



building bridges of justice

CALIFORNIA RURAL LEGAL ASSISTANCE, INC. | ANNUAL REPORT 2014

2014 IMPACT AT A GLANCE

CRLA provides a wide array of legal services that directly touch thousands of low-income Californians and indirectly impact the lives of many community members.

Education: 188 Cases Closed



Enforcing students' rights in areas of special education and suspensions/expulsions; guaranteeing access to a free and appropriate public education; migrant education programs and alternative school placements.



Labor/Employment: 1,371 Cases Closed



Collecting unpaid wages; enforcing minimum wage and overtime laws; upholding health and safety protections; enforcing workers' rights to rest and meal periods; collecting unemployment insurance benefits; fighting sexual harassment in the workplace.



Housing: 2,844 Cases Closed



Enforcing federal and state fair housing laws; monitoring low-income community redevelopment; enforcing habitability standards; preventing evictions; providing foreclosure counseling; promoting homeownership; preventing predatory lending.



Money Recovered: \$1,897,541.36



Money received for CRLA clients in 2014. This number does not include future payments owed to clients nor does it include the values of public benefits saved.



Rural Health : 1,164 Cases Closed

Securing public benefits; supporting victims of sexual assault and intimate partner violence; maintaining health insurance, disability and SSI coverage; guaranteeing access to clean water and preventing pesticide poisoning; assisting with ACA applications and needs.



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OUR MISSION

To fight for justice
and individual rights
alongside the most
exploited communities
of our society.

OUR VISION OF JUSTICE

A rural California where
all people are treated
with dignity and respect
and guaranteed their
fundamental rights.

Thank you for partnering with CRLA!



Dan Torres, *Former Deputy Director of Programs & New Initiatives*; José R. Padilla, *Executive Director*; Marcela Ruiz, *Deputy Director*.



José R. Padilla,
Executive Director



Adrian Andrade,
CRLA Board Chairman

Dear Friends:

CRLA will turn 50 next year, marking a year for celebration and reflection. It also has made me start to think back on CRLA's beginnings. We started during a time when people believed in a New Frontier of challenges: ending poverty and injustice. Nationally, we engaged in a "War on Poverty."

Attorneys created CRLA to build a rural bridge to justice for farmworkers and rural communities in California. This original bridge was based on the historical needs of our client communities, best described in the opening lines of the classic book *Pedro Páramo* by the Mexican author Juan Rulfo, "No vayas a pedirle nada. Exígele lo nuestro." In other words, "Don't ask him for anything. Just what's ours."

These words perfectly capture the essence of the civil rights and farmworker movements, where people demanded their righteous due. It captures the mindset of our clients, then and now. They come to us and to the law, simply asking for what is rightfully theirs because they earned it with their hard labor or are guaranteed the right under the law. They are not asking for anything more than just that — simple justice for themselves or their families living in the most isolated rural places.

The stories you are about to read are about our clients demanding to receive the wages they earned, the education they have right to, and to be spoken to in a language they understand.

The bridge we started so long ago and continue to build is possible because our staff, our Board, and our Justice Partners believe in giving rural Californians what is theirs. We fight together because we are dedicated to the idea that all people deserve respect, fairness, and justice under the law. I thank you for fighting alongside us as our mission articulates

CRLA started nearly 50 years ago and although we have made strides, the bridge is still to be complete. We do this together. And we remember these words about unending cause and purpose...

The woods are lovely, dark and deep,
But I have promises to keep,
And miles to go before I sleep.^[1]

Adelante Creando Luz,
Forward Creating Light

José Padilla and Adrian Andrade

[1] Robert Frost, "Stopping by Woods on a Snowy Evening."

CRLA dreams of a California where there is justice, fairness and legal access for all. This dream is only possible because of you — our Justice Partners.

Your donations, sponsorships, grants, pro bono services, volunteer time and support have helped CRLA fight for clients that were sexually assaulted at work, unlawfully evicted from their homes, denied government services, and denied a voice.

CRLA's staff and its past, present, and future clients would like to thank our supporters for allowing our doors to stay open and for the mission of justice to continue.



“At the end of the day it is about helping the most marginalized in any community. Each client is different but they all share something in common: they are just people seeking justice and fairness.”

- Marcela Ruiz, *Deputy Director*



Office Profile

LANDS CHANGE BUT THE MISSION REMAINS



Stockton has been the home to CRLA for generations.

At one point, Stockton, a city in San Joaquin County, was a small town surrounded by rows of fields and crops where workers would wake up early to tend the fields or the canneries. Over time, things changed. The fields and crops got paved over with houses and shops. The workers still wake up early . . . but that is because their commute takes them miles away from home.

Stockton is a now rural-connected city ^(FN1). It is a community with agricultural roots facing urban realities without the benefit of urban infrastructure. The community has changed, and so have the legal needs.

“CRLA prides itself on responding to the community’s need,” Deputy Director and long-time CRLA Stockton attorney Marcela Ruiz said. “At the end of the day, it is about helping the most marginalized in any community. Each client is different but they all share something in common: they are people seeking justice and fairness.”

The residents are diverse: White, Black, Latino, Asian, refugees, immigrants, gay, lesbian, transgender, young, elderly, and very

(FN1) Courville, Michael; Strohlic, Ron Toward a New Definition of Rurality in 21st Century California; San Francisco, California Rural Legal Assistance, Inc. May, 2011

often have intersecting identities. They work in all types of industries. CRLA serves the entire community and not just one group.

The issues surrounding Stockton are difficult: the city has been plagued with violent crime, it has been the center of the foreclosure crisis, and it’s one of the biggest cities to file for bankruptcy. Stockton’s residents have lived with the consequences of those storms and CRLA has been there to provide access to justice.

The office still helps farmworkers, but Stockton’s diversity and unique problems have allowed the staff to help: low-wage service job employees, day laborers, youth excluded from educational opportunities, homeowners facing foreclosures, tenants confronting homelessness, women struggling with the impacts of domestic violence, immigrants who are the victims of violent crimes, and families reduced to poverty trying to access the public safety net.

“This year, we had a client who was faced with losing her Section 8 housing and becoming homeless because of an eviction that was filed against her by her landlord after she refused his sexual advances. We advocated for her, got her voucher back, got the unlawful detainer judgment set aside, and assisted her with filing a discrimination complaint against the landlord with HUD,”



recounts Stockton CRLA Staff Attorney Denise Mendez.

CRLA knows that the challenges of today may not be the challenges of tomorrow. “Not too long ago, problems facing the LGBT community existed but they were not the cases walking through our door. Now, serving LGBT communities is one of our priorities. We saw a pattern of injustice and we addressed it as an office. It is our obligation to adjust to emerging legal challenges and always stay alert to the needs of the most vulnerable,” said Marcela.

CRLA was created because people imagined a world where everyone had access to rural justice, and all people’s rights were respected. The CRLA staff still dream of that world. So, while California’s rural areas might change, the mission of protecting the most vulnerable people in exploited communities remains the same. ■

THIS IS MARIANO



“You have the power to change your community.”

These are the words that inspired Mariano Alvarez’s journey from farmworker to CRLA community worker.

Mariano is an indigenous Mexican who came to the United States speaking no English and literally only understanding two words in Spanish: sí and no. “My native language is Triqui and that made it so hard because I needed to quickly learn two languages to survive.”

Mariano’s language abilities got him noticed while working in the fields of Sonoma County. A CRLA community worker told him that because of his tri-lingual abilities, he had the chance to be a voice for his family and community. This inspired Mariano to apply at CRLA.

The indigenous Mexican community is often isolated because of their lack of English- and Spanish-speaking skills.

This isolation has caused them to know little about their rights or how to enforce their rights when violated. Further, unscrupulous people who recognize the indigenous community’s vulnerabilities have used those same vulnerabilities to exploit them.

As a community worker, Mariano is able to fight and speak against these injustices on behalf of the indigenous Mexican community. “My community just wants to work and have a better life. In Mexico, when these workers are unpaid, they have no way to fight back. They think it is the same here. I am here to let them know they don’t have to be exploited and that they have labor rights.”

Mariano is able to make an impact because of his relationship to the community. “They trust and work with me because I am one of them. I speak and talk like them. There are not many places where an indigenous Mexican is the person helping them.”

Over the years, Mariano has seen the impact and change in the community that he serves. “When I first started, I’d never seen or heard the indigenous community asserting their rights. Now, I see them, standing up and engaging in the community. They are no longer just part of the indigenous community — they are part of their surrounding community. They are becoming integrated. This has a lot to do with our CRLA Indigenous Leadership Program. The program teaches the community about their legal rights and it is very empowering. Because of the Leadership Program, a number of community leaders testified in Sacramento on SB 666, a law meant to protect workers from employer retaliation.” ■

OHTLI AWARD: This year Mariano received the *Reconocimiento Ohtli* from the Mexican Consulate, in recognition of his work to improve the lives and defend the rights of indigenous Mexicans. This is the highest honor awarded by the Mexican Government to a member of the Mexican or Mexican American community living in the United States.

THE FARMWORKER ADVOCATES



CRLA's relationship with the farmworker community starts long before the first court document is filed.

Our community workers conduct extensive outreach and develop trusting links with farmworkers who often turn to our community workers with concerns about health and safety conditions in the fields. Through field monitoring, outreach and education, a message is shared: CRLA is your partner, your advocate, and a safe place to find justice and enforce rights for the farmworker communities.

In 2012, over 100 farmworkers went to cash their checks, only to have them bounce in return. The workers brought this up to their contractor, but nothing happened. A member from the community who built a relationship with CRLA from a previous

case heard what happened and directed them to CRLA for help.

The workers came into the Fresno office and met with CRLA community worker Ephraim Camacho. Ephraim investigated the case and found that the grower had paid the farm labor contractor, but that the contractor did not pay the workers.

"The contractor stole the money," said Ephraim. "They had an agreement with the grower to pay the farmworkers but they did not honor it."

Ephraim filed over 80 wage claims on behalf of the workers with the Labor Commissioner. This then led to the Commissioner filing a lawsuit in court against the contractor for multiple violations, including failure to provide minimum wage and overtime to employees.

Ephraim's role did not end with just filing the claims. He also acted as a bridge between our clients and the Labor Commissioner during the long and difficult legal process. He gathered the workers'

declarations for the Labor Commissioner and guided the workers through the proceedings.

Justice is not instantaneous. It took two years before a \$480,000 judgement against Diaz Contracting was awarded.

The money award went toward the basic needs of our clients. "We needed that money to move and I am not sure what my family would have done without it. We don't have much as it is. I am thankful to Ephraim and CRLA for their help," said one of the 80 farmworker clients represented by CRLA.

Ephraim talked about the outcome, "I have seen so many similar companies over the years. Those with so much will take from those with so little, and we have to fight to just get a small part for our clients."

CRLA's community workers understand the importance of building relationships. They understand that it's necessary to go out into the fields and to talk to workers and rural residents, to hear about their needs, but most importantly, to help them find help and solutions. CRLA's community workers are a bridge to justice. ■



Labor

“Thanks to CRLA's help, 63 students in this remote rural district will be fully evaluated and provided speech and language services that meet their individualized needs.”

- CRLA Parent Client



Education

DEDICATION TO EDUCATION



CRLA believes that education is necessary to end inequality in California.

Our Rural Education Equity Program was created to focus on education equity for low income rural children, English language learners, LGBT students, migrant students, and students from indigenous communities. The program seeks to change school practices that deprive rural youth of meaningful access to quality education, including biased application of discipline standards, exclusionary school climates, and inequitable allocation of school resources. The program has found success through targeted community education, providing legal representation for individual students and families, and engaging in systemic advocacy. CRLA has seen amazing social change occur when rural communities hold their school districts accountable. Here is our program in action:

The San Pasqual Valley Unified School District, based in Winterhaven, a small rural town on the California border with Arizona and Mexico, was discriminating against special education students, and systemically failing to provide any meaningful educational support. The school district denied speech and language services to students. Thanks to

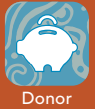
El Centro Directing Attorney Patrick Saldaña's help, 63 students in this remote rural district will be fully evaluated and provided speech and language services that meet their individualized needs. CRLA's client said: "I'm very thankful for CRLA services. CRLA took my daughter's needs into consideration and helped us file our complaint. We are very pleased with the California Department of Education's decision and now she can receive the overdue speech services that she needs." ■



THE BROTHERS ULLOA

CRLA's mission and clients depend on our donors as much as it does on our staff.

Our donors' compassion and generosity allow CRLA to pay for staff and obtain the tools needed to ensure fairness and justice for our clients. CRLA counts on our donors to be partners in our journey for a better California because justice is never achieved alone.



Donor





Three of our strongest and longest supporter are brothers Roland, Ron and Walter Ulloa.

Roland, Ron and Walter grew up in Brawley, a small town in California's Imperial Valley, with CRLA's Executive Director José Padilla. Living in such an agriculturally-rich area allowed the brothers to see firsthand the strength of the farmworker community and the work of CRLA.

The Ulloa brothers' parents instilled the importance of hard work and dedication in their family. They dreamed that their sons would be able to graduate from the University of Southern California (USC) — a statistically big dream, given the very few number of Latinos graduating at the time. With an upbringing that encouraged a strong work ethic and commitment, the brothers made this dream a reality. Roland, Ron and Walter all graduated from USC and went beyond, each obtaining a law degree thereafter.

The brothers then went on to become media titans. Roland is the President of Dos Costas Communications, which owns and operates numerous bilingual radio stations that span across Southern California. Ron is the President of KXLA-44 and KVMD-31, respectively, television stations that offer some of the best multicultural television programs—a mix of Spanish and Asian culture shows—throughout Southern California. Walter is the Chairman and Chief Executive Officer for Entravision, a company with 58 television stations and 48 radio stations across the United States and Latin America.

Non-English program offerings, like those featured on the brothers' stations, are especially critical to CRLA's immigrant clients and their communities. These programs educate and inform them of relevant, present-day issues without the language barriers. This is especially important in helping them to exercise their voting rights.

Their parents also taught the brothers that the value of success is defined by how you help others. This value shines in the Ulloas and is the reason why these brothers are such strong CRLA partners.

"CRLA represents the most exploited and voiceless in California. Yet, these communities do so much for society — from picking our food to watching our children.

My brothers and I believe that they are entitled to have a voice and to get help, just like all other hardworking citizens of our country. We give to CRLA because they give these defenseless communities the voice and help that they need," said Ron. "Also, we believe and trust in CRLA's leadership to do right for these people. We know our donations will be used in great ways."

CRLA and our clients thank Roland, Ron and Walter. Their support is invaluable, and it allows us to continue fighting and being a voice for so many exploited communities. ■

CRLA argued against the California's English literacy voter requirement in the 1970 case of *Castro v. State of California*. The California Supreme Court held this requirement to be unconstitutional. The Court stated that bi-lingual media provided non-English voters access to political information necessary to make intelligent and informed choices. The Ulloa brothers' TV and radio stations play this vital role in providing information to California's non-English voters.

“ Working with these groups helps CRLA stay connected to local issues on the ground, build connections between community groups and our field offices, and furthers our mission by working alongside communities fighting for justice and equity.”

- Marcela Ruiz, Deputy Director



GROWING PARTNERS: FUND FOR RURAL EQUALITY



CRLA's Cynthia Chagolla (left) with the San Joaquin Pride Center's staff.

Unlike its urban centers, California's rural communities have a dearth of nonprofits and community based organizations to serve rural residents.

CRLA has a long history of fostering the development of new, rural nonprofit organizations to join us in bridging the rural justice gap.

We realized that many nascent and emerging rural organizations need help and support to grow and thrive. In 2010, CRLA launched the Fund for Rural Equity (FFRE), a partnership with the Immigrant Legal Resource Center (ILRC) to build the capacity of rural nonprofits. CRLA's second cohort of 3-year grantees are making great strides on their own paths toward increased capacity to serve predominantly low-income communities of color in the Central Valley.

Supported by The William and Flora Hewlett Foundation, The James Irvine Foundation, and The David and Lucille Packard Foundation, the Fund for Rural Equity combines core operating support and supplemental technical assistance funding with leadership development training, one-on-one coaching, and organizational learning opportunities. Organizations were selected through a competitive process. Fifteen organizations are part of the 2013-2016 cohort, creating a

community of peers and potential partners that will be able to collaborate long beyond the current grant cycle.

The grantee organizations each received \$86,650 over the course of the program. Each year, the organizations attend different workshops on topics like nonprofit finance and governance, communications, fund development, and adaptive leadership. Led by Deputy Director Marcela Ruiz and supported by Susan Podesta, Development Officer for Grants and Contracts, the FFRE is creating stronger, more resilient nonprofits to better serve rural communities.

"Working with these groups helps CRLA stay connected to local issues on the ground, build connections between community groups and our field offices, and furthers our mission by working alongside communities fighting for justice and equity," said Marcela Ruiz, Deputy Director. "It's been such a privilege to watch these groups blossom over the course of this partnership. I know that the participants will see long-term benefits from being a part of the FFRE." ■

OUR GRANTEEES



CRLA PROGRAM AND INITIATIVES

“CRLA’s programs address emerging and chronic community needs, while also allowing CRLA to work alongside our communities to build community capacity to respond to and tackle many challenges on their own.”

- Dan Torres, *Former Deputy Director of Programs & New Initiatives*



Rural Health Disparities Program is partnering with the community to address the high levels of childhood asthma in the Imperial Valley.

Indigenous Program provides leadership training to indigenous farmworkers, who speak a distinct language that is unrelated to Spanish, so they can become advocates and leaders in their communities.





The Community Equity Initiative partners with those in unincorporated communities to ensure that they have clean water, safe housing, access to healthy food, and other basic needs.

Rural Education Equity Program challenges policies and practices that disparately impact vulnerable student groups, which include low-income, English learner, migrant, LGBT, indigenous, special education, and foster students.

The LGBT Program works with new and emerging LGBT centers in rural communities to increase outreach and create a more welcoming culture.



“ This is a tremendous step toward ensuring that indigenous language speakers are treated with dignity and respect.”

- Adriana Merino, CRLA Client



Indigenous
Program

FROM SOUNDS TO LANGUAGE



Words can be powerful,
emotional, and inspirational.
Words provide information
and insight, allowing people
to make important decisions.

Words can also just be sounds that get lost in the wind if the person hearing the words cannot understand their meanings.

Agustina Montesino speaks the indigenous Mexican language of Triqui—a distinct language unrelated to Spanish. Montesino went to CRLA’s Salinas office because she needed someone to explain a recent bill that she received from the Mee Memorial Hospital.

Agustina met with CRLA Salinas’ Community Worker Mariano Alvarez. She explained to Mariano that she had asked the hospital staff for a Triqui speaking interpreter because she could not understand them and did not know what medical problems and treatments she was undergoing—but they



refused her request. Instead, they brought in a Spanish language interpreter. She also told Mariano that as the Spanish language interpreter spoke, she had no idea what medical problems she had or what the doctors did to her.

Adriana Merino had attended a CRLA community education presentation where she heard about the right to an interpreter in healthcare, and other settings. Adriana also came into our Salinas office after she was also refused a Triqui interpreter at Mee Memorial Hospital, and was instead provided with a Spanish language interpreter when she spoke and understood no Spanish. She too said that she did not know what the doctors did to her during her visits.

Mariano conducted further investigations to determine whether the problems facing Agustina and Adriana were isolated incidents or if something bigger was happening at the hospital located in the southern area of Monterey County. After meeting with others from the community and learning about their issues with this problem, he discovered that Mee Memorial was regularly failing to provide interpreters to indigenous language speakers. Thus, there were more people like Agustina and Adriana who were undergoing treatments and receiving medical care, without ever



knowing their diagnosis or understanding why they were being treated.

“It was outrageous. Hospitals must communicate with patients in their language, especially when critical health information is at stake. It’s the law,” said CRLA Indigenous Program Director Maureen Keffer.

CRLA filed a civil rights complaint against the hospital for this denial of basic rights. After two years, an agreement was reached with Mee Memorial Hospital. They now have a policy to provide necessary language services to all of their non-English speaking patients.

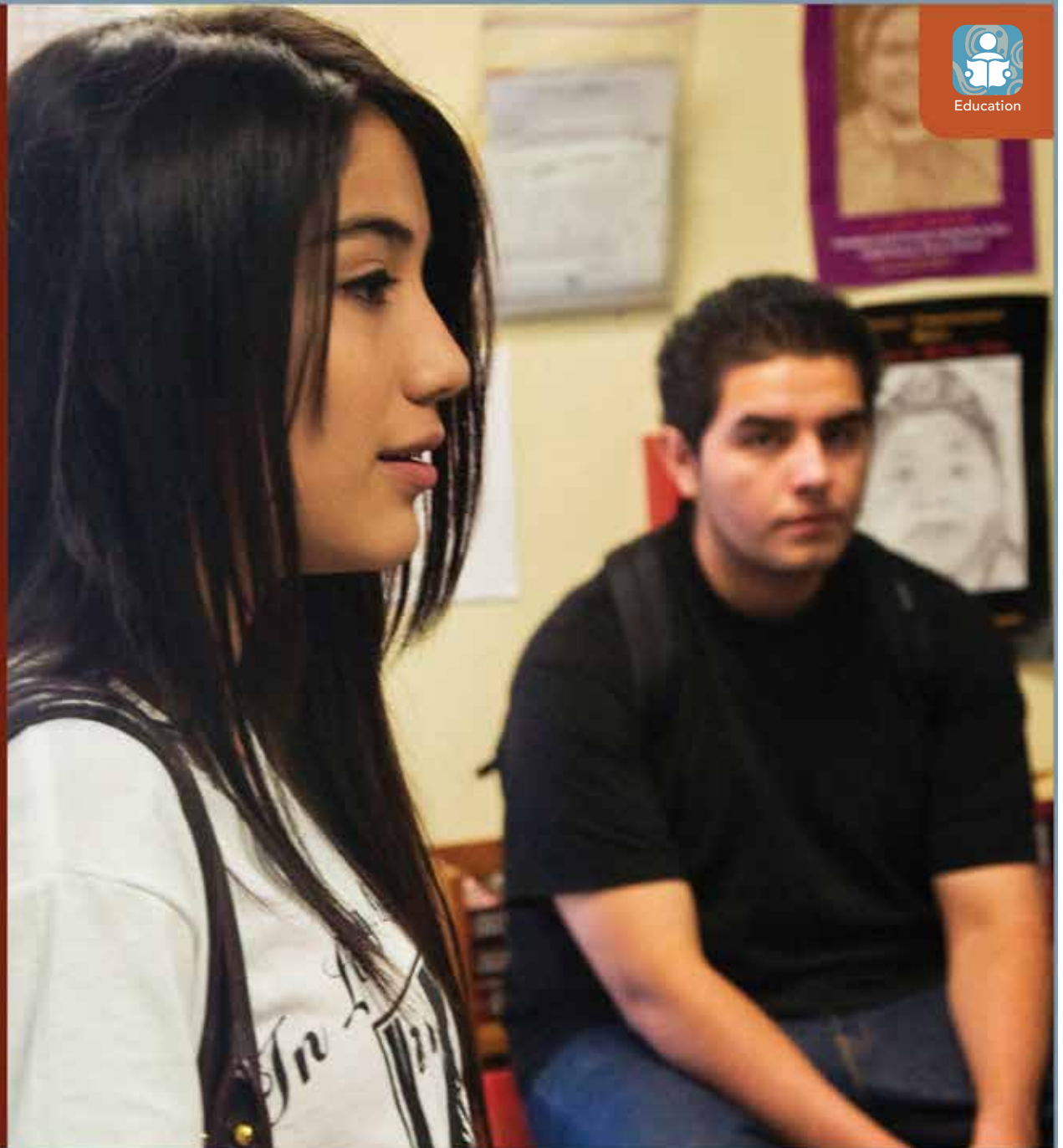
“This is a tremendous step toward ensuring that indigenous language speakers are treated with dignity and respect,” said Adriana. “This agreement will help the rest of the indigenous people who don’t speak English or Spanish, and hopefully they won’t experience what I did.” ■

“ He who opens a school door,
closes a prison.”

- Victor Hugo

THE MISEDUCATION OF KERN COUNTY

CRLA filed a groundbreaking lawsuit in 2014 against the Kern High School District, the Kern County Office of Education and state agencies to stop public school officials from discriminating against low-income children of color.

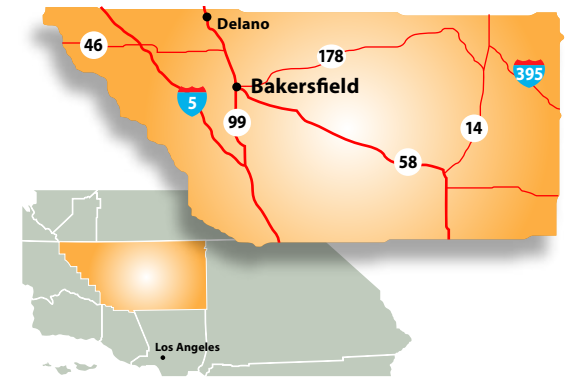


In *Sanders v. Kern High School District* (KHSD), KHSD has a history of establishing discriminatory expulsion and school assignment policies that have resulted in denying equal educational opportunity to African American and Latino students. Along with a coalition of civil rights legal advocates, including MALDEF, Equal Justice Society, the Dolores Huerta Foundation, and Greater Bakersfield Legal Assistance, Inc., CRLA filed suit in Kern County Superior Court in October, 2014. The suit was filed on behalf of Latino and African American students and parents, as well as community members and community organizations who have sought to bring equity to the KHSD system without success.

Using civil rights strategies developed to challenge segregated schools, the goal of this lawsuit is to correct the school district's current discipline practices, to eliminate the disproportionate suspensions and involuntary transfer of students of color, to foster a safe environment with effective discipline responses, and to ensure the rights of students to a quality education. In preliminary rulings the Kern County Superior Court made clear that students have the right to advance their constitutional and statutory rights to equal and fair education in Bakersfield.

KHSD, located in California's Central Valley, has a student population that is 62 percent Latino and 6.3 percent African American. The African American and Latino students are being denied their fundamental right to an equal and adequate education, by being disciplined and involuntarily transferred out of their regular high schools and into county and district run community or continuation schools. Over the last five years, discriminatory school assignment policies have made it far more likely for Latino and African American students to be suspended, expelled, and assigned to alternative schools than the rest of the student population.

KHSD's discipline and involuntary transfer policies have created a pattern that has been nationally studied and described as



the "School-to-Prison Pipeline," defined as the use of educational policies and practices that have the effect of pushing students out of schools and toward the juvenile and criminal justice systems. Those disciplined and transferred out of a general school setting are more likely to drop out, less likely to graduate on time, and less likely to attend or complete college or vocational training. CRLA's education advocacy behind this case is the "School-to-Nowhere," which is part of the Rural Education Equity Program.

CRLA's hope is that the lawsuit will end the district's current unlawful policies and practices, and create a future where the students from this school will have a chance to succeed and that education will be open to them instead of being pushed out by the school. It has been said that, "he who opens a school door, closes a prison," and our students just want the chance to walk through the door. ■

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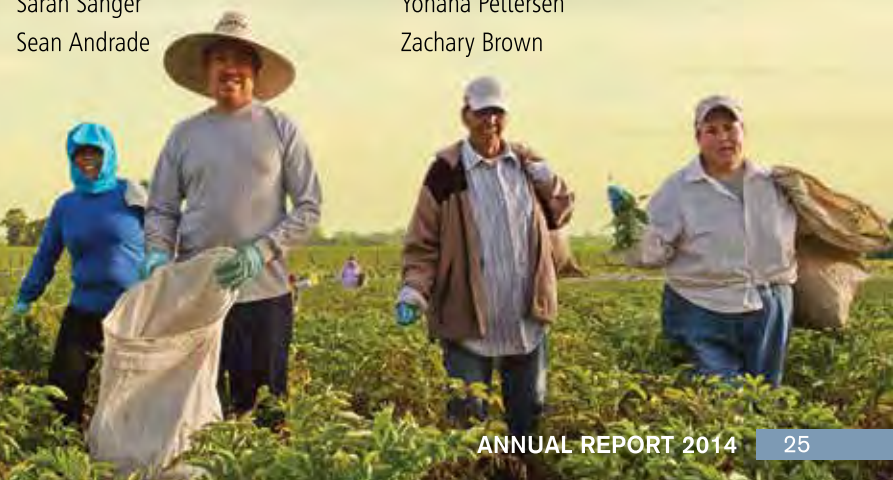
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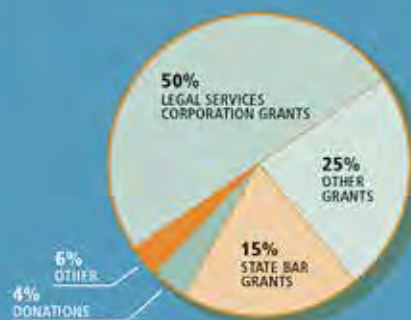


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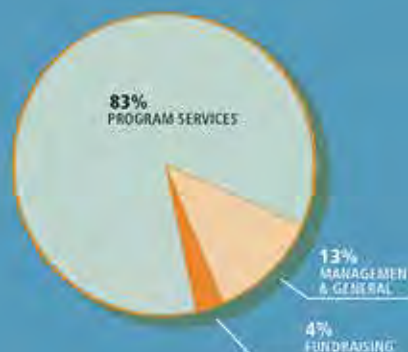
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2014 REVENUE



2014 EXPENSES



STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended December 31, 2014

Year Ended December 31, 2013

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
REVENUE AND SUPPORT						
Grant revenue	\$-	\$12,894,138	\$12,894,138	\$8,000	\$12,451,595	\$12,459,595
Donated services	655,665	-	655,665	1,821,000	-	1,821,000
Attorneys fees and costs recovery	6,321	562,395	568,716	160,915	342,566	503,481
Contributions	412,771	-	412,771	854,001	6,000	860,001
Special event revenue	148,981	-	148,981	154,515	-	154,515
Other revenue	94,123	272,686	366,809	51,187	75,450	126,637
Net assets released from program restrictions	13,627,888	(13,627,888)	-	13,077,816	(13,077,816)	-
Total revenue and support	14,945,749	101,331	15,047,080	16,127,434	(202,205)	15,925,229
EXPENSES						
Program services	12,704,599	-	12,704,599	13,326,779	-	13,326,779
Management and general	1,998,778	-	1,998,778	2,012,481	-	2,012,481
Fundraising	630,208	-	630,208	557,994	-	557,994
Total expenses	15,333,585	-	15,333,585	15,897,254	-	15,897,254
Change in net assets	(387,836)	101,331	(286,505)	230,180	(202,205)	27,975
NET ASSETS						
Beginning of year	\$1,601,428	\$144,900	\$1,746,328	1,371,248	347,105	1,718,353
End of year	\$1,213,592	\$246,231	\$1,459,823	\$1,601,428	\$144,900	\$1,746,328

STATEMENTS OF FINANCIAL POSITION December 31, 2014 and 20132

ASSETS	2014	2013
CURRENT ASSETS		
Cash and cash equivalents	\$123,590	\$2,105,319
Grants receivable	409,592	490,675
Pledges receivable	24,048	69,808
Other receivable	50,294	39,521
Prepaid expenses, deposits, and employee advances	226,427	417,680
Other assets	900	800
Total current assets	\$834,851	\$3,215,471
NON-CURRENT ASSETS		
Client trust funds	302,134	211,760
Property and equipment	3,253,52	1,213,500
Total non-current assets	3,555,663	1,425,260
Total assets	\$4,390,514	\$4,549,063
LIABILITIES AND NET ASSETS	2014	2013
CURRENT LIABILITIES		
Accounts payable	\$216,516	\$202,734
Accrued liabilities	630,340	507,759
Refundable advances	-	1,349,299
Current portion of notes payable	91,979	48,620
Total current liabilities	\$938,835	\$2,108,412
NON-CURRENT LIABILITIES		
Client trust funds payable	302,134	211,760
Notes payable	1,689,722	482,563
Total non-current liabilities	1,991,856	694,323
Total liabilities	\$2,930,691	\$2,802,735
NET ASSETS		
Unrestricted	500,395	526,902
Unrestricted board designated	713,197	1,074,526
Temporarily restricted	246,231	144,900
Total net assets	1,459,823	1,746,328
Total liabilities and net assets	\$4,390,514	\$4,549,063

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