

A woman's face is the central focus, viewed through a grid of 3D cubes. The cubes are arranged in a staggered pattern, creating a sense of depth and perspective. The woman has dark hair and is looking slightly to the right with a gentle expression. The background behind her is a blurred outdoor scene with greenery and a building.

Building on the Strengths of Our Communities

NCLR
NATIONAL COUNCIL OF LA RAZA

National Council of La Raza

ANNUAL REPORT 2000

If liberty and equality, as is thought by some, are chiefly to be found in democracy, they will be best attained when all persons alike share in the government to the utmost.

–Aristotle (384 BC - 322 BC), Politics

One thing I'll never forget were the expressions on my peers' faces after going up on stage at the NCLR Conference in front of about 2,000 people and receiving a standing ovation for our accomplishments. For some, it was their first time being a part of something great. It felt great being up on stage for a few minutes and letting our parents and the other adults know that we are the future. I will never forget that feeling.

–Marissa Vasquez, Participant, Youth Leaders Program,
NCLR Annual Conference

The National Council of La Raza (NCLR) is a private, nonprofit, nonpartisan organization established in 1968 to reduce poverty and discrimination and improve life opportunities for Hispanic Americans. NCLR has chosen to work toward this goal through two primary, complementary approaches:

- Capacity-building assistance to support and strengthen Hispanic community-based organizations: providing organizational assistance in management, governance, program operations, and resource development to Hispanic community-based organizations in urban and rural areas nationwide, especially those that serve low-income and disadvantaged Hispanics.
- Applied research, policy analysis, and advocacy: providing an Hispanic perspective on issues such as education, immigration, housing, health, employment and training, and civil rights enforcement, to increase policy-maker and public understanding of Hispanic needs, and to encourage the adoption of programs and policies which equitably serve Hispanics.

NCLR strengthens these efforts with public information and media activities and special and international projects. These include innovative projects, catalytic efforts, formation of, and participation in, coalitions, and other special activities, which use the NCLR structure and credibility to create other entities or projects that are important to the Hispanic community, and can sometimes be “spun off” as independent entities.

NCLR is the largest constituency-based Hispanic national organization, serving all Hispanic nationality groups in all regions of the country. NCLR has more than 250 formal affiliates, who together serve 40 states, Puerto Rico, and the District of Columbia - and a broader network of 30,000 groups and individuals nationwide - reaching more than 3.5 million Latinos annually.

Capacity-building assistance to support and strengthen local Hispanic groups is provided from NCLR's Washington, D.C. headquarters and its field offices in Chicago, Illinois; Los Angeles, California; Phoenix, Arizona; San Antonio, Texas; and San Juan, Puerto Rico. This assistance focuses on resource development, program operations, management, and governance, as well as on program-specific services in education, housing and community development, health, leadership, and workforce development. Through training seminars and individualized technical assistance, NCLR helps Hispanic groups to assess community needs, develop new programs and raise the money to implement them, test and assess model projects, operate and manage programs effectively, and serve as voices for their communities. It also helps Hispanic groups work effectively in partnership with each other, other minority entities, mainstream service providers, corporations, and public agencies. NCLR provides services not only to its own affiliates, but also to other local Hispanic organizations. NCLR also assists Hispanic groups who are not formal affiliates through issue networks on HIV/AIDS, health, education, leadership, and other issue areas. In recent years, NCLR has added a program office in Kansas City, Missouri (Special Events and Marketing) and a public policy office in Sacramento, California.

NCLR's highly respected Policy Analysis Center - the leading Hispanic "think tank" in Washington, D.C. - is a timely and reliable source of Hispanic-specific primary and secondary research on such issues as immigration, education, housing, federal budget and tax policy, economic and workforce development policy, civil rights, and special populations, and their related implications. NCLR staff members are consistently asked to testify and comment on a variety of issues; and its policy-related documents command extensive press and policy-maker attention. NCLR is not only widely recognized as an expert on Hispanic-identified issues such as immigration and education, but is also sought for its opinions on a number of broader issues ranging from free trade to race relations, health policy, and tax reform.

NCLR's affiliates play a major role in carrying out the organization's mission. The affiliates operate daily "on the front lines" to improve life opportunities for Latinos, and help advocate for NCLR's program priorities at both local and regional levels. The affiliates' coordination with, and support of, NCLR's field offices, and their ongoing input regarding regional needs and issues, continue to help keep NCLR responsive and effective.

NCLR is governed by a Board of Directors and receives guidance from a Corporate Board of Advisors (CBA), and its Affiliate Council. NCLR President Raul Yzaguirre has led the organization for more than 25 years, and its current Board chair is José Villarreal, a private attorney and long-time community leader from San Antonio, Texas.

Office of the President

Membership Marketing
Resource Development
Board of Directors, Corporate Board of Advisors,
and Affiliate Council Liaison

**Office of Technical Assistance and
Constituency Support (TACS)**

California, East Coast, Far West, Midwest,
Puerto Rico, and Texas Program Offices
Housing and Community Development
Workforce and Economic Development
Center for Community Educational Excellence (C²E²)
Affiliate Relations

Office of Special and International Projects (OSIP)

Center for Health Promotion
Emerging Latino Communities Initiative
Intermediary Support for Organizing Communities Program
Special Events and Conference

Office of Research, Advocacy, and Legislation (ORAL)

Public Policy Areas:

Civil Rights
Education
Economic Mobility
Health
Immigration
State-Local Advocacy

Leadership Development
Office of Public Information
Graphics & Design Unit

Office of Finance and Administration

Accounting
Human Resources
Finance/Treasury Management
Quality Control
Information Technology



A handwritten signature in black ink, appearing to read 'Raul Yzaguirre'.

Raul Yzaguirre
President



A handwritten signature in black ink, appearing to read 'José Villareal'.

José Villareal
Board Chair

In 2000, NCLR embarked on a new journey. We began to implement an organizational strategy that would bring together the skills, disciplines, and strengths of our staff and affiliate network to achieve “macro-level” impact, or produce measurable improvements in the socioeconomic status of Hispanic Americans. This journey is the result of years of planning and organizational development - the result of community struggle and determination - the result of hard work and lessons learned.

Today, we are proud to have begun this journey, to have established vehicles that bring the formidable strengths of our organization, staff, and affiliate network together to address the challenges Hispanics face in their communities and in our nation. These vehicles build on NCLR’s breadth as an organization, establishing teams that draw on the expertise across components, in the Washington, D.C. office and in the field, and in affiliated organizations and local communities. These teams allow NCLR and its community partners to work to break down the barriers faced by the nation’s Latinos on a variety of levels.

The challenges faced by U.S. Hispanics are complex. Poverty, low levels of educational attainment, lack of access to affordable health care and housing, high incidence rates of certain preventable diseases, and violence within communities all have intertwined and varied roots. These roots can be based in history, discrimination, legislation, and lack of opportunity. Successfully overcoming these challenges and making significant strides in improving Hispanic socioeconomic status on a national level requires an approach as multifaceted as the challenges themselves - an approach characterized by interdisciplinary, multi-level teamwork. This multifaceted approach not only builds on NCLR’s organizational strength, but also on the formidable strengths and assets of the Hispanic community - its growing entrepreneurship, its youth and energy, its rich cultural heritage, its strong work ethic, and its devotion to community and family.

This year’s Annual Report focuses on the first steps of this new journey. As always, we highlight here our accomplishments in our more traditional programs, in community initiatives, special events, and advocacy, in key issue areas such as education, immigration, and economic mobility; but we are also delighted to share with you our achievements in our cross-cutting programs that provide concrete examples of our new approach.

The growing significance of Latinos in the United States today makes this an exciting time for NCLR and the Hispanic community. We are looking forward to a bright future. Working together, we can achieve that future for our communities and our nation.

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NCLR's community initiatives work with the organization's affiliates and other Hispanic community-based organizations to improve opportunities for U.S. Latinos to access quality education, healthcare, and housing, and to enter well-paid jobs that can lead to sustainable and meaningful careers. They also work to limit the incidence of preventable diseases and health conditions that disproportionately affect Latinos and to support the economic development of local communities.

The U.S. Latino population has made significant strides in recent years in educational attainment, and has experienced tremendous growth in entrepreneurship. Yet, as a whole, the population faces challenges in the areas of education, health, housing, and income. Latinos have the lowest educational attainment rate of any group in the nation and are the least likely to own a home or to have health insurance. The Latino population is also the poorest in the U.S., and suffers from a disproportionate incidence of many preventable diseases, including HIV/AIDS, diabetes, and cardiovascular disease.

To carry out these initiatives, NCLR works with a host of national, state, and local organizations and agencies, community experts, academicians, and leaders, as well as with community-based organizations. This approach, which builds on the strengths of the "players" in each issue area, helps NCLR's initiatives to be effective in bringing about change on a community and national level. NCLR administers its community initiatives primarily through its Technical Assistance and Constituency Support (TACS) component, which administers the organization's Center for Community Educational Excellence (C²E²), its initiatives in housing, community development, and workforce development, and affiliate relations activities. TACS carries out its initiatives and activities both through its Washington, D.C. headquarters and program offices located in Chicago, Los Angeles, Phoenix, San Antonio, and San Juan, Puerto Rico. NCLR's Center for Health Promotion (CHP) is housed in its Office of Special and International Projects (OSIP).

Following are 2000 highlights of NCLR Community Initiatives. During the 2000 year, many of these initiatives were undergoing strategic planning processes in accordance with NCLR's new cross-cutting approach.

EDUCATION

In 2000, NCLR completed a strategic planning process, focusing C²E² on two major initiatives: a Professional Development Academy and Charter School development. As part of this process, C²E² disseminated and collected data from a survey of affiliates designed to gather their feedback on their needs in the educational arena. C²E² also launched the research phase of a charter school study. The purpose of this study is to explore the current state of education for students who are English language learners in charter schools throughout the country. The report examines the approach of charter schools to English language learners, and identifies common characteristics, factors of success,



and related issues that represent challenges to charter schools. NCLR education staff have visited nine schools around the country to form the basis for the report.

In 2000, C²E² finalized plans for its Professional Development Academy (PDA). The PDA will provide community-based educators the opportunity to receive intensive training in the areas of early childhood education, supplemental education (after-school and tutoring programs), elementary and secondary education for alternative and charter schools, and adult basic education. C²E² has developed partnerships with other national education organizations with expertise in areas such as parental involvement and cognitive learning to ensure the success of

the PDA. Negotiations are in progress to provide continuing education credits for PDA attendees. The PDA will hold three Regional Training Institutes for NCLR affiliate community-based education programs in 2001.



NCLR's Charter School Initiative also works with affiliates wishing to open charter schools on an individual basis, walking them through the process of getting their applications funded and making the schools operational. NCLR's goal over the next five years is to help 50 Hispanic community-based organizations establish charter schools. In 2000, NCLR received a \$6.7 million grant from the Bill & Melinda Gates Foundation to open 15 new charter schools in the next five years. During 2000, an effort facilitated by NCLR to establish an affiliate charter school resulted in the opening of the Nueva Esperanza Academy Charter High School in Philadelphia, Pennsylvania. The school features a longer day and year than local public schools, and offers a lower student-to-teacher ratio than



any school in the area. Initially serving 200 students, the school will eventually serve 450 high school students, an example of the ability of communities to find solutions to overcome challenges faced by Hispanic students.

WORKFORCE DEVELOPMENT

NCLR's workforce development initiative also completed a strategic planning process this year in response to sweeping changes in the U.S. Department of Labor system. NCLR was chosen as one of five community-based partners of the Department of Labor to provide technical assistance to affiliates in relation to employment and training. NCLR was also instrumental in forming the National CBO Alliance. This collaboration brings together

five of the country's most respected community-based national organizations, including NCLR; National Puerto Rican Forum, Inc; National Urban League; Opportunities Industrialization Centers of America, Inc; and SER Jobs for Progress National, Inc., which

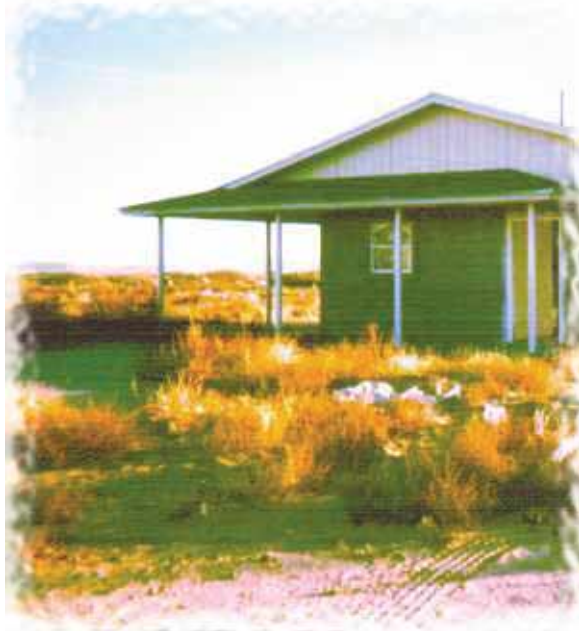
collectively represent 440 affiliate organizations across the U.S. In November 2000, the CBO Alliance held its first regional forum in Chicago. This forum brought together Alliance members, business and industry leaders, local and state workforce board members, DOL officials, and local and national officials to discuss the impact of the Workforce Investment Act. The workforce development initiative also succeeded in ensuring that participants in one of its model projects were hired in the printing industry in Chicago this year - these people are among the first graduating class of an innovative project that uses subsector analysis.

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Subsector analysis "maps" a community's economic subsectors or chains of businesses. When gaps in the mapping are found which promise growth, NCLR



affiliates work to prepare Hispanic entrepreneurs and individuals to participate in these areas of the subsector. In Chicago, NCLR is working with Association House and the Humboldt Park Economic Development Corporation to implement a project based on subsector analysis. The analysis, carried out in previous years, found gaps in the printing industry. The affiliates subsequently designed a program in conjunction with local community colleges and printing companies to train members of the local community to move into these



industries, and the program was rolled out in 2000, resulting in the above-mentioned hires.

HOUSING

NCLR's homeownership program worked in collaboration with 18 affiliates across the nation in 1999-2000, known collectively as the NCLR Homeownership Network. Affiliates provided courses and one-on-one counseling to low and moderate income families, with the support of NCLR subgrants and technical assistance. For

1999-2000, the program served 15,027 families, and 2,495 of those families achieved homeownership, representing a 17% success rate. Since the network was initiated in 1998, over 29,000 families have been provided assistance and over 4,500 homeowners have been created nationwide. In October 2000, NCLR and Freddie Mac, along with the National Association of Hispanic Real Estate Professionals (NAHREP) and RealEstateEspanol.com (REE), announced the Hispanic

Community Technology Initiative, a major outreach effort that will use the latest mortgage technology to increase homeownership among Hispanic families. Through this new initiative, Freddie Mac will provide more than \$2 million over three years to the initiative, of which \$1,325,000 is directed to help NCLR reach low- and moderate-income Latino homebuyers, helping them overcome barriers to homeownership and improve their access to mortgage credit. Specifically, the funds will support the development of a web-based technology platform for NCLR and its local affiliates, and increase homeownership counseling and outreach programs conducted at the local level. Ultimately, mortgage tools and products will be more widely available to affiliates to help more families become



NCLR's Raza Development Fund (RDF) is a revolving loan fund capitalized at \$18.5 million for community development ventures including housing and community facilities, such as charter schools and Head Start centers.

homeowners, by reducing the total cost of a mortgage through the improvement of economic efficiencies created by this technology.

COMMUNITY DEVELOPMENT

NCLR's Raza Development Fund (RDF) is a revolving loan fund capitalized at \$18.5 million for community development ventures including housing; community facilities, such as charter schools and Head Start centers; and operating and acquisition lines of credit. By the end of 2000, NCLR had approved 30 loans through the fund, together totaling \$7,812,027. Of these, 19

loans had been closed and five had already been paid. Twenty-two of these loans were approved for housing or community facilities projects, while the remaining eight were divided between acquisition and operating capital. Ten of the loans were given in the Far West region of the U.S., while NCLR awarded five loans each in California and the Northwest, four loans in Texas, and two loans each in the Midwest, the Northeast, and the South.

The nonprofits served through the RDF include not only those that are working directly on community economic development projects, but those that in

themselves are community assets and need capital to ensure their own stability. For example, almost all of NCLR's affiliates provide direct services in education, health, counseling, workforce development, immigrant assistance, special needs, and youth, sometimes in conjunction with community economic development activities. All of these organizations need a single or multipurpose center in which to carry out their activities. In the current economy, facilities are becoming increasingly difficult to buy or rent. RDF capital can give such organizations the facilities and stability that they need to grow, thrive, and effectively serve their communities.



NCLR, however, does not just award loans to nonprofits and affiliates implementing community economic development projects or purchasing facilities; it provides the technical support needed to ensure that these projects are successful and that the organizations maintain financial stability. NCLR community development staff members go through a formal process with the loan applicant, including the following activities: an assessment designed to determine the implications of the loan and proposed project, development of financial strategies that incorporate the loan and project, formation of a development team to support the project, provision of loan, financial restructuring that could include



restructuring of existing debt and/or formation of subsidiary corporations, and provision of credit enhancements to transactions that have the cash but lack sufficient collateral to meet lender guidelines. In addition, NCLR provides more traditional technical assistance to support the organization's proposed project or to support fund-raising activities where loans are given for facilities purchase.

HEALTH

NCLR's Center for Health Promotion includes the Maternal and Child Health, Hispanic Health, and HIV/STD/TB Prevention Programs. Each of these programs works to provide culturally- and linguistically- appropriate health education and prevention materials to affiliates and the Hispanic community and to mainstream health agencies and organizations. The programs also provide consultation,



technical assistance, and training to affiliates running health programs, as well as other agencies and organizations. In 2000, NCLR's Hispanic Health Program

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excellence in public health
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Association.**



established the organization as a key player in the area of diabetes, gaining recognition from mainstream agencies and responding to a call from Congress to testify on diabetes issues. Specifically, the organization launched a bilingual diabetes website; published a first-ever Spanish-language storybook for children on diabetes; and reached 37 million people through a diabetes awareness media campaign through newspaper, television, radio, and Internet outlets. For its efforts, NCLR

received the C. Everett Koop Award for excellence in public health from the American Diabetes Association. In addition, the Hispanic Health Program conducted a cardio awareness in education program in three cities: Chicago, Illinois; Escondido, California; and Española, New Mexico. It also held a cultural competency training for the Environmental Protection Agency and conducted focus groups to test Medicare-related publications at the request of the U.S. Department of Health and Human Services.

NCLR's HIV/STD/TB Prevention Program worked in 2000 to reassess its services, conducting Latina HIV needs focus groups and interviews in five cities across the county, collaborating with Advocates for Youth and the NAACP to provide technical training and assistance to affiliates, and developing a young adult HIV coalition to serve youth. The program also developed a peer pressure module for one of NCLR's

most valuable youth HIV prevention program models - Charlas Entre Nosotros/Talks Between Us - encouraging youth to discuss openly HIV/AIDS, other sexually-transmitted diseases, and sexuality. NCLR's Maternal and Child Health program focused on increasing childhood immunizations in communities on the U.S./Mexico border. The program held the Border-Wide Immunization Conference in Phoenix, which brought together community-based organizations and government officials to discuss increasing immunization rates of Latino children living



in border areas, with an emphasis on outreach and rights. Finally, the Center for Health Promotion held its annual health fair at the NCLR Annual Conference in San Diego.

AFFILIATE RELATIONS

NCLR has a department dedicated to affiliate relations, maintaining contact and coordinating technical assistance and training efforts. It also has an Affiliate Council, made up of Executive Directors of affiliate organizations, which works directly with NCLR to facilitate services and relations with affiliates (see page 28 for a listing of Affiliate Council members). Each year, NCLR also awards a number of nascent community-based organizations with seed

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grants averaging about \$10,000 each, under the Intermediary Support for Organizing Communities Program. In 2000, NCLR provided subgrants to 14 emerging organizations located in nine states, the District of Columbia, and Puerto Rico.



INTERMEDIARY SUPPORT FOR ORGANIZING COMMUNITIES 2000 SEED GRANT RECIPIENTS

ABILENE CHILD-CENTERED EDUCATIONAL SUPPORT SERVICES
Abilene, Texas

ASOCIACIÓN DE HISPANOS UNIDOS, INC.
Lexington, Kentucky

CEN-TEX COUNCIL OF LA RAZA
Waco, Texas

CENTRO DE SERVICIOS A LA COMUNIDAD, INC.
Barrio Cibao, San Sebastián, Puerto Rico

COMITÉ DE LA ASOCIACIÓN TEPEYAC EN JACKSON HEIGHTS
New York, New York

HISPANIC INTEREST COALITION OF ALABAMA
Birmingham, Alabama

INSTITUTE FOR FAMILY DEVELOPMENT
Silver Spring, Maryland

LATIN AMERICAN ALLIANCE FOR THE LATINO CIVIC EDUCATION IN QUEENS
Woodside, New York

LATINO LEADERSHIP PROJECT
Des Moines, Iowa

LATINOS FOR POLITICAL EDUCATION
Reno, Nevada

LOHART NEIGHBORHOOD IMPROVEMENT ASSOCIATION
Montebello, California

ROSIE'S GARAGE
La Habra, California

TALLAHASSEE HISPANIC EMBRACEMENT ORGANIZATION
Tallahassee, Florida

TENANT ORGANIZING ASSOCIATION
Washington, D.C.

NCLR's public policy efforts work to ensure that a Hispanic voice be heard on Capitol Hill. The organization carries out both primary and secondary research and advocacy, producing reports and issue briefs that are among the most respected by U.S. policymakers. As a result, NCLR is considered the premier think tank on Hispanic issues, and is routinely invited to testify before Congress on issues ranging from immigration to Affirmative Action, hate crimes, bilingual education. In recent years, the organization has gone beyond advocating simply on Latino issues to bringing a Latino focus to broader concerns, such as the tax structure and welfare reform.

Although Hispanics are increasingly recognized as an important constituency and powerful voting block, they still have a limited voice in the halls of government. Despite increases in recent years of Latinos in elected and appointed positions, the Hispanic community has yet to be represented in governmental positions in proportion to their population numbers. Moreover, Latinos who are employed or appointed to government agencies tend to hold the lowest positions within the hierarchy. NCLR's national advocacy efforts and its work locally to empower affiliates to participate in the lawmaking process is critical to making Hispanic voices heard in seats of power.

NCLR's national public policy efforts are carried out through its Office of Research, Advocacy, and Legislation (ORAL). Local or field advocacy efforts are implemented through the cooperation of ORAL, program office staff, and the local affiliates. Following are highlights of NCLR's advocacy and legislation initiatives.

EDUCATION

NCLR's education policy work aims to ensure that Latino children have access to quality education and related programs. As co-chair of the Hispanic Education Coalition, NCLR worked with the Congressional Hispanic Caucus to ensure that federal legislation and regulations improve Hispanic students' educational opportunities. As co-chair of the Leadership Conference on Civil Rights' education task force, NCLR helped defeat a bill that would have increased the incidence of Latino students' being retained in grade. Grade retention is a strong factor leading to subsequent dropping out of school. Hispanics have the highest dropout rate of any U.S. racial or ethnic group. The bill was defeated in the Senate in March 2000. NCLR and the Leadership Conference also worked with Senator Paul Wellstone and Representative Bobby Scott to introduce legislation that would prohibit the inappropriate use of standardized tests in public schools, limiting the purpose of standardized testing to evaluating student achievement and holding school systems accountable, rather than punishing students

who have not received equitable opportunities to master the content being tested. In addition, NCLR worked with the Hispanic Education Coalition to increase funding for the U.S. Department of Education's Migrant Education Program by

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nearly \$50 million in 2001. Currently, migrant children have a dropout rate in excess of 50%, and the specialized services offered by the Migrant Education Program are critical to helping these children to stay in school and succeed academically. Finally, NCLR's field advocacy initiative worked across the country to educate

immigrant parents about their rights and to support bilingual education programs. Regarding the education of immigrant children, school districts across the country have continued to violate students' rights by requiring proof of citizenship status. For example, in Pittsfield, Massachusetts, some local school personnel were asking immigrant parents to show proof of U.S. citizenship or residency before the latter could register their children to attend school. These actions could have been deemed illegal if in fact they discouraged parents from enrolling their children. In 1982, a U.S. Supreme Court decision provided undocumented children the right to attend elementary and secondary schools. After NCLR had armed





local Pittsfield advocates with the law, they were able to convince local officials to change their practices. During 2001, NCLR will continue to take on a leadership role in ensuring Latino children access to quality education. In addition, it will release a report on the impact of major school reforms on Hispanic students and families.

ECONOMIC MOBILITY

NCLR's economic mobility initiative

addresses broad issues of economics and labor force trends as they relate to the nation's Latinos. In 2000, the initiative further increased its visibility with the release of its



book, *Moving Up the Economic Ladder*, a compilation of essays by experts in economics and the socioeconomic status of Latinos, edited by NCLR Deputy Vice President Sonia Pérez. The initiative also established a presence on Social Security reform issues on Capitol Hill, and took on a larger role in tax policy, effectively shaping legislative proposals. Specifically NCLR's economic mobility initiative produced an issue brief on the yearly income tax credit, outlining NCLR's agenda and proposing public policy changes that would provide additional tax credits for Latino families. Such credits

WHAT THEY ARE SAYING ABOUT MOVING UP THE ECONOMIC LADDER

"At last, at long last, we have a volume that takes a careful, comprehensive, and quite informative look at Latino workers. The book is impressive for the breadth of economic issues covered - from skills to pay to benefits, even methods of job finding, for its fruitful comparisons with other racial and ethnic groups, and for its recognition and documentation of the variation among Latinos by Hispanic origin and even education. The book will instantly become a valuable resource for anyone who cares about issues of work and pay in the American economy and the contributions and struggles of Latino workers."

—David T. Ellwood, John F. Kennedy School of Government, Harvard University

"This book provides a broad view of Latino workers, but at the same time it focuses on critical issues that are necessary to developing a richer understanding of the economic status of Latinos. It ranges widely from human capital to structural issues to the relevance of research for public policy. The result is an in-depth and complex picture of a vital segment of the U.S. work force that opens new pathways for academic research."

—Prof. Clara Rodríguez, Fordham University

"This timely volume presents a detailed, comprehensive study of how Latino workers are faring in today's economy, and highlights why a well-prepared and productive Latino workforce is critical to America's economic future. This book is a call to action. We will all benefit by investing in the Latino community."

—Congresswoman Lucille Roybal-Allard
U.S. House of Representatives; Chairwoman
Congressional Hispanic Caucus

have been exemplary in the past for achieving macro-level impact on Latino socioeconomic status. For example, expansion of the Earned Income Tax Credit through NCLR's efforts reduced the after-tax poverty rates for Latinos by 4.1 percentage points in 1997. In 2000, NCLR's economic mobility initiative also focused on several additional areas of public policy, including financial services, Social Security reform, savings, homeownership, welfare reform, and family financial security, releasing issues briefs in the fall of 2000 on both welfare reform and financial services. In 2001, the initiative will continue its work on financial services, including savings and pension, as well as on Social Security reform, and the reauthorization of the



welfare reform bill. NCLR will work to ensure that welfare reform reauthorization better take into account the challenges faced by Latino families. Finally, the initiative will continue to advocate for full expansion of the Earned Income Tax Credit.

IMMIGRATION/CIVIL RIGHTS

In the areas of immigration and civil rights, NCLR works to improve the lives of the most vulnerable members of the Latino community. For example, NCLR continues to work to get restorations for immigrants in Medicaid and the Children's Health Insurance Program. It is also striving to ensure that poor immigrants have access to food stamps and health care. In 2000, Congress began to give serious attention to these restorations, and government agencies began discussion as to how such benefits should be used and distributed. The immigration/civil rights initiative is also working with NCLR community initiatives



and affiliates to help coalitions advocate on immigrant and civil rights issues within their states. In addition, NCLR's advocacy staff involved with civil rights issues have kept close track of the 2000 elections. NCLR released a major report in 2000, The Latino Agenda: Issues at Stake in the 2000 Presidential Election, which analyzed the key issues in the presidential campaign for Latino voters, seven million of whom were expected to participate in the election. Two days after the election, NCLR released its preliminary analysis of the returns. It found that the Latino share of the electorate continued to grow rapidly, constituting 7% of the national electorate in 2000, a 40% increase over the 5% share in 1998.

NCLR special events take on many significant roles, both for the organization and for the Latino community. NCLR holds three major events each year: the ALMA Awards, which airs in June; the Annual Conference in July; and the Capital Awards in late February or early March. Each event is unique in purpose, style, and scope.

The ALMA Awards is designed to address the severe lack of positive Latino portrayals in the media. The only primetime Latino-themed awards special on television, it recognizes Latino actors, recording artists, and others in the entertainment industry who contribute to positive and accurate Latino media portrayals. Filmed in Los Angeles, the ALMA Awards has gathered a large following over the five years it has aired, not only among the fans, but among the artists themselves.

The Annual Conference was founded to bring together all NCLR affiliates once a year to caucus, to discuss Latino-focused issues, and to share best practices. Over the years, the Conference has become the Latino event of the year, bringing together about 18,000 community, industry, government, and nonprofit leaders for five days of substantive workshops, prominent speakers, 240 exhibits, and spectacular special events, featuring some of the best names in Latino entertainment. The Annual Conference is held in different cities each year, rotating among U.S. geographic regions.

The Capital Awards is a formal dinner and awards gala held in Washington, D.C. It recognizes members of Congress and other elected officials who have distinguished themselves in their support of the Latino community.

NCLR special events are managed by a dedicated staff housed in the Office of Special and International Projects (OSIP), with the support of all of the NCLR staff members. Following are highlights of the 2000 NCLR special events.

THE ALMA AWARDS

The NCLR 2000 ALMA Awards aired on ABC during primetime on June 17. The 2000 awards honored Latino performers in film, music videos, and television for their outstanding artistic achievement, impact, and enhancement of the image of Latinos during 1999. Its Executive Producers were NCLR President Raúl Yzaguirre and Ken Ehrlich, the producer of the Grammy Awards. Over its years on the air, the ALMA Awards has received repeated support from such artists as Paul Rodríguez, Antonio Banderas, Jimmy Smits, Jennifer López, Daisy Fuentes, Esai Morales, Bruno Campos, Jon Seda, and Edward James Olmos. In addition, the 2000 show also welcomed many stars who had never

before participated in the ALMA Awards, including Matthew McConaughey, Melanie Griffith, Reba McEntire, and the Oscar-winning film director James Cameron. The ALMA Awards has a tradition of unique and exciting music performances. The 2000, the show featured duets by Country singer Reba McEntire and Jon Secada, Ozomatli and Beck, and Son by Four and LFO. Individual performances were given by Los Lobos, Kirk Franklin INC, and Jose Feliciano. Among those honored with ALMA Awards were Cameron Díaz, Héctor Elizondo, Ricky Martin, Santana, Marc Anthony, Jennifer López, Antonio Banderas, Laura Cerón, A Martínez, Enrique Iglesias, and Cristina Saralegui. In addition, the ALMA Awards honored a star who had

The only primetime Latino-themed awards special on television

made her television debut on last year's ALMA Awards. In 1999, a promising young artist walked out on stage to perform. She returned in 2000 having won the Grammy for Best New Artist and having sold more than nine million copies of her debut album worldwide. Christina Aguilera not only performed one of her hit singles on the 2000 ALMA Awards show, but also received the ALMA for New Entertainer of the Year.





ANNUAL CONFERENCE

The 2000 NCLR Annual Conference was held in San Diego, California July 1-5, and was distinguished by the importance of its speakers and the variety of its events. The



conference theme, La Onda Latina: Shaping A Greater America in the 21st Century, explored the surge in Latino influence on American culture, politics, and the economy. Luncheon speakers included Lieutenant Governor of California Cruz Bustamante, comedian and actor Paul Rodríguez, and Texas Governor George W.



The Conference's Expo 2000 was filled with 240 exhibits from Fortune 500 companies, Hispanic-owned businesses, nonprofit organizations, colleges and universities, and government agencies.

Bush. Vice President Al Gore also hosted a town hall meeting at the Conference. One of the organization's most popular events, the Latinas' Breakfast, which showcases the achievements of Latina women in the arts, featured five-time

Emmy Award winner, two-time ALMA Award winner, producer, reporter, host, and entrepreneur Giselle Fernandez as the host. The Breakfast also featured as guests the director and writer of Woman on Top, Fina Torres and Vera Blasi. The

Conference's Expo 2000 was filled with 240 exhibits from Fortune 500 companies, Hispanic-owned businesses, nonprofit organizations, colleges and universities, and government agencies, and was the site for a job fair, health fair, homeownership fair, and Advocacy Central, where participants could "weigh in" on hot political issues by sending

letters or e-mails to their Congressional representatives. During the daytime, participants could also get celebrity autographs at LatinoFaire in the exhibit hall, while enjoying some of the best of Latin music during the evening receptions.



CAPITAL AWARDS

On February 29, the 2000 Capital Awards was held in the National Building Museum, which with its Italian renaissance architecture and colossal columns set the stage memorably for the evening's 725 guests. The event honored Senator Charles Schumer (D-NY), Congressman Lincoln Díaz-Balart (R-FL), and the Honorable John Sampier, Former Mayor of the city of Rogers, Arizona. The mistress of ceremonies for the event was actress

The 2000 Capital Awards was held in the National Building Museum, which with its Italian renaissance architecture and colossal columns set the stage memorably for the evening's 725 guests.

and producer Lynda Carter, and the program featured the United States Armed Forces Color Guard, Pershing's Own United States Army Band Herald Trumpets, and the

chamber choral group Coral Cantigas. Los-Angeles-based Latin jazz band Tolú provided entertainment during the dinner.



NCLR's cross-cutting initiatives embody its new organizational strategy, bringing together the diverse and formidable strengths of the organization and community to begin to effect macro-level impact for Latinos and the nation. This strategy is on the cutting edge of project design and management, and, because of NCLR's breadth of expertise and its involvement in multiple issue areas, the organization is uniquely able to implement such a strategy in the Hispanic community. To date, NCLR has focused on a particular challenge in a local community or region as a first step in implementing this strategy. It then brings together its experience in appropriate issue areas and its technical expertise (program design, evaluation, organizational development, public policy) with the assets of the local community to launch a program that offers solutions as complex as the challenge itself. For example, in the area of leadership, NCLR is working at a national level to introduce Latino youth to the opportunities and experiences available to them, while it works with affiliates to implement effective youth leadership programs at the local level. In field advocacy, NCLR is working with organizations around the country to empower the latter to win critical local and state public policy battles. In emerging Latino communities, NCLR is helping new Hispanic community-based organizations to grow, thrive, and deal with the issues inherent in working with new populations. In the future, NCLR will bring its holistic strategy to bear on a national level, effecting issues that face the Latino community nationwide. Following are 2000 highlights of NCLR's cross-cutting issues.

LEADERSHIP

NCLR has run youth leadership programs during its Annual Conference since 1983. During the mid-1990s, NCLR also implemented a major leadership initiative that gathered and documented effective Latino leadership programs from across the country, while providing technical assistance to organizations piloting such programs. This year, the organization completed an 18-month planning process for a Center for Emerging Latino Leadership. This Center will build on all of the work NCLR has carried out in the leadership development arena in the last six years, and will bring together NCLR staff with differing areas of expertise and from differing organizational components to address youth leadership

issues. This new initiative is a critical one for NCLR and the Latino community, because the majority of the U.S. Latino population is under the age of 25 and because Latino youth face a host of challenges associated with their being concentrated in poor inner city and rural areas.

Even as NCLR is fundraising for this new initiative, it has been working with affiliates who have a focus on youth leadership. For example, the Latino Leadership Project (LLP) in Des Moines, Iowa, has relied on NCLR's support as they have become established and begun to take on an important role in the lives of local youth. They have received funding under NCLR's Intermediary Support for Organizing Communities program and have been in close contact with NCLR's Chicago Program Office, which has provided them with ongoing technical assistance. In 2000, LLP held the first-ever Latino youth conference in central Iowa. The conference brought together 160

NCLR ... implemented a major leadership initiative that gathered and documented effective Latino leadership programs from across the country, while providing technical assistance to organizations piloting such programs.

attendees, and included workshops on the attitudes and tangibles of leadership, gang prevention, and financial aid for immigrant students, and a session track focusing on the needs of Latinas. In addition, LLP implemented a Latino Youth Academy held in conjunction with the local Police Academy; the interaction between youth and police helped to improve relations and resulted in increased understanding of issues and views on both sides. The success of LLP's summer program, which provided eight weeks of leadership training for 12 students, got the attention of the Iowa Commissioner of Latino Affairs, who requested that the program be expanded statewide. The summer program included





assistance on college admissions, resume writing, and networking; 70% of the participants in this program remain involved with LLP throughout the year. NCLR's work with LLP makes a real difference in the lives of Iowa Latino youth. "It is inspirational to know that there are people my age [who] are trying to do positive things like me," said one participant. "[LLP's programs] made me a stronger person in that I know that my ideas can come true," said another.

NCLR's youth leadership programs carried out at the Annual Conference have been combining the expertise from different

components of the organization for years, as staff members address youth on issues ranging from race relations to HIV awareness to policy issues. The programs, which were redesigned in 1994, include a Youth Leaders Program and the National Student Leadership Summit. The Youth Leaders Program serves 30 high-school-aged students chosen by the affiliates. Six college-aged

students, chosen by NCLR from among the graduates of the program, lead and coordinate the program. The Youth Leaders Program lasts six days, and features workshops concerning college, careers, race relations, leadership, communication and public speaking, HIV awareness, mental health, and policy issues. It culminates with a debate competition prepared and carried out by the students participating in the program.

The National Student Leadership Summit serves about 150 youth, half of whom are in high school and half of whom are in college. The Summit generally draws youth from the local metropolitan area where the Conference is held. The Summit is held for one day and features sessions on such issues and subjects as building coalitions on campus and in the community, voter registration, education, leadership development, and technology. A major feature of the Summit is the development of eight facilitators for some of the sessions from among the youth participating in the program. These facilitators receive training on advanced leadership and facilitation skills, including exercises that focus on their

Students of both programs consistently express that their lives have been transformed, that they have gained confidence in themselves, and that they want to dedicate themselves to their communities.

personal history, the culture and diversity of the Latino community, the state of Latino leadership in the U.S., and the mapping of ideal conditions for Latino communities. This training pushes the chosen youth to think of specifics on these issues and to discuss in concrete terms challenges faced by the Latino community, such as breaking down and reducing economic inequalities, ensuring accountability of government officials and community leaders to community members, broader provision of health care, improving the educational system, and eliminating discrimination. Students of both programs consistently express that their lives have been transformed, that they have gained confidence in themselves, and that they



want to dedicate themselves to their communities. In 2001, NCLR will work to continue to expand its Conference youth leadership programs, while seeking funding for its new initiative - the Center for Emergin Latino Leadership.

FIELD ADVOCACY

NCLR's field advocacy efforts are designed to empower local groups and affiliates to have a voice in the policies enacted at the local and state government levels. This process of empowerment has become increasingly important in the last five years, as many federal programs have been "devolved" to give more oversight to state and local governments. NCLR



FIELD ADVOCACY ORGANIZATIONS

Arizona Language Education Council
Oro Valley, Arizona

Capital Area Language Minority Advocates
Washington, D.C.

CASA of Maryland, Inc.,
Takoma Park, Maryland

Central American Resource Center,
Washington, D.C.

Charter School Resource Center
San Antonio, Texas

Chicanos Por La Causa
Tucson, Arizona

Council of Latino Agencies,
Washington, D.C.

DC Immigrant Coalition
Washington, D.C.

El Pueblo, Inc.
Raleigh, North Carolina

Hispanic Office for Planning and Evaluation
Boston, Massachusetts

Latin American Research and Service Agency
Denver, Colorado

The Maruicio Gastón Institute
Boston, Massachusetts

NAF Multicultural Human Development, Inc.
North Platte, Nebraska

New York Immigration Coalition,
New York, New York

Nueva Esperanza
Philadelphia, Pennsylvania

Padres Unidos
Denver, Colorado

Servicios De La Raza, Inc.
Denver, Colorado

Utah Coalition of La Raza,
Salt Lake City, Utah



carries out field advocacy work through the teamwork of public policy and program office staff, pairing expertise in advocacy with knowledge of local communities and organizations. These staff teams provide trainings in advocacy, as well as direct support on critical community issues, such as education and access to health insurance for Latino children.

Local and state educational policy debates are particularly critical for the Hispanic community, both because the community is so youthful, and because these debates are taking place in states that have large Latino populations and a history of influencing the decisions of the entire nation, for example, in Arizona, California, Colorado, Massachusetts, New York, and Texas.

Education debates currently underway in these states are focused on such issues as high-stakes testing, bilingual education, and charter schools.

Specifically, in New York and Massachusetts,

NCLR is working with the New York Immigration Coalition (NYIC), the Hispanic office of Planning, and Evaluation (H.O.P.E.), and the Marucio Gastón Institute to ensure that standards-based reform and high-stakes testing is implemented in a manner that improves, not damages, Latino academic outcomes. In

Denver, NCLR has a longstanding partnership with the Latin American Research and Service Agency (LARASA), Servicios de la

Raza, and Padres Unidos. This partnership has resulted in an overhaul of elementary education in one Latino Denver neighborhood in the past, including the building of a new school with a curriculum designed to ensure that Hispanic children succeed in school. The partnership now continues to work with the local school board and state legislature to implement educational solutions that best serve Denver's limited-English-proficient Latino student population. In Arizona, NCLR is working with Chicanos Por La Causa (CPLC) and the Arizona Language Education Council (ALEC) to defeat an anti-bilingual education initiative, and in Texas, NCLR's program office is working on Charter school issues with the Texas

NCLR carries out field advocacy work through the teamwork of public policy and program office staff, pairing expertise in advocacy with knowledge of local communities and organizations.

Charter School Network, and a group of Texas affiliates. For a complete listing of NCLR's Field Advocacy Partners, please see the box on page 21.

NCLR's work in Texas has been a proving ground for NCLR's field advocacy efforts. NCLR's program office has acted as a facilitating agency, bringing together a broad coalition of Texas affiliates, which formalized their relationship and have worked together on a number of policy issues ranging from education to health. During the 76th Texas Legislation Session, initial advocacy efforts by NCLR proved to be largely successful and full of promise for the coming session. NCLR launched the Texas Advocacy Initiative by hosting a legislative reception for Latino leaders, and a luncheon for Latino State Representatives and State Senators. In addition, the Texas Affiliate Network members advanced a legislative agenda that included the creation of the Texas Children's Health Insurance Program (CHIP) and increased operational support and accountability for charter schools, by visiting with Committee Chairs of key legislative committees. As a result of these and subsequent efforts, NCLR played a role in securing passage of CHIP and important

legislation establishing an end to social promotions, which included safety net programs and policies to ensure early intervention and accelerated instruction for children with additional instructional needs in reading. Additionally, NCLR was instrumental in the creation of a CHIP look-alike program that provided health insurance to immigrant children in Texas. Since the end of the legislative session, NCLR has actively monitored the implementation of the CHIP program, the examination of charter school progress by the House Public Education Committee, and various issues affecting Latinos in the state of Texas. Besides this, NCLR has produced various informational documents detailing the state of Latinos residing in Texas.

During the 2001 Legislative Session, NCLR will continue to monitor health, education, and immigration policies in Texas. Special attention will be placed on simplifying children's Medicaid application process and on charter school legislation and efforts to provide immigrants with access to public

benefits such as driver's licenses. NCLR and its Texas Affiliate Network will strive to strengthen relationships and build on the achievements of the previous two years. NCLR will also work to implement the Texas field advocacy model in California in 2001.

EMERGING COMMUNITIES

Recent years have seen the growth of Hispanic populations in regions in which Latinos as a community are comparatively new. Hispanic populations in many counties, particularly in the South, have doubled or tripled from 1990 to 1999. In four key states - Arkansas, Georgia, North

In emerging Latino communities, NCLR is helping new Hispanic community-based organizations to grow, thrive, and deal with the issues inherent in working with new populations.



Carolina, and Tennessee - Hispanic populations increased from 105% to 170% from 1990 to 1999. As this wave of migration continues to bring Latino immigrants to the South, groups of concerned professionals have begun to form nonprofit advocacy organizations in response to overwhelming need in these immigrant communities. Members of these new Latino communities, for example, have little political power and influence, and face challenges to obtaining social and economic opportunities. They generally lack information on access to healthcare, naturalization training, education, and civil and labor rights. Groups seeking to

respond to these needs often are burdened by a lack of funds, technical assistance, and staff.

NCLR's Emerging Latino Communities Initiative seeks to create a service infrastructure that meets the needs of these emerging Hispanic populations, as well as an advocacy infrastructure that can provide an effective and timely response to issues confronting these new communities. It also works to provide nonprofit organizations working with emerging communities with support and technical assistance, and to facilitate cooperation and collaboration between these groups and other organizations representing

NCLR's Emerging Latino Communities Initiative seeks to create a service infrastructure that meets the needs of these emerging Hispanic populations

Latinos and/or facing issues of common interest. The Initiative is piloting a program that combines NCLR's expertise in program management, organizational development,



and advocacy in 7 states: Alabama, Arkansas, Georgia, Kentucky, North Carolina, South Carolina, and Tennessee.

Once fully established in the South, the Initiative will focus on the Midwest, Northeast, Northwest, and finally the Southwest.

NCLR staff met with several organizations and representatives of new Latino communities throughout the South during the year 2000. Based on the needs of these new groups, NCLR plans to establish an office in Atlanta, Georgia to directly assist the nonprofit organizations that serve these communities.

The Emerging Latino Communities Initiative will provide these new communities a forum at the 2001 annual conference to participate in multi-issue sessions tailored for the needs of new immigrants, while providing an opportunity for community-based organizations to share their struggles and successes in their respective communities.

EL PUEBLO

Although the Emerging Latino Communities Initiative commenced in 2000, NCLR has worked extensively over the past several years in a number of emerging Latino communities to support community-based organizations like El Pueblo, located in Raleigh, North Carolina.

“Small rural areas look to us as an organization that can facilitate resources and provide technical assistance,” say Katie Pomerans and Andrea Bazan-Mason, the founders of El Pueblo. El Pueblo has relied on NCLR for its support since its inception, and through this support and the dedication and work of its founders, it has grown and become a critical asset to its community. The organization’s first fiesta was held in 1994 before it was even incorporated, and the fiesta began to build a positive image of the Latino community. After its incorporation in 1995, El Pueblo received subgrants from NCLR’s Intermediary Support for Organizing Communities Program for three years. NCLR also provided it with technical assistance in the areas of organizational development, policy, and media. Attendance at the NCLR Annual Conference helped them to make connections, find speakers, and fundraise. Specifically, El Pueblo was able to find speakers for its “Foro,” or “Forum,” the centerpiece of its leadership development program at the conference. El Pueblo also has become more effective in building relationships with the media and local and state government through NCLR technical assistance.

El Pueblo has achieved some important outcomes over the past year. For example, El Pueblo has led an effort to create funds to help limited-English-proficient families with access to emergency supplies. In the aftermath of two years of hurricanes and flooding in North Carolina, El Pueblo found that many Hispanic families were not accessing disaster relief because of language barriers and racism. At times, local officials and volunteers distributing clothes and food assumed that families had to be citizens to receive those supplies. To address these inequities, El Pueblo has begun to build an infrastructure that will better serve the Latino community in the future, through the development of a coalition of bilingual persons, U.S. Department of Housing and Urban Development officials, and local government officials. In addition, El Pueblo is working to develop the leadership capabilities and strengths of Latino youth in its area, especially encouraging teens to plan for college. Many North Carolina Hispanic families are farmworkers or factory workers, and youth do not have the family tradition of going to college. El Pueblo is helping these youth to understand the process of accessing higher education and to see the opportunities inherent in academic success. Finally, El Pueblo is beginning to implement a fair housing initiative, with NCLR’s support.

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

ARIZONA

Arizona Hispanic Chamber of Commerce Foundation
 Arizona Latin American Medical Association
 Campesinos Sin Fronteras
 Centro De Amistad, Inc.
 Chicanos Por La Causa, Inc.
 Espiritu Community Development Corporation
 Friendly House, Inc.
 Hispanic Women's Corporation
 Housing America Corporation
 Housing For Mesa, Inc.
 Luz Social Services, Inc.
 Mexicayotl Academy
 Tertulia: A Learning Community
 Valle Del Sol, Inc.

CALIFORNIA

ADVANCE
 AltaMed Health Services Corporation
 Asociación Campesina Lazaro Cardenas
 Cabrillo Economic Development Corporation
 CAFÉ de California
 Calxico Community Action Council
 California Association for Bilingual Education
 Campesinos Unidos, Inc.

Casa Familiar, Inc.
 Center for Training and Careers, Inc.
 Centro Cultural de la Raza
 Centro Latino de San Francisco
 CHARO Community Development Corporation
 Chicana Service Action Center, Inc.
 Chicano Federation of San Diego County, Inc.
 Clínicas de Salud del Pueblo, Inc.
 Colorado River Community Action Council, Inc.
 Comisión Femenil Mexicana Nacional, Inc.
 Community Child Care Council of Santa Clara County
 Council for the Spanish Speaking-CA
 Darin M. Camarena Health Center, Inc.
 Delhi Community Center
 Eastbay Spanish Speaking Citizen's Foundation
 Eastmont Community Center
 El Centro del Pueblo
 El Concilio del Condado de Ventura
 El Proyecto del Barrio, Inc.
 Escuela de la Raza Unida
 Federation of Employed Latin American Descendants

Foundation Center for Phenomenological Research
 Fuerza Federation, Inc.
 Hermandad Mexicana Nacional Legal Center
 Hispanic Women's Council, Inc.
 La Clínica de la Raza
 La Familia Counseling Service
 Latin American Civic Association
 Latin American Professional Women's Association
 Latino Resource Organization
 Los Angeles Neighborhood Development Corporation
 MAAC Project
 Mariachi Scholarship Foundation
 Mexican Heritage Corporation
 Multi-Cultural Area Health Education Center
 Multi-Ethnic Small Farm & Community Development Corporation
 National Latino Arts, Education, and Media Institute
 Neighborhood Housing Services of Orange County, Inc.
 New Economics for Women
 Parent Institute for Quality Education
 Rural Community Assistance Corporation
 San Diego County SER/Jobs for Progress, Inc.

San Ysidro Health Center
 Society of Hispanic Professional Engineers
 Spanish Speaking Unity Council
 TODEC Legal Center Perris
 Valley Community Clinic
 Watts Century Latino Organization

COLORADO

Brothers Redevelopment, Inc.
 Colorado Rural Housing Development Corporation
 Latin American Research and Service Agency
 Mi Casa Resource Center for Women, Inc.
 NEWSSED Community Development Corporation
 Servicios de la Raza, Inc.

CONNECTICUT

Bridge Academy
 Hispanic Health Council
 Humanidad, Inc.

DELAWARE

Delmarva Rural Ministries, Inc.
 Latin American Community Center, Inc.

DISTRICT OF COLUMBIA

Ayuda, Inc.
 Calvary Bilingual Multicultural Learning Center

Carlos Rosario International Career Center, Inc.
 Center for the Advancement of Hispanics in Science & Engineering
 Central American Resource Center
 Council of Latino Agencies
 EVS Communications
 Heroes & Heritage
 La Clinica del Pueblo, Inc.
 Latin American Youth Center
 Latino Economic Development Corporation
 Mary's Center for Maternal & Child Care, Inc.
 Multicultural Career Intern Program
 National Association for Bilingual Education
 Spanish Education Development Center

FLORIDA

Centro Campesino-Farmworker Center, Inc.
 Coalition of Florida Farmworker Organizations, Inc.
 Everglades Community Association
 Hispanic American Alliance
 Hispanic Coalition, Inc.
 Mexican American Council, Inc.
 Redlands Christian Migrant Association

UNO Federation Community Services, Inc.

HAWAII

Maui Economic Opportunity, Inc.

IDAHO

Idaho Migrant Council, Inc.

ILLINOIS

Alivio Medical Center

Association House of Chicago

Eighteenth Street Development Corporation

El Hogar del Niño

Elgin Community College

Humboldt Park Economic Development Corporation

Illinois Migrant Council

Instituto del Progreso Latino

Latino Youth, Inc.

Little Village Community Development Corporation

Mexican Community Committee of Southeast Chicago

Mujeres Latinas En Acción

National Center for Latinos with Disabilities, Inc.

Resurrection Project

INDIANA

United Hispanic Americans, Inc.

IOWA

Midwest Educational Resource Development Fund, Inc.

KANSAS

El Centro, Inc.

Harvest America Corporation

Kansas Advisory Committee on Hispanic Affairs

MARYLAND

Casa de Maryland

Centro de la Comunidad, Inc.

Jaime Escalante Public Charter School, Inc.

MASSACHUSETTS

Casa del Sol

Centro Presente

Concilio Hispano de Cambridge, Inc.

Hispanic Office of Planning and Evaluation

New England Farm Workers Council

MICHIGAN

Hispanic American Council, Inc.

Hispanic Center of Western Michigan

Latin Americans for Social and Economic Development, Inc.

Latino Family Services

Michigan Commission on Spanish Speaking Affairs

New Detroit, Inc.

Northwest Michigan Health Services, Inc.

MINNESOTA

Chicano Latino Affairs Council

Chicanos Latinos Unidos En Servicio

Hispanic Pre-College Project, University of St. Thomas

Minnesota Hispanic Education Program

MISSOURI

Cabot Westside Clinic

Guadalupe Center, Inc.

Hispanic Economic Development Corporation of Greater Kansas

Mattie Rhodes Counseling and Art Center

Westside Housing Organization

NEBRASKA

Chicano Awareness Center

Hispanic Community Center

Mexican American Commission

NAF Multicultural Human Development, Inc.

NEVADA

Nevada Association of Latin Americans, Inc.

Nevada Hispanic Services, Inc.

NEW JERSEY

Asociación de Puertorriqueños en Marcha- NJ

Latin American Economic Development Association

NEW MEXICO

Albuquerque Hispano Chamber of Commerce

Hands Across Cultures

Home Education Livelihood Program, Inc.

MANA de Albuquerque

Neighborhood Housing Services of Santa Fe

New Mexico MESA, Inc.

Rio Grande Center

Siete del Norte

Southwest Creations Collaborative

YES Housing, Inc.

Youth Development, Inc.

NEW YORK

Alianza Dominicana, Inc.

Audubon Partnership for Economic Development

Committee for Hispanic Children and Families

Community Association of Progressive Dominicans

Dominican Women's Development Center

Latin American Integration Center, Inc.

PROMESA Systems, Inc.

Rural Opportunities, Inc.

Spanish Theater Repertory Co., Ltd

NORTH CAROLINA

El Pueblo, Inc.

OHIO

Catholic Social Services of Cuyahoga County

Commission on Catholic Community Action

El Centro de Servicios Sociales, Inc.

Farm Labor Research Project

Hispanic Urban Minority Alcoholism & Drug Abuse Outreach Program

Lorain County Community College

Organización Cívica y Cultural Hispana Americana

OKLAHOMA

Latino Community Development Agency

ORO Development Corporation

OREGON

Casa of Oregon

Centro Hispano of Southern Oregon

Hacienda Community Development Corporation

Housing Development Corporation

Oregon Council for Hispanic Advancement

PENNSYLVANIA

Asociación de Puertorriqueños en Marcha- PA

Congreso de Latinos Unidos, Inc.

La Casa de Amistad Ministry, CCU

Nueva Esperanza, Inc.

SACA Development Corporation

PUERTO RICO

Asociación de Salud Primaria de Puerto Rico

Consejo Vecinal Pro-Desarrollo de Cantera

RHODE ISLAND

Center for Hispanic Policy and Advocacy

SOUTH CAROLINA

Acercamiento Hispano de Carolina del Sur

TEXAS

Amigos del Valle, Inc.
Asociación Pro Servicios Sociales
Association for the Advancement of Mexican Americans
Association for the Advancement of Mexican Americans CDC
Avenida Guadalupe Association
Centro de Salud Familiar La Fe, Inc.
Colonias del Valle, Inc.
Community Council of Southwest Texas, Inc.
Dallas Concilio of Hispanic Service Organizations
Galaviz Academy

Greater Dallas Foundation, Inc.
Gulf Coast Council of La Raza, Inc.
Harlingen Information & Social Services Organization
Housing Opportunities of Houston, Inc.
Houston Community Services
Houston Esperanza
La Gloria Development Corporation
Latino Learning Center
LEARN, Inc.
Mexican American Unity Council, Inc.
Nuestra Clinica de Valle
Southside Low-Income Housing Development

Corporation
Southwest Key Program
Sparks Housing Development Corporation
Student Alternatives Program, Inc.
Su Clinica Familiar
Tejano Center for Community Concerns
Texas Migrant Council, Inc.
Vecinos Unidos, Inc.
Vida Y Salud-Health Systems, Inc.

UTAH

Centro de la Familia de Utah
Utah Coalition of La Raza

VIRGINIA

Hispanic Committee of Virginia
Hispanos Unidos de Virginia

WASHINGTON

Community Health Center La Clinica
El Centro de la Raza
Mid Columbia Coalition For Children
Northwest Communities Education Center
People of Color Against AIDS Network
Rural Community Development Resources
SEA MAR Community Health Center
Washington State Commission on Hispanic Affairs

Washington State Council of La Raza
Washington State Migrant Council

WISCONSIN

Aurora Weier Educational Center
Centro de la Comunidad Unida/United Community Center
Centro Hispano
Council for the Spanish Speaking, Inc.-WI
La Casa de Esperanza, Inc.
La Causa, Inc.
United Migrant Opportunity Services, Inc.

AFFILIATE COUNCIL REGIONAL REPRESENTATIVES 2001-2002

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President
CHARO Community Development Corporation

Ms. Rose A. Amador
President/CEO
Center for Training and Careers, Inc.

EAST COAST

Ms. Elba Montalvo
Executive Director
Committee for Hispanic Children and Families

Mr. Arnoldo Ramos
Executive Director
Council of Latino Agencies

FAR WEST

Ms. Luz Sarmina-Gutierrez
Executive Director
Valle Del Sol, Inc.

Mr. Luis Ibarra
President/CEO
Friendly House, Inc.

MIDWEST

Ms. Alicia Villarreal
Resources Management and Development Director
Latino Family Services

Mr. Miguel Palacio
Associate Director
Association House of Chicago

TEXAS

Mr. Gilbert Moreno
Executive Director
Association for the Advancement of Mexican Americans

Dr. Maria Luisa Garza
Executive Officer
Gulf Coast Council of La Raza

NCLR BOARD OF DIRECTORS

NCLR's governing Board represents the constituency it serves. Bylaws require that the Board include representatives of various geographic regions and Hispanic subgroups, that half the Board represent affiliates or have identifiable constituencies, and that the Board include approximately half men and half women.

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Partner
Akin, Gump, Strauss, Hauer, &
Feld, L.L.P.
San Antonio, TX

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Manager of Community Affairs
Michigan Consolidated Gas
Company
Detroit, MI

SECOND VICE-CHAIR

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La Opinión
Los Angeles, CA

SECRETARY/TREASURER

Roger Cázares

President/CEO
MAAC Project
National City, CA

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Executive Director
Amigos Del Valle, Inc.
Mission, TX

Lillian Cruz

Executive Director
Humanidad, Inc.
Rocky Hill, CT

Yvonne Martínez Vega

Executive Director
Ayuda, Inc.
Washington, DC

NCLR PRESIDENT AND CEO

Hon. Raul Yzaguirre

President and CEO
National Council of La Raza
Washington, DC

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Leadership
The Gallup Organization
Lincoln, NE

Cordelia Candelaria

Professor, Department of English
and Chicano and Chicana Studies
Arizona State University
Tempe, Arizona

Henry G. Cisneros

Chairman and CEO
American CityVista
San Antonio, TX

Irma Flores Gonzales

Consultant
El Paso, TX

Humberto Fuentes*

Executive Director
Idaho Migrant Council
Caldwell, ID

Hon. Robert W. Gary

Retired President
Allstate Insurance
Lake Forest, IL

Hon. Phyllis Gutiérrez

Kenney
Representative
Washington State House of
Representatives
Seattle, WA

Antonia Jiménez

Vice President
Administrative Operations
Harvard Pilgrim Health Care
Somerville, MA

Linda Lehrer

Consultant
East Hampton, NY

Arabella Martínez

Executive Director
Spanish Speaking Unity Council
Oakland, CA

Dr. Herminio Martínez*

Professor and Executive Director
Bronx Institute
Lehman College/CUNY
Bronx, NY

Ramón Murguía

Attorney at Law
Murguía Law Offices
Kansas City, MO

Pedro Narezo, III

Chairman
Tallahassee Hispanic
Embracement Organization
Tallahassee, FL

Hon. René Oliveira

Representative
Texas State House of
Representatives
Brownsville, TX

Ernesto "Gene" Ortega

Executive Director
Home Education Livelihood
Program, Inc.
Albuquerque, NM

Hon. Deborah Ortiz

Senator
California State Senate
Sacramento, CA

Verma Pastor

Phoenix, AZ

Edward Reilly

President and CEO
American Management
Association
New York, NY

Cecilia Sánchez de Ortiz

Denver, CO

Cristina Saralegui

Journalist
Miami Beach, FL

Deborah Szekely*

Founder/Chairman of the Board
Eureka Communities
Washington, DC

Arturo Torres

Chair of the Board
Play By Play Toys and Novelties
San Antonio, TX

Hon. Esteban Torres

Former Congressman
West Covina, CA

Kenneth I. Trujillo

City Solicitor
City of Philadelphia
Philadelphia, PA

Hon. Ricardo Urbina

United States District Judge
U.S. District Court for the
District of Columbia
Washington, DC

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Executive Director
Alivio Medical Center
Chicago, IL

Ann Marie Wheelock

Senior Vice President
Fannie Mae
Pasadena, CA

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Rita Di Martino

Vice President
Congressional Relations
Federal Government Affairs
AT&T
Washington, DC

Herman E. Gallegos

Trustee Emeritus
National Council of La Raza
Brisbane, CA

R.P. (Bob) Sánchez, Esq.

Attorney at Law
McAllen, TX

Gilbert R. Vásquez, C.P.A.

Vasquez and Company
Los Angeles, CA

LEGAL COUNSEL

Christopher R. Lipsett, Esq.

Partner
Wilmer, Cutler and Pickering
Washington, DC

Frank Medina

Partner
Wilmer, Cutler and Pickering
Washington, DC

* Term expires July 2001

NCLR CORPORATE BOARD OF ADVISORS

Established in 1982, the NCLR Corporate Board of Advisors (CBA) now includes presidents or senior vice presidents from 24 major corporations, as well as liaison staff from each company and the U.S. Marines. The CBA meets twice a year. Presentations and discussion keep the CBA updated on NCLR's activities, provide opportunities for dialogue and decision-making about issues and programs of common concern, and enable NCLR to obtain advice and support from its closest corporate associates. Throughout the year, NCLR calls on CBA members, liaison staff, and their corporate resources for individual advice and assistance. CBA members all assist NCLR and its network through financial, in-kind, and programmatic support.

CHAIR

John D. Bowlin
President and CEO
Miller Brewing Company

MEMBERS

Rick Cohen
President
Property & Casualty
Allstate Insurance Company

Sue Oliver

Senior Vice President,
Human Resources
American Airlines

Chester J. "Chet" Oldakowki, Jr.

Vice President
International Consumer Marketing
AT&T

Aldo M. Caccamo

Vice President
Public Affairs
Chevron Corporation

Rudy Beserra

Vice President
Corporate Latin Affairs
Department
Corporate Affairs Division
The Coca-Cola Company

Caroline Turner

Senior Vice President
General Counsel
Coors Brewing Company

Kenneth Buchanan

Director Corporate Relations &
Ethnic Marketing Strategies
Coors Brewing Company

Jim O'Connor

President
Ford Division
Ford Motor Company

Steve S. Reinemund

President & COO
PepsiCo

Al Bru

President and CEO
Frito-Lay North America

Roderick D. Gillum

Vice President
Corporate Relations and Diversity

Gary L. Davis

Executive Vice President and Chief
Human Resources and
Administration Officer
J. C. Penney Company, Inc.

Russell C. Deyo

Corporate Vice President and
Executive Committee Member
Johnson and Johnson

Terry M. Faulk

Senior Vice President
Human Resources
Kraft Foods, Inc.

Joseph B. Gleason, APR

Managing Director
Manning, Selvage & Lee

Raymond Mines

Senior Vice President
Franchise Relations
McDonald's Corporation

Charlotte Frank

Vice President
Research and Development
The McGraw-Hill Companies

John D. Bowlin

President & CEO
Miller Brewing Company

Michele S. Darling

Executive Vice President
Human Resources
Prudential Insurance Company

Patricia Díaz Dennis

Senior Vice President and
Assistant General Counsel
SBC Communications Inc.

Lea Soupata

Senior Vice President
Human Resources
United Parcel Service

Jovita Carranza

Vice President
Americas Region
United Parcel Service

Thomas J. Tauke

Senior Vice President
Public Policy and External Affairs
Verizon Communications

Andre Midani

President
Warner Music Latin America

LIAISONS

Joe Hernández

Corporate Relations Manager
Allstate Insurance Company

Lourdes Hassler

Manager
U.S. Latin Sales & Development
American Airlines

Rita DiMartino

Vice President
Congressional Relations
AT&T

Roberto Cruz

Corporate Affairs Director
AT&T

Alfred J. Argüello

Senior Vice President
Bank of America

Irene Brown

Executive Director
Global and Social Investment
(Chicago Region)
BP Inc.

Luddy Hayden

Federal Relations Representative
Chevron Corporation

Olga García

Corporate Relations Manager
Coors Brewing Company

Carlos F. Orta

Manager
National Hispanic Affairs
Ford Motor Company Fund

Orlando Padilla

Director, Public Policy Center
General Motors Corporation

Vicki Lynn Cartwright

Women's & Multicultural Events
J. C. Penney Company, Inc.

José Sosa

Director, State Government
Affairs
Johnson and Johnson

Carlos Abrams-Rivera

Senior Brand Manager
Pizza Division
Kraft Foods, Inc.

Rey González

Vice President, Diversity Initiatives
McDonald's Corporation

Steve Weiss

Senior Director
Corporate Communications
The McGraw-Hill Companies

Tina Walls

Vice President, Corporate Affairs
Miller Brewing Company

José R. Ruano

Manager, Priority Market Relations
Miller Brewing Company

Ron Harrison

Senior Vice President
Community Affairs
PepsiCo

David Gonzales

Vice President
Community Affairs
PepsiCo

L. Marilyn Crawford

Vice President
Corporate External Relations
Prudential

Becky Pérez

Director
Talent Acquisition
Group/Corporate Prudential

Christine G. Rodríguez

Vice President, State and
Community Relations
Marketing and Communications
Rockwell

San Juanita (S.J.) Ramirez

Associate Director
Constituency Relations
Southwestern Bell

Fred Fernández

Director
Corporate Community Relations
United Parcel Service

Maj. Andrew Fortunato

Deputy Assistant Chief of Staff
Advertising
United States Marine Corps

Víctor Cabral

Vice President
International Government Affairs
Verizon Communications

STAFF

The diversity of the NCLR staff, representing 15 Hispanic subgroups, as well as non-Hispanics, reflects the commitment of the organization to address the needs of all Latinos in the United States.

EXECUTIVE STAFF

Raul Yzaguirre, President and Chief Executive Officer

Charles Kamasaki, Senior Vice President, Research, Advocacy, and Legislation (ORAL)

Hugo Cardona, Senior Vice President, Office of Technical Assistance and Constituency Support (TACS)

Arnoldo Reséndez, Vice President, Office of Special and International Projects (OSIP)

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

Michael Votaw, Vice President, Office of Finance and Administration/Chief Financial Officer (OFA)

Lisa Navarrete, Deputy Vice President, Office of Public Information (OPI)

Sonia Pérez, Deputy Vice President, Office of Research, Advocacy, and Legislation (ORAL)

Alejandro Perilla, Deputy Vice President, (OSIP)

Anthony J. Colón, Deputy Vice President, Center for Community Educational Excellence (C²E²)

Lautaro Diaz, Deputy Vice President (TACS)

OFFICE OF THE PRESIDENT

Tommy Espinoza, Senior Business Advisor to the President

Helen Coronado, Chief of Staff

Laura J. French, Liaison CBA, Board of Directors & Affiliate Council

Rachel M. Cervantes, Special Assistant to the President

Kyle K.F. Shinseki, Resource Development Coordinator

Jeanette Luna, Resource Development Specialist

Rodrigo Montes, Information Specialist

Darcy Eischens, Director, Membership Services

Nannette L. Baez, Program Associate

OFFICE OF FINANCE AND ADMINISTRATION

Jerome Chester, Director of Finance

María Teresa Pierson, Senior Accountant

Antonio Aguilar, Grants and Financial Reporting Manager

Wilfredo Gomez, Accountant I

Ivelisse Hernandez, Accounts Payable Coordinator

Rosanna Toledo, Personnel Administrator

Elizabeth Gaviria, Benefits and Cafeteria Plan Coordinator

Cristina Bryan, Director of Quality Control

Jennifer Kadis, Acting Quality Control Coordinator

Allen Kadis, Director, Information Systems

Edwin Mejia, Computer Support Specialist

Ervin Carcamo, Maintenance Specialist

Sonia Medina, Receptionist

OFFICE OF SPECIAL AND INTERNATIONAL PROJECTS (OSIP)

SPECIAL EVENTS

Leroy V. Martinez, Director of Special Events and Conference

Yvelise Hodo, Senior Meeting Planner

Ramon Santiago, Exhibits Coordinator

Glenda Olmeda, Meetings and Special Events Coordinator

Lisa Bombin, Special Events and Meetings Coordinator

Mildred Briones, Special Events and Meetings Assistant

Lynda Barros, Director, Emerging Latino Communities Initiative

Lorena Méndez, Program Assistant, Emerging Latino Communities Initiative

CENTER FOR HEALTH PROMOTION

Lynette Gueits, Program Coordinator, Charlas Entre Nosotros, Latino Youth Peer-to-Peer HIV Prevention Program

Maura Dwyer, HIV Research Coordinator, Latina HIV Needs Assessment Project

Yanira Cruz-Gonzalez, MPH, Director, Hispanic Health Program

Henry Pacheco, Project Director, REACH/LIDER

Sandra Zacarias, Hispanic Health Program Coordinator

Christian Guadalupe, Hispanic Health Program Coordinator

Clara González, Information Specialist

Lupe Lemus, Senior Support Staff Manager

Carmen Jibaja, Administrative Assistant

OFFICE OF RESEARCH, ADVOCACY, AND LEGISLATION (ORAL)

POLICY ANALYSIS CENTER

Eric Rodríguez, Director, Economic Mobility Project

Raúl Gonzalez, Education Policy Analyst

Angela María Arboleda, Civil Rights
Policy Analyst

Marcela Urrutia, Immigration Policy Analyst
Amy Friedrich, Policy Fellow

Marco Davis, Director, Leadership
Development

Concepción Romero,
Senior Administrative Assistant

Maria Eugenia Lane, Administrative Assistant

OFFICE OF PUBLIC INFORMATION

John P. Ximenes, Public Information
Specialist

Gabriela Domenzain, Media/Advance
Specialist

GRAPHICS & DESIGN UNIT

Rosemary Aguilar Francis, Director, Graphics
& Design Unit

Ofelia Ardón-Jones, Senior Design Specialist

Magdalena Lezama, Administrative/
Production Assistant

CENTER FOR COMMUNITY EDUCATIONAL EXCELLENCE (C²E²)

Ariana Quiñones, Director, Center for
Community Educational Excellence

Marcy Fink Campos, Professional
Development Academy Director

James Ford, Director, Charter Development
Initiative

Monique Miller, Supplemental Education
Coordinator

Ana Ramos, Elementary and Secondary
Education Coordinator

Irene Cuyun, Education, Research and
Development Specialist

Reina Johnson, Meeting
Planner/Administrative Assistant

Adaora Nwigwe, Program and
Administrative Assistant

OFFICE OF TECHNICAL ASSISTANCE AND CONSTITUENCY SUPPORT (TACS)

Jorge Hinojosa, Director of Workforce
Investment

Geraldine Schaeffer, Director, Housing
Development

Alvin Cruz, Director, National Training

Nilda Ruiz, Director, Community
Development East Coast

Delia de la Vara, Director of Affiliate
Relations

Zelma Cosio, Program Associate

Eduardo Cusicanqui, Administrative
Assistant II

CALIFORNIA PROGRAM OFFICE-LOS ANGELES

Marie Lizarraga, Administrative
Assistant/Project Assistant

CALIFORNIA POLICY OFFICE-SACRAMENTO

Clarissa Martinez de Castro, Director, State-
Local Public Policy

FAR WEST REGIONAL PROGRAM OFFICE-PHOENIX

Victoria Drummond, Workforce
Community Development Specialist/Affiliate
Relations

Maria Leyva, Affiliate Liaison

VACANT, Office Manager

Star Reyes, Administrative Assistant

MIDWEST REGIONAL PROGRAM OFFICE-CHICAGO

Maria Ayala, Director, Midwest Office

Evelyn Romero, Senior Community
Development Director

Lisa Ramirez, Affiliate Services Coordinator

Jode Ocampo, Office Manager/Program
Assistant

TEXAS PROGRAM OFFICE- SAN ANTONIO

Marcos Morales, Senior Community
Development Director

Norma Ramirez, AmeriCorps
Director/Affiliate Liaison

Erika Hizel, Community Development
Specialist

Felicia Escobar, Policy Analyst

Andrea Martinez, Administrative Assistant

KANSAS CITY, MO - SPECIAL EVENTS AND CONFERENCE SATELLITE OFFICE AND OFFICE OF TECHNICAL ASSISTANCE AND CONSTITUENCY SUPPORT (TACS)

David Chavez, Marketing Director

Jackie Prater, Marketing Coordinator

Maria Antoinette Chaurand, Marketing
Assistant

Bernard Ramirez, Midwest Director of
Affiliate and Partner Development

SAN JUAN, PUERTO RICO - SATELLITE OFFICE

Sonia Pérez, Deputy Vice President, Office
of Research, Advocacy, and Legislation
(ORAL)

2000 PROGRAMMATIC FUNDING SOURCES

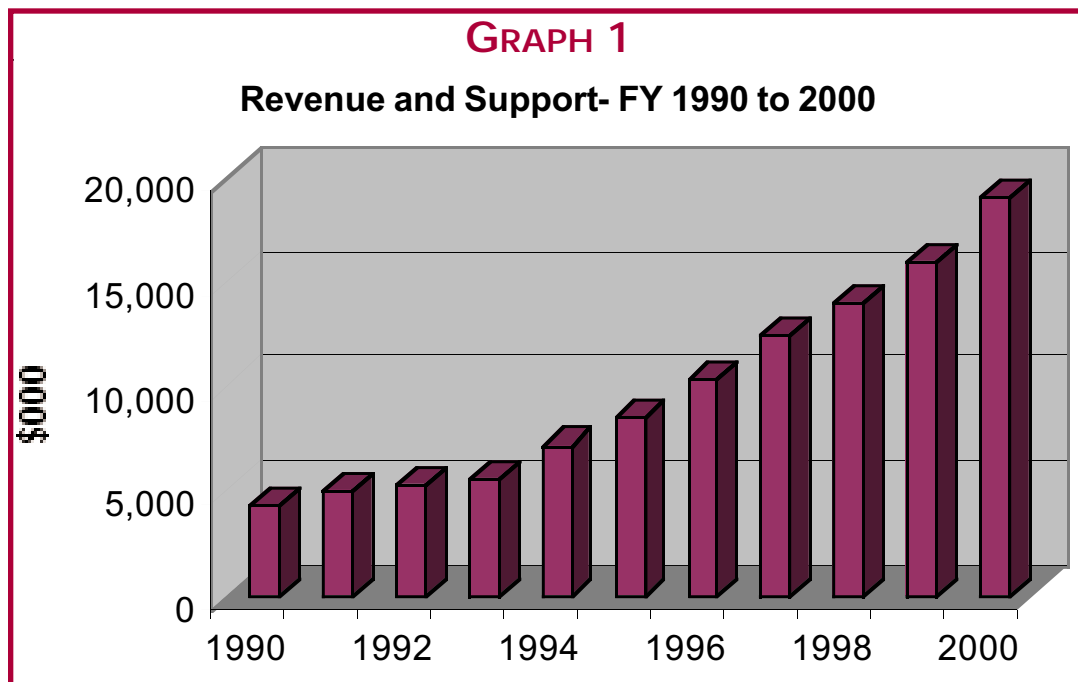
All American Containers	Freddie Mac	Open Society Institute
Allstate	Freddie Mac Foundation	Procter & Gamble Fund
American Airlines	Bill and Melinda Gates Foundation	Quaker Oats Company
American Express	The Gerber Foundation	Rockefeller Foundation
American Federation of State, County, & Municipal Employees	GTE Foundation	Sears, Roebuck and Co. Foundation
AT&T	H.E. Butt Grocery Company	Rosenberg Foundation
Bank of America	Hallmark Corporate Foundation	Sprint
BP Amoco Foundation	IBM International Foundation	Torres Foundation
Caterpillar Foundation	Johnson & Johnson	United Airlines Foundation
Annie E. Casey Foundation	Ewing Marion Kauffman Foundation	United Food & Commercial Workers
Chase Manhattan Foundation	Kellogg's Corporate Citizenship Fund	Univision Communications
Chevron Corporation	W.K. Kellogg Foundation	UPS Foundation
Coca-Cola	The Kroger Company	U.S. Department of Education
Coors Brewing Company	Lucent Technologies Foundation	U.S. Department of Housing and Urban Development
Cummins Engine Foundation	John D. and Catherine T. MacArthur Foundation	U.S. Department of Health and Human Services
Eastman Kodak Company	Merrill Lynch & Co.	U.S. Department of Labor
ExxonMobil Foundation, Inc.	Joyce Mertz-Gilmore Foundation	Vanguard Public Foundation
Fannie Mae Foundation	Metropolitan Life Foundation	Wedge Group, Inc.
The Ford Foundation	Motorola Foundation	Wells Fargo
Ford Motor Company Fund	Charles Stewart Mott Foundation	Western Union

NCLR is also supported by its pool of individual Associates. Now almost 30,000 strong, these individuals are primarily Latino and live in all 50 U.S. states, the District of Columbia, and Puerto Rico.

Fiscal year 2000 brought continued dramatic and exciting changes to the consolidated financial picture of the National Council of La Raza. The traditional business continued to grow as it has consistently over the last decade. Growth in total revenue and support (unrestricted and released from restrictions) for FY 2000 was 19.8%, while the average annual growth rate over the last ten years has been over 15.0%. Meanwhile, during FY 2000, Raza Development Fund, NCLR's wholly-owned subsidiary Community Development Financial Institution (CDFI), continued to experience rapid growth in its operating capacity and capitalization. Furthermore, with a major grant from the Ford Foundation, NCLR launched the Strategic Investment Fund for La Raza to manage an equity and fixed income investment portfolio of \$8.0 million. This Fund will generate income to provide general operating support and strategic program revenue to build the capacity of the institution and support the mission of NCLR.

2001 FINANCIAL SECTION

National Council of La Raza FY 2000 Annual report Financial Section.



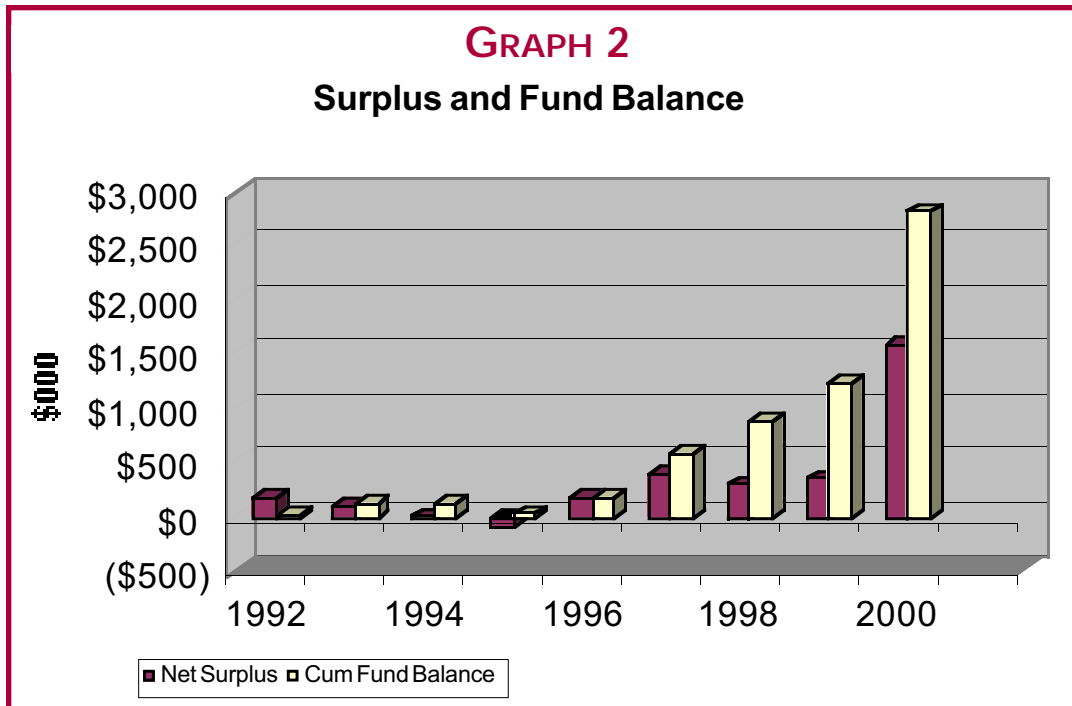
The increased capitalization of Raza Development Fund (RDF) and the creation of the Strategic Investment Fund have dramatically changed NCLR's consolidated statement of financial position (the balance sheet). New capitalization and the net operating surplus of RDF added \$8.6 million of assets, \$7.7 million of liabilities, and \$1.0 million of Total Net Assets to the

consolidated corporation. The Ford Foundation grant for the Strategic Investment Fund added \$8.0 million to NCLR's investment assets and \$8.0 million of Temporarily Restricted Net Assets. As a result, NCLR's total assets rose to \$35.6 million, up from \$19.3 million at fiscal year end 9/30/99 and \$7.8 million at fiscal year end 9/30/98. Total liabilities increased to

\$20.6 million, up from \$12.3 million at fiscal year end 9/30/99 and \$2.2 million at fiscal year end 9/30/98.

The consolidated change in Unrestricted Net Assets (our net surplus) was \$1.6 million, making FY 2000 the eleventh straight year of operating surpluses for the National Council of La Raza. As a result of the FY 2000 surplus, NCLR's total cumulative Unrestricted Net Assets balance exceeded \$2.8 million at fiscal year end 9/30/00 (see graph #2).

NCLR's consistent track record of posting operating surpluses, the cumulative fund balance approaching \$3.0 million, the consistent growth of institutional impact and program budget, and the establishment of Raza Development Fund and the Strategic Investment Fund are all clear signals that the institution has risen to a higher level of financial capacity, stability, and sophistication. Nonetheless, it remains a daunting challenge



80% or more of total expenses are for program services and legislative advocacy.

In FY 2000, program services and legislative advocacy expenses represented \$14.6 million, or 83.0%, of the total \$17.5 million of expenses.

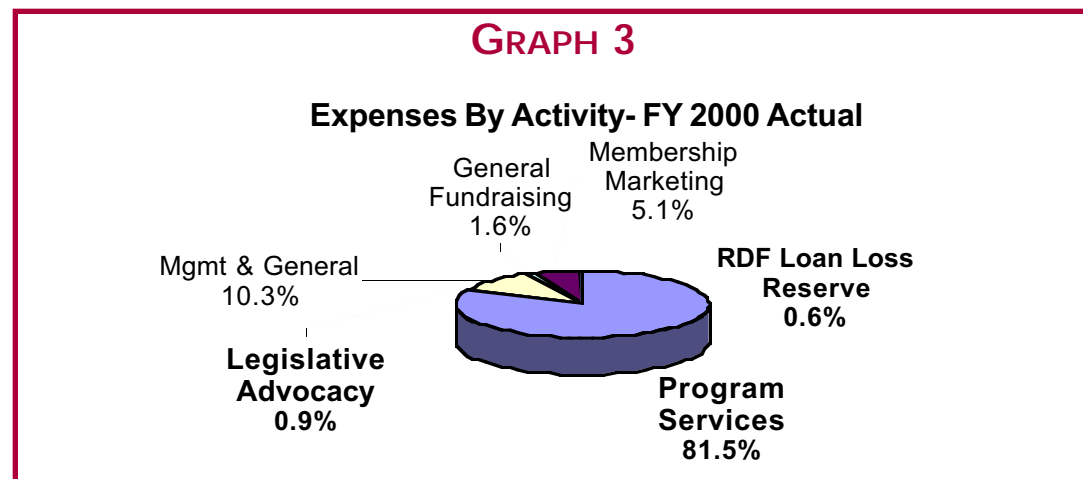
Supporting services expenses of just under \$3.0 million reflected \$1.8 million of management and general, \$287,000 of general fundraising, and \$892,000 of Associate Membership development expenses (see graph #3).

NCLR also continues to maintain a diverse mix of funding sources, with 23% of total revenue and support (unrestricted and released from restrictions) coming from corporation and foundation grants, 33% from special events,

for the institution to raise the majority of its program funding every year.

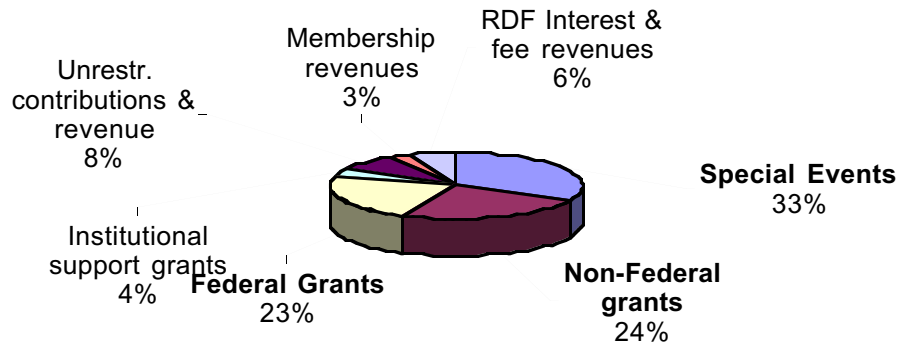
Working from its solid financial foundation, NCLR has set strategic financial goals for its core business for the next five years, which include: (1) establishing a \$10 to \$15 million endowment and a "rainy day" fund and (2) securing \$8 million of capital to acquire a facility in Washington, D.C. to house NCLR's headquarters operations and community meeting space.

NCLR continues to ensure that financial resources are managed and used efficiently. NCLR's strategic target is to ensure that



GRAPH 4

Revenue and Support- FY 2000 Actual



24% from federal grants, 6% from investment income and other revenues, and 3% from other individual membership contributions (see graph #4). The growing Associate Membership, exceeding 31,000 as of September 2000, represents an increasingly significant source of unrestricted revenue. Projected Associate Member dues are to approach \$800,000 in FY 2001.

NCLR's expenses by category for FY 2000 are depicted in Graph #5. Nearly \$2.2 million, or 12%, of NCLR's FY 2000 expenses were subgrants to affiliates and other organizations doing critical work in

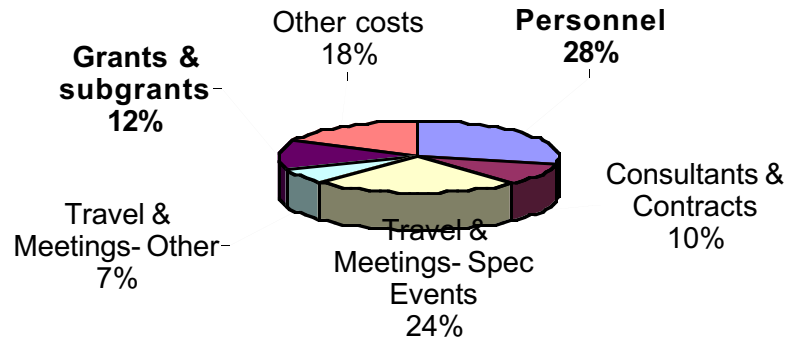
the communities that NCLR and its affiliates serve. Despite NCLR's 12.4% growth in overall expenses, total management and

general costs remained level with FY 1999 at \$1.8 million, reflecting increased operating efficiency of the institution.

Raza Development Fund has grown to become the sixth largest U.S. Treasury Department certified Community Development Financial Institution (CDFI) in the nation in terms of total capitalization. With a highly skilled staff of five employees and an annual budget of over \$1.0 million after just 18 months of operations, the progress to date on RDF demonstrates the institution's ability to execute critical initiatives and achieve

GRAPH 5

Expenses By Category- FY 2000 Actual



impact. By the end of September 2000, the Fund had closed over \$5.0 million of loans which have been critical to the development of over \$10.0 million of community facilities and affordable housing initiatives in every region of the country. Thus, NCLR has taken great strides in expanding the array of valuable services provided to NCLR affiliates. NCLR's Five-Year Strategic Plan calls for the expansion of the Raza Development Fund to \$50.0 million of total capitalization by FY 2005.

The Strategic Investment Fund for La Raza was established in September 2000 as a nonprofit support corporation to manage the investment funds of NCLR. NCLR is committed to raising at least \$4.0 million of match funds to establish an endowment to perpetually support the institution. This initiative is directly in line with NCLR's Five-Year Strategic Plan objective to increase the institution's financial capacity and stability.

NCLR's ability to scale up efforts in critical program areas outlined in NCLR's Five-Year Strategic Plan have been bolstered by

significant multiyear funding commitments from diverse funding sources such as the following:

IN HOUSING WORKFORCE AND COMMUNITY DEVELOPMENT:

Bank of America, Fannie Mae Foundation, Freddie Mac, Chase Manhattan, the U.S. Department of Labor, and the U.S. Department of Housing and Urban Development

IN EDUCATION:

The Bill and Melinda Gates Foundation, General Mills, and the U.S. Department of Education

IN HEALTH PROMOTION:

Centers for Disease Control/ U.S. Department of Health and Human Services and the Metropolitan Life Foundation

Overall, NCLR's Strategic Plan calls for the institution to achieve growth in the annual budget of the institution to over \$25 million by FY 2005.

The Summary Financial Statements on pages 40 and 41 represent the consolidated statement of financial position and statement of activities for the National Council of La Raza for the fiscal year ended 9/30/00. Comparative figures are provided for the fiscal year ended 9/30/99. In addition, pages 42 and 43 provide segmented financial statements showing NCLR's core business, the Strategic Investment Fund, and Raza Development Fund in separate columns for fiscal year 2000. Key financial and operating data for the last five years are provided in summary on page 39. All figures are taken from NCLR's preliminary audit draft financial statements for the fiscal year ending 9/30/00 and from NCLR's audited financial statements for the fiscal year ending 9/30/99. A full set of audited financial statements can be obtained by calling Michael Votaw, Chief Financial Officer and Vice President of Finance and Administration, at (202) 776-1781.

FINANCIAL HIGHLIGHTS

(All figures in \$000)

Statement of Financial Position Data	2000	1999	1998	1997	1996	1995
Total assets	35,572	19,348	7,633	7,814	6,045	3,943
Cash and equivalents	2,495	2,351	819	2,649	2,573	1,301
Investments in marketable securities	23,930	8,687	121	114	108	108
Property, plant, and equipment	678	800	808	751	690	739
Loans receivable	2,412	863	338	126	-	-
Total liabilities	20,617	12,291	2,164	2,224	2,373	3,909
Notes payable and capital lease obligations- Core Business	167	195	259	289	429	520
Notes payable- Raza Development Fund	17,895	10,000	329	231	-	-
Total Net Assets	14,955	7,056	5,469	5,590	3,672	2,770
Unrestricted Net Assets/Fund Balance	2,824	1,238	882	580	180	33
Temporarily Restricted Net Assets	12,131	5,328	4,587	5,010	3,492	2,737
Statement of Activities Data	2000	1999	1998	1997	1996	1995
Change in Unrestricted Net Assets (Surplus)	1,586	356	302	401	188	(89)
Total revenue and support						
(Unrestricted and Released from Restrictions)	19,128	15,967	14,006	12,508	10,367	8,573
Corporations/ foundations grants & contributions	6,543	6,324	5,362	4,773	4,055	4,594
Special events revenue	6,243	6,247	5,219	4,249	3,441	1,835
Federal grants	4,333	2,870	3,085	3,268	2,476	1,886
Other contributions and revenue	656	526	340	218	395	258
Raza Development Fund- Interest & dividend income	1,114	353	38	-	-	-
Other Key Operational Data	2000	1999	1998	1997	1996	1995
Total NCLR Consolidated full-time staff	101	95	90	85	80	70
Number of NCLR Affiliate Organizations	250	240	224	227	215	185
Number of NCLR Associate Members at year end	31,500	11,851	2,900	0	0	0

STATEMENT OF FINANCIAL POSITION-SUMMARY

(All figures in \$000)

	2000	1999	1998
Assets			
Cash and equivalents	2,495	2,351	819
Investments in marketable securities	23,930	8,687	121
Contracts, grants, and other receivables	5,363	6,024	5,126
Loans receivable- RDF	2,412	863	338
Property, plant, and equipment	678	800	808
Other assets	695	622	420
Total Assets	35,572	19,348	7,633
Liabilities			
Accounts payable and accrued expenses	2,183	1,873	1,417
Notes payable and capital lease obligations	167	195	258
Notes payable- Raza Development Fund	17,895	10,000	329
Other liabilities	372	224	159
Total Liabilities	20,617	12,291	2,164
Net Assets			
Temporarily restricted net assets	12,131	5,328	4,587
Unrestricted net assets	2,824	1,728	882
Total Net Assets	14,955	6,566	5,469
Total liabilities and net assets	35,572	19,348	7,633

NCLR STATEMENT OF ACTIVITIES-SUMMARY

(All figures in \$000)

	2000	1999	1998
Support and Revenue (Unrestricted and Released from Restrictions)			
Federal grants	4,333	2,870	3,085
Nonfederal program, institutional, and administrative grants	4,333	4,447	3,770
Corporation and foundation contributions	2,210	1,288	1,509
Special events	6,243	6,247	5,219
Other contributions and revenue	895	762	386
Raza Development Fund- interest and dividend income	1,114	353	38
Total support and revenue (unrestricted and released)	19,128	15,967	14,007
Expenses			
Program services			
Mission	631	451	465
Legislative advocacy	160	133	139
Special events and international projects	5,818	5,872	5,099
Core Policy	360	470	501
Technical Assistance and Constituency Support	3,594	3,487	3,455
Center for Health Promotion	1,396	795	885
Office of Research, Advocacy, and Legislation	871	643	593
Center for Community Educational Excellence	851	520	240
Raza Development Fund	963	200	40
Intercompany eliminations	(79)	(38)	-
Total program services	14,564	12,533	11,416
Supporting services			
Management and general	1,799	1,824	1,647
General fundraising	287	348	270
Membership marketing	892	906	371
Total supporting services	2,977	3,078	2,288
Total expenses	17,542	15,611	13,704
Change in Unrestricted net assets	1,586	356	302
Unrestricted Net assets at beginning of the year	1,238	882	580
Unrestricted Net Assets at end of year	2,824	1,238	882

STATEMENT OF FINANCIAL POSITION-BUSINESS SEGMENTS

(All figures in \$000)

	NCLR Core	Strategic Investment Fund	Raza Development Fund	Consolidating Entries	Consolidated NCLR
Assets					
Cash and equivalents	332	-	2,163	-	2,495
Investments in marketable securities	136	8,000	15,794	-	23,930
Contracts, grants, and other receivables	5,363	-	-	-	5,363
Loans receivable	-	-	2,412	-	2,412
Property, plant, and equipment	678	-	-	-	679
Other assets	895	-	22	(224)	693
Total Assets	7,405	8,000	20,392	(224)	35,572
Liabilities					
Accounts payable and accrued expenses	2,109	-	299	(224)	2,183
Notes payable and capital lease obligations	167	-	-	-	167
Notes payable- Raza Development Fund	-	-	17,500	-	17,500
Advances on government revolving loan funds	-	-	395	-	395
Other liabilities	372	-	-	-	372
Total Liabilities	2,647	-	18,194	(224)	20,617
Net Assets					
Temporarily restricted net assets	3,587	8,000	545	-	12,131
Unrestricted net assets	1,171	-	1,653	-	2,824
Total Net Assets	4,757	8,000	2,198	-	14,955
Total liabilities and net assets	7,405	8,000	20,392	(224)	35,572

STATEMENT OF ACTIVITIES-BUSINESS SEGMENTS

(All figures in \$000)

	NCLR Core	Strategic Investment Fund	Raza Development Fund	Consolidating Entries	Consolidated NCLR
Support and Revenue (Unrestricted and Released from Restrictions)					
Federal grants	4,333	-	79	(79)	4,333
Nonfederal program, institutional, and administrative grants	4,138	-	195	-	4,333
Corporation and foundation contributions	1,210	-	1,000	-	2,210
Special events	6,243	-	-	-	6,243
Other contributions and revenue	895	-	-	-	895
Raza Development Fund- interest and dividend income	-	-	1,114	-	1,114
Total support and revenue (Unrestricted and released)	16,819	-	2,387	(79)	19,128
Expenses					
Program services					
Mission	631	-	-	-	631
Legislative advocacy	160	-	-	-	160
Special events and international projects	5,818	-	-	-	5,818
Core Policy	360	-	-	-	360
Technical Assistance and Constituency Support	3,594	-	-	-	3,594
Center for Health Promotion	1,396	-	-	-	1,396
Office of Research, Advocacy, and Legislation	871	-	-	-	871
Center for Community Educational Excellence	851	-	-	-	851
Raza Development Fund	79	-	948	(63)	963
Intercompany eliminations	(79)	-	-	-	(79)
Total program services	13,680	-	948	(63)	14,565
Supporting services					
Management and general	1,799	-	15	(15)	1,799
General fundraising	287	-	-	-	287
Membership marketing	892	-	-	-	892
Total supporting services	2,977	-	15	(15)	2,977
Total expenses	16,658	-	963	(79)	17,542
Change in Unrestricted net assets	161	-	1,424	-	1,586
Unrestricted Net assets at beginning of the year	1,009	-	229	-	1,238
Unrestricted Net Assets at end of year	1,171	-	1,653	-	2,824

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended September 30, 2000
With comparative amounts as of September 30, 1999
Management Presentation - Based on Draft Audits

	Program Services									Supporting Services					2000 Total	1999 Total
	Mission	Legislative Advocacy	OSIP	Core	TACS	CHP	ORAL	Education Activities	Raza Development Fund	General and Administrative	General Fundraising	Membership Marketing	Strategic Investment Fund	Intercompany Eliminations		
Personnel																
Salaries	\$239,944	\$60,873	\$447,582	\$154,997	\$952,346	\$434,404	\$363,694	\$262,256	\$175,821	\$676,366	\$134,044	\$93,107	\$ -	\$(22,365)	\$3,973,069	\$3,318,044
Employee benefits and taxes	72,399	19,907	102,636	39,359	221,695	98,884	84,641	60,403	40,439	72,497	52,234	21,722	-	(5,454)	981,362	803,050
Total personnel	312,343	80,780	550,218	194,356	1,174,041	533,288	448,335	322,659	216,260	848,863	186,278	114,829	-	(27,819)	4,954,431	4,121,094
Consultants and contracts																
Consultants and temporary help	60,333	40,687	282,497	25,595	243,447	112,703	10,920	90,919	112,171	52,355	24,958	662,577	-	(31,607)	1,687,555	1,509,733
Funds to subgrantees	5,000	-	-	-	1,442,507	386,027	203,000	140,701	-	-	-	-	-	-	2,177,235	1,786,248
Audit and legal fee	-	-	12,500	-	-	-	1,810	-	52,527	56,722	-	-	-	-	123,559	120,863
Total consultants and contracts	65,333	40,687	294,997	25,595	1,685,954	498,730	215,730	231,620	64,698	109,077	24,958	662,577	-	31,607	3,988,349	3,416,844
Travel and meetings																
Out-of-town and local travel	56,924	6,643	354,861	20,547	273,901	129,052	56,456	93,770	28,646	144,528	14,883	15,619	-	(1,386)	1,194,444	1,039,397
Meetings	45,109	4,932	3,856,493	14,557	98,854	33,109	21,265	55,177	-	116,732	3,394	21,197	-	(183)	4,270,636	4,265,005
Total travel and meetings	102,033	11,575	4,211,354	35,104	372,755	162,161	77,721	148,947	28,646	261,260	18,277	36,816	-	(1,569)	5,465,080	5,304,402
Other expenses																
Space costs	55,362	6,800	90,237	36,169	133,576	63,437	61,293	42,932	155,812	237,387	26,860	13,766	-	-	923,631	867,330
Office supplies	11,966	880	26,910	4,500	22,461	20,413	5,218	12,555	8,942	20,775	2,709	12,522	-	(235)	149,616	147,804
Equipment rental and maintenance	4,420	56	(641)	5,646	37,113	10,876	7,406	12,521	-	17,943	2,532	2,349	-	(126)	100,095	-
Communications	30,031	4,864	155,953	12,127	114,522	33,137	23,497	14,865	23,076	31,827	6,730	22,540	-	(1,415)	471,754	583,892
Printing and reproduction	37,071	13,647	466,608	41,688	33,410	57,894	16,455	58,938	-	(26,365)	17,785	19,468	-	217	736,382	683,428
Depreciation	-	-	-	-	-	-	-	-	-	222,050	-	-	-	-	222,050	210,200
Bad debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	153,812	38,205	-	-	-	-	192,017	73,927
Other	12,442	279	22,046	4,948	20,428	16,276	14,929	5,664	211,637	37,745	500	7,073	-	(15,581)	338,386	202,576
Total other expenses	151,292	26,526	761,113	105,078	361,510	202,033	128,798	147,475	553,279	579,567	57,116	77,718	-	(17,574)	3,133,931	2,769,157
Total expenses	\$631,001	\$159,568	\$5,817,682	\$360,133	\$3,594,260	\$1,396,212	\$870,584	\$850,701	\$962,883	\$1,798,767	\$286,629	\$891,940	\$-	\$(78,569)	\$17,541,791	\$15,611,497

Note: The intercompany eliminations column represents the elimination of Rural Business Enterprise Grant activity which is included in this schedule under both the TACS and Raza Development Fund columns for presentation purposes.

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