Stereotypes,” presented by the American Jewish Committee (AJC)

“Neighbors to Partners: United States and Mexico Enhance Their Partnership,” presented in partnership with the Heinrich Boell Foundation

FORCES FOR GOOD

NCLR was selected as one of the best nonprofits in the United States by a survey of nearly 3,000 nonprofit CEOs and 60 expert interviews conducted for the new book, *Forces for Good: The Six Practices of High-Impact Nonprofits*.

Long-time nonprofit consultants Leslie Crutchfield and Heather McLeod Grant engaged in rigorous research to identify and study the most successful nonprofits. They surveyed thousands of nonprofit leaders, conducted in-depth expert interviews, and analyzed reams of data just to select the 12 organizations featured in their book. They then studied these groups for several years to uncover their secrets to success. This landmark book reveals the six powerful practices of these high-impact nonprofits:

- Work with government and advocate for policy change
- Harness market forces and see business as a powerful partner
- Convert individual supporters into evangelists for the cause
- Build and nurture nonprofit networks, treating other groups as allies
- Adapt to the changing environment
- Share leadership, empowering others to be forces for good

Forces for Good, which was released in October 2007, states that the profiled nonprofits are “the vanguard of the social sector... They are collectively creating new models for social change...[and] are catalysts [that] transform the system around them to achieve greater good.”

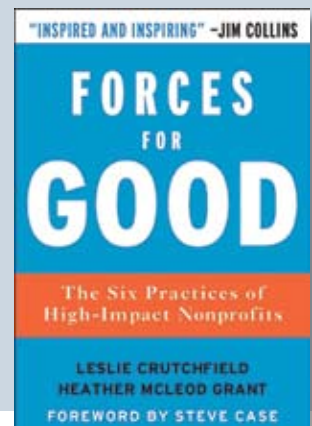
Throughout NCLR’s 40-year history, these practices have been the hallmark of our success in making a difference in the lives of millions of Hispanics in the U.S. The book’s findings are an affirmation of what we already know and practice: by working with others outside of our organization, and by choosing to focus on both service and advocacy, NCLR is a formidable force for social change.



2007 NCLR National Issue Briefing

“BY REFUSING TO CHOOSE BETWEEN ADVOCACY OR SERVICE, NCLR HAS BECOME A FORMIDABLE FORCE FOR CHANGE.”

FORCES FOR GOOD: THE SIX PRACTICES OF HIGH-IMPACT NONPROFITS
by Leslie R. Crutchfield and
Heather McLeod Grant





Sen. Hillary Clinton (D-NY) at the 2007 NCLR Annual Conference



Sen. Barack Obama (D-IL) at the 2007 NCLR Annual Conference



2007 NCLR ALMA Awards

NCLR EVENTS

The Strategic Communications Group produces high-level events that:

- Bring NCLR constituents and stakeholders together to build a community of professionals to advance the organization's mission
- Honor pioneers who have paved the way for achievement in the Hispanic community
- Generate unrestricted funds for the organization
- Help communicate NCLR's message to diverse audiences

20,000

PEOPLE FROM VARIOUS PARTS
OF THE COUNTRY ATTENDED
THE NCLR ANNUAL CONFERENCE
AND LATINO EXPO USA
IN MIAMI, FLORIDA



“The speakers were fantastic —
WHAT A TREAT! The workshops
were excellent! THE EVENING
ENTERTAINMENT WAS OUTSTANDING! ”

2007 NCLR ANNUAL
CONFERENCE PARTICIPANT



Sen. Lindsey Graham (R-SC) at the 2007 NCLR Capital Awards

2007 HIGHLIGHTS

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

2007 NCLR CAPITAL AWARDS. A black-tie gala for 800 guests which honors the leaders making great strides for the Hispanic community is held each year at the National Building Museum in Washington, DC. Senator Lindsey Graham (R-SC) and Representative Luis Gutierrez (D-IL) were honored for their bipartisan efforts to enact comprehensive immigration reform legislation.

His Eminence Roger Cardinal Mahony, Archbishop of Los Angeles, was recognized for his long-standing commitment to immigrants and his efforts to combat anti-immigrant policies.

In addition, 2008 presidential candidate Senator Barack Obama (D-IL) gave opening remarks at the awards gala opening reception and joined in honoring the award recipients.

2007 NCLR ALMA AWARDS. This star-studded event hosted by Eva Longoria (*Desperate Housewives*) was held at the Pasadena Civic Center and aired in prime time on ABC.

The show kicked off with a sizzling performance by Eva, Mario Lopez, and his *Dancing with the Stars* co-stars.

Among the highlights, the “NCLR Special Achievement in Television Award” was presented to George Lopez, whose television show *George Lopez* became the first Latino-themed prime-time hit since the early 1970s. In addition, the “NCLR Pioneer in Music Award” was presented to Los Lobos, whose songwriting and musical artistry has brought them acclaim for more than 30 years.

Presenters included Terrence Howard, Jessica Alba, Carlos Mencia, Cheech Marin, Judy Reyes, and Daisy Fuentes. The show also featured performances by Prince, Beyoncé, Calle 13, Los Lobos, and War.

2007 NCLR ANNUAL CONFERENCE. Attracting nearly 20,000 participants, the four-day NCLR Annual Conference took place in Miami, Florida. This year’s Conference took advantage of Miami-area attractions, hosting events both in the City of Miami and in Miami Beach.

Special guest speakers included Mayor of the City of Miami, Manny Diaz; 2008 Democratic presidential candidates Sen. Hillary Clinton (D-NY) and Sen. Barack Obama (D-IL); U.S. Treasurer Anna Escobedo Cabral; Univision Co-Anchor Maria Elena Salinas; Governor of Florida, Charlie Crist (R-FL); Rep. Lincoln Diaz-Balart (R-FL); Rep. Ileana Ros-Lehtinen (R-FL); and Civil Rights Leader Reverend Al Sharpton.

The Annual Conference kicked off with the *Líderes* Summit, a youth leadership event that helps young people (14-25 year olds) develop leadership and teamwork skills, discuss community involvement and empowerment, and learn about Latino community issues. This year’s Summit hosted 450 young people from all over the country, featured a

movie screening of the film *Bella*, and presented a plenary session with MUN2’s host of *Pitbull’s La Esquina* and Hip-Hop artist, Pitbull.

The Annual Conference also featured dynamic town hall sessions on obesity and its effects on our community, youth and civic engagement, and education in our public school system. For a second year in a row, the Annual Conference featured a series of Spanish-language workshops covering issues such as citizenship, financial literacy, HIV/AIDS, and homeownership. In addition, NCLR held a U.S. Citizenship Application Processing Session, which processed 425 applications and placed hundreds of people on the path toward citizenship.

At the Latinas Brunch, *Una Charla con Hillary*, NCLR Board Chair Monica Lozano interviewed presidential candidate Sen. Hillary Clinton on her vision for this country.

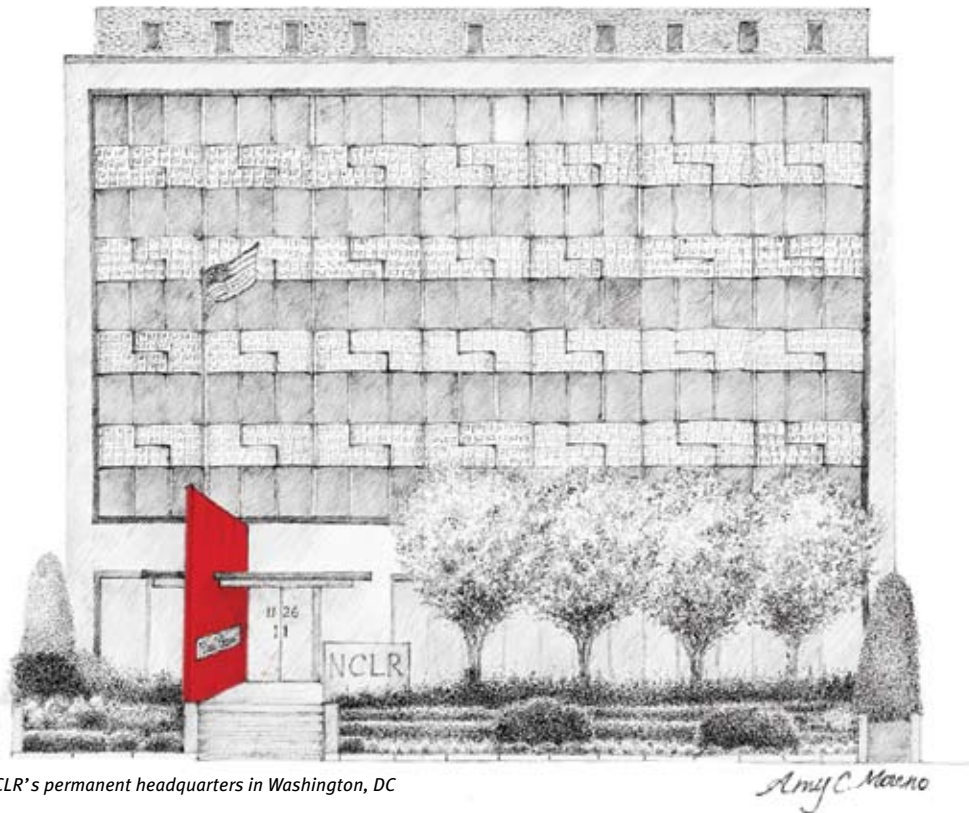
Also, in a new Annual Conference event, *Foro del Pueblo*, presidential candidate Sen. Barack Obama hosted a session in which he spoke about his commitment to Latinos everywhere.

NCLR President and CEO Janet Murguía delivered a powerful speech about the increasingly heated immigration debate and emphasized the need to stand up as a community. Her message outlined ways in which Hispanics everywhere can carry the hope of America’s promise of opportunity. She spoke about the need to mobilize our young people to register and vote; the importance of becoming a naturalized citizen; the need for continued support of voter registration programs; and the importance of becoming civically engaged as we continue to encourage our community to speak out, register, and vote.

EMPOWERING AN AMERICAN COMMUNITY CAMPAIGN

An organization's financial well-being directly impacts its long-term influence, strength, and stability. With this in mind, NCLR launched a comprehensive fundraising initiative in November 2002. The "Empowering an American Community Campaign" successfully developed a strategic investment fund with two noteworthy goals.

The Campaign's primary objective was to establish and grow an institutional endowment. The funds support NCLR's program expansion and increased penetration into America's Hispanic communities. A secondary goal was to raise funds for establishing a permanent national headquarters building for NCLR.



NCLR's permanent headquarters in Washington, DC

2007 HIGHLIGHTS

PLEDGES. With support from premier corporations, leading philanthropists, and 100% of its Board of Directors, NCLR is one of a few civil rights and advocacy organizations that have been able to establish an endowment. Beginning in FY 2009, the endowment will provide a steady stream of unrestricted funding for NCLR to cover unexpected gaps and invest in new priorities.

NATIONAL HEADQUARTERS. For the site of its permanent headquarters, NCLR looked no further than the powerhouse of Washington, DC. A building strategically located just three blocks from the White House was dedicated as the Raul Yzaguirre Building, honoring NCLR's former President and CEO who led the organization for 30 years. This building has recently been renovated, and in early 2008, NCLR will unveil this impressive landmark as a symbolic example of Latinos achieving the American Dream. NCLR will also dedicate its new *Plaza de los Afiliados* in recognition of its nearly 300 community-based partners.



YOU CAN MAKE A DIFFERENCE

NCLR encourages individuals, foundations, and Corporate America to generously support the “Empowering an American Community Campaign.”

Contributions not only assist NCLR in preparing for potential economic inflation, they also allow the organization to expand current services that are vital to Latinos’ well-being.

For information about contribution and recognition opportunities, please contact the NCLR Campaign Office at empower@nclr.org; visit the website at www.nclr.org; or call (202) 776-1560.

Your financial gift to NCLR is truly an investment in our people and our country.

HONOR ROLL OF DONORS

VISIONARY SOCIETY



**PEPSICO
FOUNDATION**



MERIDIAN SOCIETY



Bank of America.



WAL-MART
From the Knowledge, to the Community.



LEGACY SOCIETY



FannieMae.



VANGUARD SOCIETY

The John C. Lopez Family



**Washington
Mutual**

PATRON SOCIETY



**Countrywide®
HOME LOANS**



**Rockwell
Automation**

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• Cristina Saralegui and Marcos Avila • José Villarreal •
Denise De La Rosa • Tony Salazar

CORPORATE BOARD OF ADVISORS

Established in 1982, the Corporate Board of Advisors (CBA) is made up of senior executives from 27 major corporations, as well as liaison staff from each company. The CBA meets twice a year, and presentations and discussions keep the CBA updated on NCLR's activities and provide opportunities for dialogue and decision-making about issues and programs of common concern. Throughout the year NCLR benefits from advice and assistance from these closest corporate associates. CBA members also assist NCLR and its network through financial, in-kind, and programmatic support.

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and Chief Compliance Officer

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OUR FUNDERS

The U.S. Latino population has significant social, political, and economic influence. In 2007, Hispanic buying power exceeded \$862 billion – representing a 302% increase since 1990 – and by 2012 Hispanics' disposable income is expected to top \$1.2 trillion.

Leaders from Corporate America and prominent foundations recognize the Hispanic community's ever-increasing economic impact. They also value NCLR's mission, work, credibility, and passion for improving opportunities for Hispanics throughout the country. Whether through financial support at the national level or direct involvement at the community level, NCLR funders make a difference. Their investment in America's Latino community is an investment in America's prosperity.

\$200,000 AND ABOVE

Allstate Insurance Company	MetLife Foundation	Amtrak
The Annie E. Casey Foundation	Open Society Institute	Anti-Defamation League
The Atlantic Philanthropies	PepsiCo Foundation	AstraZeneca Pharmaceuticals
Auxiliary to the National Medical Association, Inc.	The Rockefeller Foundation	AT&T
Bank of America Corporation	Shell Oil Company	AutoNation
The Bill & Melinda Gates Foundation	State Farm Insurance Companies	Bayer HealthCare
BP America	Toyota Motor Sales, USA, Inc.	Best Buy Children's Foundation
Carnegie Corporation of New York	U.S. Department of Education	The Boeing Company
Charles Stewart Mott Foundation	U.S. Department of Health and Human Services, Office of Minority Health	Bridgestone Firestone Trust Fund
Citi	U.S. Department of Housing and Urban Development	The Buffet Early Childhood Fund
ConAgra Foods, Inc.	U.S. Department of Labor	Burger King Corporation
Corporation for National and Community Service	United Parcel Service	Cancer Research and Prevention Foundation
Diageo NA	Verizon Foundation	Cardinal Health
Eli Lilly and Company Foundation	Wachovia	Center for Children's Law and Policy
Evelyn & Walter Haas, Jr. Fund	Wal-Mart Stores, Inc.	Chevron Corporation
Fannie Mae	<u>\$5,000-\$199,000</u>	CHP International, Inc.
The Ford Foundation	90 Treas 310	The Children's Planning Council Foundation, Inc.
Ford Motor Company	AARP	Clear Channel Communications
Freddie Mac	Academy for Educational Development (AED)	The Coca-Cola Company
The John D. and Catherine T. MacArthur Foundation	American Bankers Association	Comcast Corporation
John S. and James L. Knight Foundation	American Express Company	Coors Brewing Company
Johnson & Johnson	American Honda Motor Co., Inc.	Countrywide Home Loans, Inc.
JPMorgan Chase	American International Group, Inc.	Cox Communications
	Amgen Foundation	DaimlerChrysler Corporation Fund
		Darden Restaurants

Dell, Inc.	Independent Charities	Public Interest Projects, Inc.
Eastman Kodak Company	Intel Corporation	Qwest Communications
Eli Broad	J.C. Penney Corporation, Inc.	Rockwell Automation
Enterprise Rent-A-Car Company	KFC Inc.	Sallie Mae
Equals Three	Kraft Foods, Inc.	Schneider National
Communications, Inc.	Lowe's Companies, Inc.	Scholastics Inc.
ExxonMobil Foundation	Marathon Oil Company	Service Employees International Union (SEIU)
Federal Deposit Insurance Corporation	Marriott International, Inc.	Social Security Administration
FedEx Corporation	McDonald's Corporation	Sprint Nextel
GEICO Direct	Mercedes-Benz	Strong American Schools
General Electric Company	Merck/Schering-Plough Pharmaceuticals	The Texas High School Project
General Mills, Inc.	Merrill Lynch	Fund of Communities Foundation of Texas
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Genetic Services Branch of the Maternal and Child Health Bureau	Microsoft Corporation	Time Warner
GlaxoSmithKline	Miller Brewing Company	U.S. Army
The Goodyear Tire & Rubber Company	NASCAR	U.S. Department of Health & Human Services – Administration for Children & Families (ACF)
Google AdWords	The Nathan Cummings Foundation	UAW-GM Center for Human Resources
Greater Miami Convention & Visitors Bureau	National Education Association	UNITE HERE
Hallmark Cards Incorporated	National Institutes of Health	United States Marine Corps
Heineken USA Inc.	Nationwide Insurance	Univision Communications Inc.
The Hershey Company	NBC/Telemundo	The UPS Foundation
Hess Foundation, Inc.	NeighborWorks America	Verizon Communications
Hispanic United Fund	Nissan North America	The Walt Disney Company
The Home Depot	Nordstrom, Inc.	Washington Mutual, Inc
Horace Hagedorn Foundation	Patton Boggs, LLP	Waste Management
Household International (HSBC)	PepsiCo, Inc.	Wells Fargo
Hudson Highland Group	Pfizer, Inc.	Western Union Financial Services, Inc./First Data Corporation
Humana, Inc.	PG&E Corporation	Wyndham Hotel Group
Hyatt Hotels Corporation	PhRMA	Xerox Corporation
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	The Procter & Gamble Company	
	Prudential Financial	

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FINANCIAL SUMMARY

NCLR is a financially stable organization and depends on continued strong financial support to bolster and maintain its stability. The growing U.S. Hispanic population requires NCLR's continued leadership on complex policy and advocacy issues, such as the immigration debate, and on its programs that strengthen community-based efforts. Simultaneously, cuts from federal government funding sources in 2007 made for a more competitive funding environment fraught with new challenges as well as new opportunities for a well-positioned national leader like NCLR.

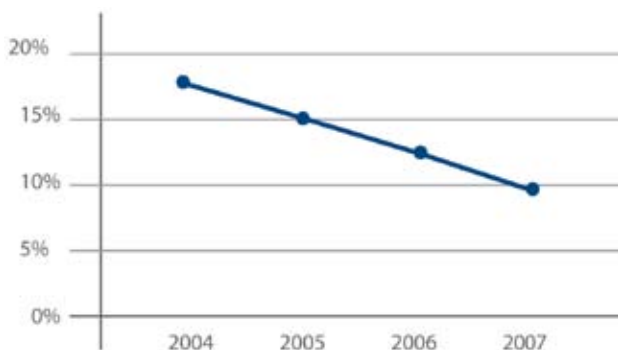
REDUCED FEDERAL FUNDING CONTINUES

As NCLR's opportunities and challenges have increased, its federal funding and dollars per grant have decreased. For example, NCLR received \$3.4 million from the federal government in 2007 compared to \$5.8 million in 2003.

Over time, this steady decline in federal funding has affected NCLR in profound ways. To make up the difference in total revenues received, the organization strives to maintain or increase the financial support of current funders while continually securing new funding sources.

In addition, NCLR implements cutting-edge strategies to ensure efficiencies of operation and organizational stewardship.

FEDERAL REVENUE



NCLR Affiliate, CentroNia

“We support [NCLR] financially because **WE WANT OTHER HISPANICS TO ENJOY THE SUCCESS** that we’ve experienced. It’s a privilege **TO BE PART OF SOMETHING SO MEANINGFUL.**”

FRED R. FERNANDEZ AND IRMA R. RODRIGUEZ honored members of the NCLR President’s Council of donors and founders of The Fred R. Fernandez and Irma R. Rodriguez Foundation, Inc.



Participants in NCLR's 2007 Diabetes Dash

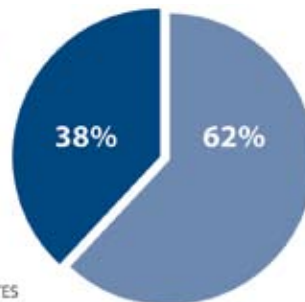
U.S. Citizenship Application Processing Session
at the 2007 NCLR Annual Conference



DIRECT FUNDING TO AFFILIATES

COMMUNITY DEVELOPMENT
EDUCATION
ADVOCACY
WORKFORCE DEVELOPMENT
POLICY
AFFILIATE MEMBER SERVICES
HEALTH

■ SUBGRANTS TO AFFILIATES
■ PROGRAMMATIC EXPENSES



*Excludes value of training and technical assistance

**Excludes Events, General Support, Lideres, and Mission

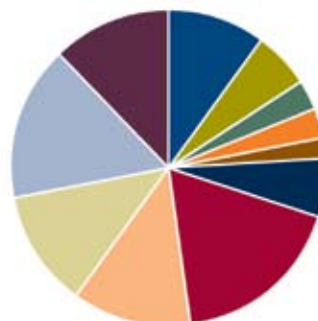
AFFILIATE PIPELINE SUPPORTS STEWARDSHIP

One way that NCLR sustains stewardship of its resources is through strategic reliance on its Affiliate Network for distribution of grant and subgrant funding. Through this dynamic conduit of committed partners, NCLR supports programs and services cost-effectively at the local level.

Last year, NCLR directly funded 38% of its program budget in the form of subgrants to its Affiliates. This significant percentage represents approximately one-fourth of NCLR's total budget, demonstrating the organization's long-term commitment to its Affiliate partners throughout America.

PROGRAM EXPENSES: ACTIVITY BY COMPONENT

■ COMMUNITY DEVELOPMENT
■ MISSION
■ EDUCATION
■ ADVOCACY
■ ALMA
■ WORKFORCE DEVELOPMENT
■ EVENTS
■ POLICY
■ LIDERES/YOUTH LEADERSHIP
■ AFFILIATE MEMBER SERVICES
■ HEALTH

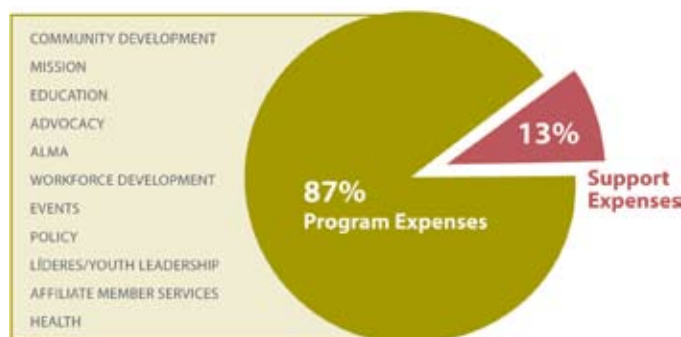


PROGRAM FUNDING IS NCLR'S MISSION IN ACTION

NCLR's mission-driven focus is validated by a review of its program expenses. NCLR supports critical activities that range from local to national in scope, from health to education in content, and from programs to policy in nature.

It is also important to note that, in 2007, 87% of NCLR's total income was directed to grassroots community programs. This percentage demonstrates a healthy program-to-operation ratio, as well as an organizational commitment to financial accountability.

PROGRAM EXPENSES: PROGRAM/SUPPORT RATIO



The remaining 13% of total expenditures funded advocacy and administration activities and supported a planned investment in the NCLR/Affiliate partnership infrastructure which:

- Strengthened the partnership base
- Improved delivery systems
- Developed valuable program models
- Increased the organization's overall visibility

Thus, NCLR successfully worked in the present while wisely preparing for the future. This outstanding stewardship garnered national attention in the 2007 publication *Forces for Good*, which named NCLR one of the top 12 highest-impact nonprofits in America. (See page 33)



NCLR Affiliate, Center for Hispanic Policy and Advocacy (CHisPA)

“ [NCLR] EARNED ITS STRIPES while conducting UNPARALLELED POLICY ADVOCACY EFFORTS at the federal level, while also building and serving a national NETWORK OF THREE HUNDRED AFFILIATE COMMUNITY-BASED ORGANIZATIONS.”

FORCES FOR GOOD: THE SIX PRACTICES OF HIGH-IMPACT NONPROFITS
by Leslie R. Crutchfield and Heather McLeod Grant

U.S. Citizenship Application Processing Session at the 2007 NCLR Annual Conference





2007 NCLR Advocacy Day

INVESTMENTS TODAY BENEFIT LATINOS TOMORROW

NCLR's funding originates from the federal government, Corporate America, foundations, and individuals. Now more than ever, NCLR counts on their generous support, as well as new funding sources that are strong, multiyear, and diversified in origin. Perhaps the area of greatest growth potential is funding from individual supporters – those who live the American Dream and believe that it can and should be made available to all.

Few nonprofits can boast such strong stewardship over time – a fact that is appreciated by donors and stakeholders alike. If you or your organization seeks an investment with life-changing returns, visit the NCLR website at www.nclr.org or contact Ron Estrada, Deputy Vice President of NCLR's Strategic Communications Group (SCG) at (202) 776-1784. Your financial support will foster stronger Latino families, stronger communities, and thus, *a stronger America together*.



NCLR Affiliate, Latin American Youth Center (LAYC)

NCLR Affiliate, Alivio Medical Center



NATIONAL COUNCIL OF LA RAZA: CONSOLIDATED STATEMENTS OF ACTIVITY

YEAR ENDED SEPTEMBER 30, 2007

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
SUPPORT AND REVENUE				
GRANTS				
Federal	\$ 11,502,095	\$ —	\$ —	\$ 11,502,095
Nonfederal	2,485,000	11,746,837	—	14,231,837
TOTAL GRANTS	13,987,095	11,746,837	—	25,733,932
CONTRIBUTIONS AND OTHER REVENUE				
Corporations and foundations	838,769	—	—	838,769
Special events	7,876,659	350,000	—	8,226,659
Capital Campaign contributions	—	309,984	—	309,984
Associate member dues	280,598	—	—	280,598
Other contributions	198,473	—	—	198,473
Investment and interest income	4,097,301	340,505	—	4,437,806
Interest and fee income on loans	2,967,711	—	—	2,967,711
Other revenue	64,480	—	—	64,480
Net assets released from restrictions	12,336,205	(12,336,205)	—	—
TOTAL CONTRIBUTIONS AND OTHER REVENUE	28,660,196	(11,335,716)	—	17,324,480
TOTAL SUPPORT AND REVENUE	42,647,291	411,121	—	43,058,412
EXPENSES				
PROGRAM SERVICES				
Mission	828,499	—	—	828,499
Legislative advocacy	589,634	—	—	589,634
Community Development and Fellowship Program	3,543,076	—	—	3,543,076
Education	4,150,327	—	—	4,150,327
Strategic Communications Group	7,572,711	—	—	7,572,711
Special and International Projects	3,284,425	—	—	3,284,425
Institute for Hispanic Health	1,280,229	—	—	1,280,229
Office of Research, Advocacy, and Legislation	4,005,295	—	—	4,005,295
Raza Development Fund - Program Operations	2,814,975	—	—	2,814,975
Raza Development Fund - Loan Loss Reserve	429,483	—	—	429,483
TOTAL PROGRAM SERVICES	28,498,654	—	—	28,498,654
SUPPORTING SERVICES				
Management and general	2,364,402	—	—	2,364,402
Fundraising:				
General fundraising	404,955	—	—	404,955
Endowment/Capital Campaign	99,448	—	—	99,448
Membership marketing	461,111	—	—	461,111
Raza Development Fund - Administration	47,194	—	—	47,194
Building Fund/Strategic Investment Fund Governance	324,759	—	—	324,759
TOTAL SUPPORTING SERVICES	3,701,869	—	—	3,701,869
TOTAL EXPENSES	32,200,523	—	—	32,200,523
CHANGE IN NET ASSETS - BEFORE TRANSFERS	10,446,768	411,121	—	10,857,889
OTHER CHANGES IN NET ASSETS - TRANSFERS	(334,446)	334,446	—	—
CHANGE IN NET ASSETS	10,112,322	745,567	—	10,857,889
NET ASSETS, BEGINNING OF THE YEAR	29,401,659	58,924,226	1,500,000	89,825,885
NET ASSETS, END OF YEAR	\$ 39,513,981	\$ 59,669,793	\$ 1,500,000	\$ 100,683,774

The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Claudia Rosario, Controller, at (202) 776-1742.

NATIONAL COUNCIL OF LA RAZA: CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

SEPTEMBER 30, 2006 AND 2007

	2007	2006
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$20,065,843	\$11,376,593
Current portion of Capital Campaign receivables, net	1,290,992	5,137,380
Special events receivables	3,302,861	2,144,272
Current portion of contract, grant, and other receivables, net	10,984,574	10,674,697
Current portion of loans receivable, net	11,153,794	4,895,971
Investments	35,638,676	35,135,692
Other	212,506	133,322
TOTAL CURRENT ASSETS	82,649,246	69,497,927
NONCURRENT ASSETS		
Long-term loans receivable, net	29,471,170	19,276,483
Property and equipment, net	2,667,208	3,010,941
Long-term Capital Campaign receivables, net	1,122,958	2,672,874
Long-term contract, grant, and other receivables, net	513,286	1,164,339
Due from Hogar Hispano, Inc. - related party	6,384,313	6,103,705
Assets designated to fund deferred compensation	273,609	245,812
Restricted investments	13,485,728	13,145,224
Other	33,259	64,568
TOTAL NONCURRENT ASSETS	53,951,530	45,683,946
TOTAL ASSETS	\$136,600,776	\$115,181,873
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$1,795,608	\$1,790,629
Accrued expenses	1,048,595	937,287
Accrued interest expense	503,707	605,150
Committed grants	155,040	111,540
Pledges held in trust	581,805	400,194
Current portion of notes payable	5,000,000	1,000,000
TOTAL CURRENT LIABILITIES	9,084,755	4,844,800
NONCURRENT LIABILITIES		
Long-term notes payable	26,558,639	20,265,376
Long-term deferred compensation liability	273,609	245,812
TOTAL NONCURRENT LIABILITIES	26,832,248	20,511,188
TOTAL LIABILITIES	35,917,002	25,355,988
COMMITMENTS AND CONTINGENCIES		
NET ASSETS		
Unrestricted	38,513,981	29,401,659
Temporarily restricted	60,669,792	58,924,226
Permanently restricted	1,500,000	1,500,000
TOTAL NET ASSETS	100,683,773	89,825,885
TOTAL LIABILITIES AND NET ASSETS	\$136,600,776	\$115,181,873

The complete audited financial statements prepared by BDO Seidman, LLP may be obtained by calling Claudia Rosario, Controller, at (202) 776-1742.

NCLR EXECUTIVE MANAGEMENT

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Chief Executive Officer

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Executive Vice President

Cecilia Muñoz
Senior Vice President
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Senior Vice President
Affiliate Member Services (AMS)

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Vice President and
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(Finance and Administration)

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Vice President
Housing and Community
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Ron Estrada
Deputy Vice President
Strategic Communications
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