A New Way of Life
Reentry Project
2020 Annual Report
Our Story...

Susan Burton, a formerly incarcerated Black woman, is an inspirational, transformational leader who founded A New Way of Life (ANWOL) in Los Angeles in 1998. A nationally acclaimed reentry program for women, the model is expanding nationally and poised to transform the U.S. approach to criminal justice.

Ms. Burton struggled to rise above a life of poverty, violence, and loss. As a way to cope, she fell harder into substance misuse and became enmeshed in the cycle of mass incarceration for nearly two decades. After being released from prison for the sixth time, Ms. Burton was finally able to access recovery services in an affluent area of Los Angeles. There she discovered and embraced opportunities that were never offered before. She became determined to bring those resources to areas plagued by poverty and over-incarceration.

Ms. Burton is a leader in the fight for criminal justice reform. A New Way of Life has provided housing to over 1,200 formerly incarcerated women, helped reunite more than 400 women with their children, and provided pro bono legal services to more than 3,400 community members with conviction histories. A New Way of Life supports formerly incarcerated people by empowering them to begin personal healing and self-sufficiency.

In 2020, Pamela Marshall joined Michael Towler as ANWOL’s co-director to support Susan Burton’s vision for A New Way of Life.

We Believe...

People who have been impacted by incarceration should be offered meaningful community-based resources that empower them to represent themselves through storytelling, leadership development, collective action, and the inclusion of their experiences and perspectives in mainstream society.

We empower and build the leadership skills of formerly incarcerated people; we hire formerly incarcerated people; and we provide cutting-edge organizational leadership that promotes resources for disenfranchised people living in communities that have been marginalized.

In Freedom Work...

We provide housing and support to formerly incarcerated people for successful community reentry, family reunification, and individual healing.

We work to restore the civil rights of formerly incarcerated people.

We empower, organize, and mobilize formerly incarcerated people as advocates for social change and personal transformation.
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Executive Summary

Established in 1998, A New Way of Life Reentry Project is a nationally acclaimed reentry program for women. Since our founding, we have provided housing to over 1,200 formerly incarcerated women, helped reunite more than 400 women with their children, and provided pro bono legal services to more than 3,400 community members with conviction histories. Our commitment to freedom work continues into the present. In 2020, we experienced much success across all aspects of our mission:

- **Safe Housing**: Opened our ninth and tenth homes. We now have the capacity to serve up to 73 women and their children at any given time—for less than ½ the cost of incarceration.
- **Legal**: Filed 602 petitions for expungement (92% success rate), 64 petitions for reduction of felony to misdemeanor (84.3% success rate), 95 petitions to reduce Prop. 47-eligible offenses (85.3% success rate), and 5 petitions to reclassify Prop. 64-eligible offenses (100% success rate).
- **Advocacy – Legislation**: Successfully advocated for three bills to get to Governor Newsom’s desk, with SB 144 being signed into law—which eliminated $16 billion in criminal justice debt.
- **Advocacy – AOUON-SC**: All of Us or None – Southern California membership grew by nearly 10% to 2,330.
- **Advocacy – WOJO**: Accepted 21 members to the Women Organizing for Justice & Opportunity Leadership Lab.
- **Advocacy – D.O.O.R.S**: Worked with Developing Opportunities and Offering Reentry Solutions to provide family reunification services to 111 families.
- **Advocacy – COVID-19**: Worked with private donors, BET/United Way, and the Center for Employment Opportunities to provide critical assistance for over 1,100 individuals with emergency needs.
- **Multimedia & Events – Testif-i**: Six new women featured for our Testif-i series. We received 2,479 views in 2020 for a total watch time of 87.9 hours.
- **Multimedia & Events – JOTFF**: Seven films screened with an overall audience of 2,100 viewers across five continents.
- **Multimedia & Events – GALA**: Raised $200,000 to support ANWOL’s freedom work.
- **Media**: 109 media hits. 50% increase in Instagram followers and 28% increase in Twitter followers.
- **SAFE Housing Network**: Added eight SAFE house sites in six new states and one expansion in Kenya. This network provided reentry housing to 127 formerly incarcerated people and reentry services to 450 people.

The list above is a snapshot of what ANWOL was able to accomplish throughout the extraordinarily difficult year that 2020 proved to be for our staff and the communities we serve. The COVID-19 pandemic and hostile political climate created an environment harmful to the physical and emotional well-being for all of us, especially incarcerated and formerly incarcerated people. The services we offer—from housing, legal, advocacy, and more—proved critical during this time. None of this would be possible without your ongoing support.

On behalf of those whom we serve, thank you.
**Resident Success**

**LaTanya** is living independently with her two sons and is a Housing Coordinator for A New Way of Life.

After substance misuse led to incarceration and the loss of custody of her children, LaTanya found herself down a long road to reentry.

When released, she found the rehabilitation services she needed and began the process of regaining full custody of her children. While completing parenting classes, she was in need of a stable place to live. That’s when LaTanya found A New Way of Life, which she now calls the “icing on her cake.”

LaTanya is now a housing coordinator for A New Way of Life and just moved into her own apartment with her two sons. LaTanya’s daughter was accepted to Berkeley and will begin classes in Fall 2021.

LaTanya has dreams to open her own reentry project one day and to keep Ms. Burton’s mission alive. LaTanya’s ambition is the driving force for all her accomplishments.

**Amber** is enrolled at East Los Angeles College where she is studying to become a drug and alcohol counselor.

While serving her second prison term, Amber got the psychological help needed to address her substance misuse. Amber knew, however, that without the proper support, upon release she could end up back on the streets and to old habits.

In reading “Becoming Ms. Burton,” Amber found a role model who had gone through the same experience. Inspired, she wrote a letter to Susan Burton and to Amber’s surprise, she received an invitation to join A New Way of Life.

Now, after living at ANWOL, Amber has moved on to independent living. She is currently working to use her experience and education to help her community.
Safe Housing

Our ten safe homes provide safe, clean, and long-term community-oriented living environments to formerly incarcerated women. Women can live at our safe homes for as long as needed, and, when they are ready, we assist them in searching for permanent housing.

In 2020, with the opening of Villa La Tournelle, we began the first phase of a collaborative initiative with the DePaul Center and St. Vincent de Paul Society of Los Angeles to set up a holistic reentry program for formerly incarcerated men and women. The Villa is the former convent located on the campus of the DePaul Evangelization Center in Montebello. Father Perry, Director at the DePaul Center, came up with the name for the Villa in honor of the building that Vincent de Paul rented in the city of Marseilles, France to house prisoners condemned to service on the French galleys.

9 & 10
We opened our ninth and tenth homes in response to urgent needs created through the COVID-19 pandemic.

73
We now have the capacity to serve up to 73 women, along with their children, at any give time.

281
We received 281 letters from incarcerated women. We replied to each letter, offering resources and hope.
**Ethnicity of Residents**

- **Black**: 46 residents [49%]
- **White**: 22 residents [24%]
- **Asian**: 3 residents [3%]
- **Latinx**: 20 residents [21%]
- **Other**: 3 residents [3%]

**Total 94 Residents**

**Age of Residents**

- **26–55 years old**: 63 residents [67%]
- **18–25 years old**: 7 residents [7%]
- **56 years and older**: 24 residents [26%]

**Total 94 Residents**

---

**94**

Women Served

**5**

Women Reunited With Their Children

**0**

Women Served Were Re-incarcerated

**100%**

Complied With Conditions of Probation/Parole

**100%**

Participated in On-Site Programming

**97%**

Maintained Sobriety

**96%**

Regularly Attended Recovery Meetings

**94%**

Developed and Progressed toward Self-Identified Goals

**83%**

Employed and/or Enrolled in School

**73%**

Women Accessed Permanent Housing

**Women Served**: 73%

**Women Accessed Permanent Housing**: 56%

**Women Reunited With Their Children**

**Women Served Were Re-incarcerated**: 0%

**Maintained Sobriety**: 97%

**Regularly Attended Recovery Meetings**: 96%

**Developed and Progressed toward Self-Identified Goals**: 94%

**Employed and/or Enrolled in School**: 83%

**Women Served Were Re-incarcerated**: 0%

**Complied With Conditions of Probation/Parole**: 100%

**Participated in On-Site Programming**: 100%

**Maintained Sobriety**: 97%

**Regularly Attended Recovery Meetings**: 96%

**Developed and Progressed toward Self-Identified Goals**: 94%

**Employed and/or Enrolled in School**: 83%
A New Way of Life continued to protect the rights of our most vulnerable citizens. ANWOL staff attorneys train volunteers, who donate approximately 1,600 volunteer hours per year.

We litigated cases filed earlier against multiple public entities and filed several new cases following the conclusion of investigation. Through 18 legal clinics and individual representation, we helped 201 clients work to clean up their records.

**We filed:**
- 602 petitions for expungement, with a 92% success rate.
- 64 petitions for reduction of felony to misdemeanor, with an 84.3% success rate.
- 95 petitions to reduce Prop. 47-eligible offenses to misdemeanors, with an 85.3% success rate.
- 5 petitions to reclassify Prop. 64-eligible offenses with a 100% success rate.

During the COVID-19 emergency, when in-person clinics were no longer safe, we served clients on an individual basis until we were able to establish virtual clinics beginning in July 2020. Because each virtual clinic is smaller than an individual in-person clinic, we held our clinics more often: three times per month on average, rather than twice per month.
A New Way of Life advocated for the release of imprisoned people, including making repeated public comments, submitting letters, and organizing caravans to free mothers incarcerated at Lynwood Women’s Jail and to free men and women because of the risks posed by COVID-19.

**Quest for Democracy (Q4D)**
We brought the voices of formerly incarcerated people to policymakers at the state and local levels via an online Quest for Democracy (Q4D). This virtual day of action promoted criminal justice reform legislation and provided input about creating alternatives to incarceration and probation reform. Q4D is a social movement that was established by Dorsey Nunn (Legal Services for Prisoners with Children) and Susan Burton.

**Legislation**
We successfully advocated for three bills to get to the Governor’s desk:
- **AB 2835**: require state prison system to provide all released individuals with an official state ID.
- **AB 555**: reduce the costs of communicating with incarcerated people.
- **SB 144**: eliminate $16 billion in criminal justice debt owed by the poorest communities in California.

The Governor signed into law SB 144, but vetoed AB 2835 and AB 555.

**Voter Guide**
We released our nonpartisan Voter Guide on ballot propositions, which we disseminated through social media as well as our socially distanced voter registration events. Our education focused on Prop. 17: Voting Rights Restoration for Persons on Parole Amendment. Prop. 17 was approved by voters, restoring voting rights to 50,000 people on parole.

**Voter Registration**
We succeeded in registering 587 formerly incarcerated individuals to vote.
**All of Us or None**

All of Us or None – Southern California (AOUON-SC) is an organization of, by, and for formerly incarcerated/convicted people who organize to restore the rights of people with convictions.

In 2020, we grew the AOUON-SC network by nearly 10% year-on-year to 2,330 members.

<table>
<thead>
<tr>
<th>Year</th>
<th>#Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2,330</td>
</tr>
<tr>
<td>2019</td>
<td>2,141</td>
</tr>
<tr>
<td>2018</td>
<td>2,040</td>
</tr>
</tbody>
</table>

AOUON is central to much of our advocacy work—from mobilizing Q4D to advocating for legislation—and this strong base enabled us to canvas “Hard to Count” communities for the national census and work with Los Angeles officials and communities to develop an LA Office of Racial Equity.

**Women Organizing for Justice & Opportunity**

Our Women Organizing for Justice & Opportunity (WOJO) Leadership Lab is a training program that allows formerly incarcerated women to get involved in the movement for social justice and sharpen their leadership skills.

The 2020 cohort consisted of 21 out of 26 applicants. The training began with a three-day retreat on January 3–5. Nine women consistently participated, with three who continued their participation from previous cohorts.

On July 18, 2020, WOJO graduates were celebrated for their dedication to reuniting mothers and children. They are working on a campaign called “Stop the Clock” to advocate for more time for families to complete reunification requests.

**Developing Opportunities and Offering Reentry Solutions**

Developing Opportunities and Offering Reentry Solutions (D.O.O.R.S) is a Community Reentry Center and offers an array of services to address barriers to reentry for individuals, their families, and the community. Services include, but are not limited to, employment, legal aid, mental health, education, healing through the arts, and family reunification.

Through D.O.O.R.S, ANWOL provided family reunification services to 111 families seeking to preserve their family unit. The program has been successful in helping families navigate the Department of Children and Family Services. Program support enables clients to stay focused, maintain compliance, and stay on target with their court-ordered plans.
**COVID-19 Relief**

With the onset of COVID-19, we provided support to justice-involved individuals with emergency needs.

Through various stimulus programs, including private donors, partnerships with BET/United Way LA, and the Center for Employment Opportunities (CEO), we provided assistance for over 1,100 individuals to help with critical needs.

Our partnership with CEO offered immediate support to individuals recently released from incarceration. This partnership provided 600 recently released individuals $2,750 each as well as wrap-around services.
Testif-i is a multimedia initiative that aims to transform the public dialogue on mass incarceration through storytelling and the lived experiences of formerly incarcerated women.

In 2020, we published new and original Testif-i video vignettes on our YouTube channel, further educating the masses on formerly incarcerated women by showcasing their struggle throughout reentry. The 26 videos produced featured six women discussing their experiences battling stigmas, getting a job, working to end mass incarceration, and more.

These 26 new videos were viewed 690 times for a total watch time of 21.1 hours. This amounted to 2,479 views and a total watch time of 87.9 hours across all videos watched for the channel in 2020. By year end, the channel had accumulated 7,780 views and 314.6 hours of total watch time from the channel’s inception in 2018.

We continued to remain committed to the future of Testif-i throughout the pandemic by setting up a strategic and COVID-19 safe application and execution process for our 2021 cohort.
The Justice on Trial Film Festival speaks to the challenges of people caught up in the judicial system. They know only too well the pain and injustice—the solitary confinement, the stop-and-frisk humiliations, the selective prosecutions with bad plea bargains, and the unreasonably long sentences that they suffer. They are painfully familiar with the school-to-prison pipeline that puts so many young people, particularly those of color, at risk. But their voices are often unheard beyond their own communities. The film festival creates an opportunity to project their voices to a world deafened by the negative images and stereotypes presented by the media.

Due to COVID-19, we went virtual for the 8th annual Justice on Trial Film Festival. We teamed up with Loyola Marymount University and screened one film each night accompanied by a live panel discussion between a moderator, film directors and film stars followed by a live audience Q&A.

Films screened included Push Out, Belly of the Beast, The Third Strike, Aggie, The Gathering, Hidden Lives Illuminated, and The Trouble with Long Prison Terms. These films addressed topics from school-to-prison pipelines to the work being done by formerly incarcerated individuals, their families, and allies to transform the criminal justice system.

Our overall audience reach was over 2,100 viewers spanning across five continents.

**Pushout (Dir. Jacoba Atlas)**
*Pushout* confronts how the misunderstanding of Black girlhood has led to excessive discipline and disrupts their education.

**Belly of the Beast (Dir. Erika Cohn)**
*Belly of the Beast* intimately chronicles the journey of women fighting reproductive injustice in their communities.
Our 2020 gala went virtual with a starstudded event hosted by actress Kristen Bell in celebration of a year of perseverance and determination. Our audience enjoyed powerful storytelling of the community members served alongside a special performance by Coldplay, a conversation between award-winning journalist Soledad O’Brien and ANWOL founder and president Susan Burton with special guests Academy Award-winning actress Natalie Portman and Academy Award nominee actress Felicity Huffman.

Three individuals were honored at the event for their contributions to incarcerated and formerly incarcerated communities. Psychiatrist and philanthropist Dr. Bill Resnick and philanthropist, advocate, and activist Michael J. Stubbs were each recognized as recipients of the 2020 Humanitarian Award for their exceptional leadership in working to solve social issues that affect communities that have been marginalized. Yolanda Sims, owner of Talk About It Hair and Nail Salon, was recognized as the recipient of the 2020 Flozelle Woodmore Memorial Award, which honors an individual who exhibits extraordinary determination and perseverance in dismantling the collateral consequences of convictions.

Our total reach hit 529 unique views with more than $200,000 raised to support ANWOL’s freedom work.
We had 109 media hits, reaching a national and international audience through a diverse set of mediums and genres.

<table>
<thead>
<tr>
<th>Genres</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beauty</td>
<td>Print</td>
</tr>
<tr>
<td>Business</td>
<td>Podcast</td>
</tr>
<tr>
<td>Entertainment</td>
<td>Radio</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>Television</td>
</tr>
<tr>
<td>Music</td>
<td>Virtual Panels</td>
</tr>
<tr>
<td>News</td>
<td></td>
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<tr>
<td>Travel</td>
<td></td>
</tr>
</tbody>
</table>

**Social Media**

Outreach increased on Instagram by 50% in 2020 and Twitter followers went up by 28%.

“Leaving Gun Towers and Barbed Wire for a Healing House”

Larry Mantle of Air Talk interviewed Ingrid Archie (Civic Engagement Coordinator at ANWOL) for the episode “The Pandemic Has Emptied Prisons.”
SAFE Network

A New Way of Life founded the national SAFE (Sisterhood Alliance for Freedom and Equality) Housing Network in 2018. Through the Network, A New Way of Life identifies formerly incarcerated leaders around the country and supports them in replicating the successful women’s reentry philosophy and practices.

**In 2020, the SAFE Housing Network:**
- Added 8 SAFE House Sites in 6 new states and 1 expansion in Kenya.
- Provided reentry housing to 127 formerly incarcerated people and a variety of reentry services to more than 450 people.
- Served 46 people who identified as LGBTQ.

Several SAFE Housing Network members were supported with a grant to engage, educate, and register voters—the focus being on formerly incarcerated/convicted people who may be unaware that they are eligible to vote.

Through this outreach, we mobilized thousands of people, most of them formerly incarcerated, to register and get out the vote.

**18 replicators in 13 states and 2 countries**
- Arizona
- California
- Illinois
- Indiana
- Michigan
- Minnesota
- Mississippi
- Nebraska
- Nevada
- New York
- Ohio
- Pennsylvania
- Washington
- Kenya
- Uganda

![Map of the United States with states colored in purple](image)
In order to expand our national advocacy work and reach, in 2020, A New Way of Life became the fiscal sponsor of the Formerly Incarcerated, Convicted People & Families Movement (FICPFM).

Established in 2011, FICPFM is a network of over 50 civil and human rights organizations led by policy experts, subject matter experts, organizers, thought-leaders, artists, healers, and attorneys who also have conviction histories or are family members who are closely involved with people living with conviction histories. FICPFM is working for the following:

| 1. End Mass Incarceration       | 8. End to Extortion and Slavery in Prison |
| 2. Equality for All People      | 9. End to Sexual Harassment of People in Prison |
| 3. The Right to Vote            | 10. Human Contact                        |
| 4. Respect and Dignity for Our Children | 11. End to Cruel and Unusual Punishment |
| 5. Community Development Not Prison Profit | 12. Proper Medical Treatment |
| 6. End to Immigration Detention | 13. End to Incarceration of Children      |
| 7. End to Racial Profiling in Prison and Our Communities | 14. Freedom for Our Political Prisoners |

FICPFM and affiliate members made significant progress on a number of these initiatives in 2020. This was especially true with the right to vote. With the support of a $1 million grant from Michael Jordan, Nike, and the Jordan Brand, FICPFM assisted formerly incarcerated people with court fees, fines, and related barriers to voting restoration. These barriers to the restoration of voting rights can include financial costs running into the tens of thousands of dollars, effectively stripping formerly incarcerated people of their legal right to vote. Combined with their web-based “Can I Vote” tool, FICPFM is working to restore the rights of the tens of millions of “Americans with past convictions who can vote RIGHT NOW” but do not know because of confusing felony disenfranchisement laws.

ANWOL is proud to be supporting and working with such a storied and national leader in civil and human rights advocacy.
A huge thanks to our 2021 board for their service and dedication to A New Way of Life.

Whitney Davis-Houston
Chair
Attorney

Laura Hernandez, MSW, ACSW
Housing for Health Clinical
Program Manager

Solomon Rivera
Chief of Staff
LA City CM Harris-Dawson

Lynn Nguyen
Vice Chair
VP/Relationship Manager Pacific
Premier Bank

Nancy Moreno
Marketing Consultant

Tami Warren
Deputy Public Defender, Office of
the Public Defender, LA County

Deryk Howard
Treasurer
Chief Financial Officer

Regina Jones
Corporate and Professional
Strategist

Tam Watkins
Self-Employed

Barbara Osborn, Ph.D.
Secretary
Director of Communications,
Office of Sheila Kuehl
Los Angeles County Supervisor,
3rd District

Marta C. Lopez-Garza, Professor
Gender & Women’s Studies
Department Chicana/o Studies
Department California State
University, Northridge

Vonya Quarles
Attorney/Executive Director

Adrienne Kater
Director of Operations
RxHealthAcademy

Darryl Green
IT Account Exec

Felicity Huffman
Actress/Producer

Gregory Burks
Chief Operating Officer
Vermont Slauson Economic
Development Corporation

Kevin Holland
CEO/Broker
Next Level Investments Group
# 2020 Financials

## STATEMENT OF ACTIVITIES

**Year Ended December 31, 2020**

<table>
<thead>
<tr>
<th>Revenue and Support</th>
<th>Pre-audit</th>
<th>December 31, 2020</th>
<th>Pre-audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident/Agency Pays</td>
<td>112,702</td>
<td>112,702</td>
<td></td>
</tr>
<tr>
<td>Contracts</td>
<td>783,751</td>
<td>783,751</td>
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</tr>
<tr>
<td>Miscellaneous Income</td>
<td>767,790</td>
<td>767,790</td>
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<tr>
<td>Donated Property</td>
<td>4,200,000</td>
<td>4,200,000</td>
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<tr>
<td>Other Income</td>
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<td>16,761</td>
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<tr>
<td>Board Contributions</td>
<td>26,881</td>
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<tr>
<td>Donations – Individuals</td>
<td>821,062</td>
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<tr>
<td>Donations – Organizations</td>
<td>70,205</td>
<td>70,205</td>
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<tr>
<td>Special Events</td>
<td>187,438</td>
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**Total Income**  
16,385,060

## EXPENSES

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Pre-audit</th>
<th>December 31, 2020</th>
<th>Pre-audit</th>
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<tbody>
<tr>
<td>Program Services</td>
<td>5,750,657</td>
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<tr>
<td>Management &amp; Administrative</td>
<td>389,434</td>
<td>389,434</td>
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<tr>
<td>Fundraising</td>
<td>350,491</td>
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</tbody>
</table>

**Net Income – ANWOL**  
8,806,156*

**Net Income – FICPFM**  
1,088,322

*To be used toward Capital Campaign $1,000,000

## BALANCE SHEET

<table>
<thead>
<tr>
<th>Assets</th>
<th>Pre-audit</th>
<th>December 31, 2020</th>
<th>Pre-audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Equivalents</td>
<td>10,969,690</td>
<td>10,969,690</td>
<td></td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>38,602</td>
<td>38,602</td>
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</tr>
<tr>
<td>Contracts &amp; Grants Receivable</td>
<td>3,331,464</td>
<td>3,331,464</td>
<td></td>
</tr>
<tr>
<td>Property &amp; Equipment (Net)</td>
<td>5,991,441</td>
<td>5,991,441</td>
<td></td>
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<tr>
<td>Prepaid Expenses and Deposits</td>
<td>105,476</td>
<td>105,476</td>
<td></td>
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</tbody>
</table>

**Total assets**  
20,436,673

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>Pre-audit</th>
<th>December 31, 2020</th>
<th>Pre-audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>193,699</td>
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<tr>
<td>Accrued Vacation</td>
<td>55,223</td>
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<tr>
<td>Other Accrued Expenses</td>
<td>397,841</td>
<td>397,841</td>
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<tr>
<td>Mortgage Payable</td>
<td>201,765</td>
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**Total Liabilities**  
848,528

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>Pre-audit</th>
<th>December 31, 2020</th>
<th>Pre-audit</th>
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<tbody>
<tr>
<td>Unrestricted net Assets</td>
<td>2,548,499</td>
<td>2,548,499</td>
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<tr>
<td>Change in Net Assets</td>
<td>9,894,478</td>
<td>9,894,478</td>
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</tr>
<tr>
<td>Net Restricted Assets ANWOL</td>
<td>3,213,718</td>
<td>3,213,718</td>
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<tr>
<td>Net Restricted Assets FICPFM</td>
<td>3,931,450</td>
<td>3,931,450</td>
<td></td>
</tr>
</tbody>
</table>

**Total Net Assets**  
19,588,145

**Total Liabilities & Net Assets**  
20,436,673

## Sources of Revenue

- Resident/Agency Pays: 57%
- Contracts: 5%
- Miscellaneous Income: 5%
- Donated Property: 1%
- Other Income: 0%
- Board Contributions: 0%
- Donations – Individuals: 0%
- Donations – Organizations: 0%
- Special Events: 0%
- Grants: 0%