



See a Social Security Number? Say Something!  
Report Privacy Problems to <https://public.resource.org/privacy>  
Or call the IRS Identity Theft Hotline at 1-800-908-4490



Form 990

## Return of Organization Exempt From Income Tax

OMB No 1545-0047

2014

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

► Do not enter social security numbers on this form as it may be made public.

► Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

A For the 2014 calendar year, or tax year beginning		1 January	, 2014, and ending	31 December	, 2014
B Check if applicable		C Name of organization		D Employer identification number	
<input type="checkbox"/> Address change		Foundation Escalera, Inc.		20-1377072	
<input type="checkbox"/> Name change		Doing business as Escalera		E Telephone number	
<input type="checkbox"/> Initial return		Number and street (or P O box if mail is not delivered to street address)		801-994-5400	
<input type="checkbox"/> Final return/terminated		273 N East Capitol Street			
<input type="checkbox"/> Amended return		City or town, state or province, country, and ZIP or foreign postal code			
<input type="checkbox"/> Application pending		Salt Lake City, Utah 84103		G Gross receipts \$ 1,897,504	
I Tax-exempt status		F Name and address of principal officer Andrew Christensen 273 N East Capitol St, SLC, UT 84013		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<input checked="" type="checkbox"/> 501(c)(3)		<input type="checkbox"/> 501(c) ( ) (insert no)		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No	
J Website: ► <a href="http://www.escalera.org">www.escalera.org</a>				If "No," attach a list (see instructions)	
K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ►		L Year of formation 2004		H(c) Group exemption number ►	
M State of legal domicile UT					

## Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <b>We will end the school shortage in our lifetime. We won't reduce it; we'll end it. Not all kids go to school because of an information gap we can bridge, and there aren't enough schools because of a market failure we can fix. Design with empathy. Prove by testing. Scale with evidence.</b>		
	2 Check this box ► <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	19
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	18
	5 Total number of individuals employed in calendar year 2014 (Part V, line 2a)	5	4
	6 Total number of volunteers (estimate if necessary)	6	524
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	
	b Net unrelated business taxable income from Form 990-T, line 34	7b	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
		2,475,177	1,837,306
	9 Program service revenue (Part VIII, line 2g)		
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	18,908	16,950
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	12,145	9,152
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,506,230	1,863,408
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	99,580	47,974
	14 Benefits paid to or for members (Part IX, column (A), line 4)		
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	133,855	234,705
	16a Professional fundraising fees (Part IX, column (A), line 11e)		
	b Total fundraising expenses (Part IX, column (D), line 25) ►	66,835	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	847,834	1,404,950
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,081,268	1,687,628	
19 Revenue less expenses. Subtract line 18 from line 12	1,424,962	175,780	
Net Assets or Fund Balances	Beginning of Current Year	End of Year	
	20 Total assets (Part X, line 16)	1,630,986	1,818,154
	21 Total liabilities (Part X, line 26)	116,391	127,780
	22 Net assets or fund balances. Subtract line 21 from line 20	1,514,594	1,690,374

## Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer

Date

John Nieporte, Board President

9/8/2015

Type or print name and title

NOV 16 2015

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
----------------------------	----------------------	------	---	------

Firm's name ►	Firm's EIN ►
---------------	--------------

Firm's address ►	Phone no
------------------	----------

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2014)

925-30 7

SCANNED

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response or note to any line in this Part III 

1 Briefly describe the organization's mission:

**We will end the school shortage in our lifetime. We won't reduce it; we'll end it. Not in 100 years, but twenty. Not all kids go to school because of an information gap we can bridge, and there aren't enough schools because of a market failure we can fix. It's a school shortage, and we'll end it. Design with empathy. Prove by testing. Scale with evidence.**

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: \_\_\_\_\_) (Expenses \$ 1,251,385 including grants of \$ \_\_\_\_\_) (Revenue \$ \_\_\_\_\_)

**SCHOOL CONSTRUCTION:** In 2014, Escalera built 41 classrooms that served 1,535 students. Studies show that a new school with decent infrastructure increases student learning time by an average of 12%. Students who learn under tarps and in shacks lose about six weeks of school due to bad weather and teachers who show up less often. The 2014 concrete classrooms were built in Chiapas, Mexico: 2 Ejido el Progreso, Bella Vista; 1 Ampliacion Zaragoza, Bella Vista; 1 Barrio las Tablas, Bella Vista; 1 Barrio Nuevo Pacayal, Bella Vista; 2 San Jose de las Chicharras, Bella Vista; 1 Ejido Cristobal Obregon, Villa Flores; 1 Fraylesca, Villa Flores; 1 Esfuerzo Campesino, Villa Flores; 1 La Sirena, Villa Flores; 1 Barrio Las Gardenias, Villa Flores; 1 Pesqueria Paredon, Tonala; 1 Buenavista, Tonala; 1 Cabeza de Toro, Tonala; 1 General Alberto Pineda, Tonala; 1 El Otate, Tonala; 1 Rancheria Playa Grande, Pijijiapan; 2 Pijijiapan, Pijijiapan; 2 in Nuevo las Brisas, Pijijiapan; 1 in Nueva Reforma Agraria, Motozintla; 1 in Toquian Cuauhtemoc, Motozintla; 1 in Motozintla, Motozintla; 1 in Ejido Buenos Aires, Motozintla; 1 in Ejido Nuevo Mundo El Naranjo, La Independencia; 1 in Ejido Tierra Blanca, La Independencia; 1 in Ejido La Union, La Independencia; 1 in Rancheria Pinal del Rio, La Independencia, 1 in Rancheria Nueva Virgina, La Independencia, 1 in Barrio Seguro Social, Cintalapa; 1 in Miguel Angel Luna Salinas, Cintalapa; 1 in Colonia Obreia Campesina, Cintalapa; 1 in Rancheria El Zapote, Cintalapa; 1 in Villamorelos, Cintalapa...continued in Schedule O

4b (Code: \_\_\_\_\_) (Expenses \$ 228,454 including grants of \$ 19,669) (Revenue \$ \_\_\_\_\_)

**REACH**, now in its second school year of operation, is a mentor-in-a-box program for ninth grade students that sends students on to high school who otherwise would not go. In rural Chiapas, less than half of middle school graduates continue their education. Reach aims to end this problem. Integrated into public school teachers' curriculum, Reach provokes ninth grade students and their parents to consider and discuss why and how to enroll in high school through a series of year-long activities. Students watch a series of video interviews with role models—young people who speak their same indigenous languages and come from some of the same small villages as the students—that detail their experiences in high school and beyond. Student workbooks include information on the advantages of going to high school, on how to enroll, and on scholarship application instructions, as well as include activities dealing with themes of self esteem, identity, and goal setting, teacher lesson plans help integrate the videos and workbooks with class activities and discussions. Reach 1.0 (2013-2014 school year) worked with 2,652 students in 90 middle schools. It awarded 1,855 scholarships to cover high school enrollment fees and caused 170 students to continue on to high school who otherwise would not have gone (a 6% increase). Reach 2.0 (2014-2015 school year) is working with 5,822 students in 185 schools. Continuation rates and scholarship numbers are pending the completion of the program in 2015...see Schedule O.

4c (Code: \_\_\_\_\_) (Expenses \$ 24,320 including grants of \$ 17,322) (Revenue \$ \_\_\_\_\_)

**STAR SCHOLARSHIPS.** In early 2014, 384 high school sophmores received the final portion of their Star Scholarship, which they had earned the year before as middle school graduates. In the 2012-2013 school year, Escalera carried out Star Scholarships 3.0 in 60 middle schools in rural Chiapas among 7,089 students. A total of 3,468 scholarships and prizes were awarded to students as part of Star, a program designed to motivate students to learn more and increase the number of students who continue on to high school. Students received prizes for improving their grades, earning A's in any subject and continuing on to high school. By awarding grade improvement instead of grade point average, Star Scholarships motivated the whole class to study harder, and Escalera's Randomized Control Trial showed that all students, not just award winner, jumped an entire grade level in reading and math. Year-end prizes to third-year middle school students were high school scholarships, paid in three installments and dependent upon their attending school. The 2014 expenses and grants represent the final scholarship installments paid to Star students finishing their first year of high school. The final scholarship payments represent the end of Star, as REACH, which was designed to more specifically and accurately target student continuation to high school, took its place in the 2013-2014 school year.

4d Other program services (Describe in Schedule O.)

(Expenses \$ 22,509 including grants of \$ 10,993) (Revenue \$ \_\_\_\_\_)

4e Total program service expenses ► 1,526,669

**Part IV Checklist of Required Schedules**

- 1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .
- 2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? . . . . .
- 3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . .
- 4 **Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II . . . . .
- 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III . . . . .
- 6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I . . . . .
- 7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II . . . . .
- 8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III . . . . .
- 9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV . . . . .
- 10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V . . . . .
- 11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.
  - a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI . . . . .
  - b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII . . . . .
  - c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII . . . . .
  - d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX . . . . .
  - e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X . . . . .
  - f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X . . . . .
- 12 a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII . . . . .
- b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .
- 13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .
- 14 a Did the organization maintain an office, employees, or agents outside of the United States?
  - b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV . . . . .
- 15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV . . . . .
- 16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV . . . . .
- 17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions) . . . . .
- 18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II . . . . .
- 19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III . . . . .
- 20 a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .
- b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .

	Yes	No
1	✓	
2	✓	
3		✓
4		✓
5		✓
6		✓
7		✓
8		✓
9		✓
10	✓	
11a	✓	
11b		✓
11c		✓
11d		✓
11e		✓
11f		✓
12a	✓	
12b		✓
13		✓
14a	✓	
14b	✓	
15		✓
16	✓	
17		✓
18		✓
19		✓
20a		✓
20b		

**Part IV Checklist of Required Schedules (continued)**

21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II . . . . .

22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III . . . . .

23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J . . . . .

24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .

b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .

c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .

d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .

25a **Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I . . . . .

b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .

26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II . . . . .

27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III . . . . .

28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):

a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV . . . . .

b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV . . . . .

c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV . . . . .

29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M . . . . .

30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M . . . . .

31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I . . . . .

32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II . . . . .

33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I . . . . .

34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . . .

35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? . . . . .

b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 . . . . .

36 **Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 . . . . .

37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI . . . . .

38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O . . . . .

	Yes	No
21	✓	
22	✓	
23	✓	
24a	✓	
24b		
24c		
24d		
25a	✓	
25b	✓	
26	✓	
27	✓	
28a	✓	
28b	✓	
28c	✓	
29	✓	
30	✓	
31	✓	
32	✓	
33	✓	
34	✓	
35a	✓	
35b		
36	✓	
37	✓	
38	✓	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V 

		Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	4
1b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	✓
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	4
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <i>Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</i>	2b	✓
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	✓
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	✓
b	If "Yes," enter the name of the foreign country: ► <b>MEXICO</b> See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).	5a	✓
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5b	✓
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5c	
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	6a	✓
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6b	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	7a	✓
7	<b>Organizations that may receive deductible contributions under section 170(c).</b>	7b	
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7c	✓
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7d	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7e	✓
d	If "Yes," indicate the number of Forms 8282 filed during the year	7f	✓
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7g	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7h	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	8	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	9a	
8	<b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	9b	
9	<b>Sponsoring organizations maintaining donor advised funds.</b>	10a	
a	Did the sponsoring organization make any taxable distributions under section 4966?	10b	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	11a	
10	<b>Section 501(c)(7) organizations.</b> Enter:	11b	
a	Initiation fees and capital contributions included on Part VIII, line 12	12a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	12b	
11	<b>Section 501(c)(12) organizations.</b> Enter:	13a	
a	Gross income from members or shareholders	13b	
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	13c	
12a	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	14a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	14b	
13	<b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
a	Is the organization licensed to issue qualified health plans in more than one state?		
	<i>Note. See the instructions for additional information the organization must report on Schedule O.</i>		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans		
c	Enter the amount of reserves on hand		
14a	Did the organization receive any payments for indoor tanning services during the tax year?		
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O		

**Part VI - Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

### Section A. Governing Body and Management

1a Enter the number of voting members of the governing body at the end of the tax year. . . . .  
 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.

1b Enter the number of voting members included in line 1a, above, who are independent . . . . .  
 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .  
 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . . . . .  
 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .  
 5 Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .  
 6 Did the organization have members or stockholders? . . . . .  
 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .  
 b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .  
 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:  
 a The governing body? . . . . .  
 b Each committee with authority to act on behalf of the governing body? . . . . .  
 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O. . . . .

	Yes	No
1a	19	
1b	18	
2	✓	
3		✓
4		✓
5		✓
6		✓
7a		✓
7b		✓
8a	✓	
8b	✓	
9		✓

### Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

10a Did the organization have local chapters, branches, or affiliates?  
 b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?

11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?  
 b Describe in Schedule O the process, if any, used by the organization to review this Form 990.

12a Did the organization have a written conflict of interest policy? If "No," go to line 13  
 b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?  
 c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done

13 Did the organization have a written whistleblower policy?

14 Did the organization have a written document retention and destruction policy?

15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?  
 a The organization's CEO, Executive Director, or top management official  
 b Other officers or key employees of the organization  
 If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).

16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?  
 b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

	Yes	No
10a		✓
10b		
11a	✓	
12a	✓	
12b	✓	
12c	✓	
13	✓	
14	✓	
15a	✓	
15b	✓	
16a		✓
16b		

### Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ► AZ, CA, CO, NV, UT

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records: ►  
 Bryson Garbett, 273 N East Capitol St, Salt Lake City, UT 84103

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Officer	Individual trustee	Institutional trustee	Officer	Key employee			
(1) Andrew Christensen Executive Director, Board Member	50	✓		✓				55,572	
(2) Bryson Garbett Board Member	2	✓							
(3) Cheri Cornelius Board Member	0	✓							
(4) Darrel Back Board Member	0	✓							
(5) Gabriel Sanchez Board Member	0	✓							
(6) Jan VanDenBerghe Board Member	0	✓							
(7) Jeff Garbett Board Member	0	✓							
(8) Jon Nieporte Board President	5	✓							
(9) Joel Kester Board Member	0	✓							
(10) Mark Cornelius Board Member	0	✓							
(11) Rosemary Campbell Board Member	0	✓							
(12) Robin Bastar Board Member	0	✓							
(13) Ana Maria Aristizabal Board Member	0	✓							
(14) Brian Fuller Board Member	0	✓							

## Part VII | Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Or director	Individual trustee	Institutional trustee	Officer	Key employee			
(15) Bruce Gunther Board Member	0	✓							
(16) David Garbett Board Member	0	✓							
(17) James McGibney Board Member	0	✓							
(18) Joseph Wales Board Member	0	✓							
(19) Rhosby Barker Board Member	0	✓							
(20) Ann Garbett Accounting Manager	20				✓			16,920	
(21)									
(22)									
(23)									
(24)									
(25)									
<b>1b Sub-total . . . . .</b>								72,492	
<b>c Total from continuation sheets to Part VII, Section A . . . . .</b>									
<b>d Total (add lines 1b and 1c) . . . . .</b>							0	72,492	0

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ► 0

	Yes	No
3 Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual . . . . .	3	✓
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual . . . . .	4	✓
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person . . . . .	5	✓

## Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ►		

**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII 

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b>				
	<b>b</b> Membership dues . . . . .	<b>1b</b>				
	<b>c</b> Fundraising events . . . . .	<b>1c</b>				
	<b>d</b> Related organizations . . . . .	<b>1d</b>				
	<b>e</b> Government grants (contributions)	<b>1e</b>	<b>1,044,764</b>			
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	<b>792,542</b>			
	<b>g</b> Noncash contributions included in lines 1a-1f \$					
	<b>h</b> <b>Total. Add lines 1a-1f . . . . . ►</b>		<b>1,837,306</b>			
<b>Program Service Revenue</b>	<b>Business Code</b>					
	<b>2a</b>					
	<b>b</b>					
	<b>c</b>					
	<b>d</b>					
	<b>e</b>					
	<b>f</b> All other program service revenue . . . . .					
	<b>g</b> <b>Total. Add lines 2a-2f . . . . . ►</b>					
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . . ►		<b>93</b>		<b>93</b>	
	<b>4</b> Income from investment of tax-exempt bond proceeds ►					
	<b>5</b> Royalties . . . . . ►					
	<b>6a</b> Gross rents . . . . .	(i) Real	(ii) Personal			
		<b>38,966</b>				
	<b>b</b> Less: rental expenses	<b>(29,813)</b>				
	<b>c</b> Rental income or (loss)	<b>9,152</b>				
	<b>d</b> Net rental income or (loss) . . . . . ►			<b>9,152</b>		<b>9,152</b>
<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	<b>21,140</b>					
<b>b</b> Less: cost or other basis and sales expenses . . . . .	<b>(4,283)</b>					
<b>c</b> Gain or (loss) . . . . .	<b>16,857</b>					
<b>d</b> Net gain or (loss) . . . . . ►			<b>16,857</b>		<b>16,857</b>	
<b>8a</b> Gross income from fundraising events (not including \$ . . . . . of contributions reported on line 1c). See Part IV, line 18 . . . . .	<b>a</b>					
<b>b</b> Less: direct expenses . . . . .	<b>b</b>					
<b>c</b> Net income or (loss) from fundraising events . . . ►						
<b>9a</b> Gross income from gaming activities. See Part IV, line 19 . . . . .	<b>a</b>					
<b>b</b> Less: direct expenses . . . . .	<b>b</b>					
<b>c</b> Net income or (loss) from gaming activities . . . ►						
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>					
<b>b</b> Less: cost of goods sold . . . . .	<b>b</b>					
<b>c</b> Net income or (loss) from sales of inventory . . . ►						
<b>Miscellaneous Revenue</b>		<b>Business Code</b>				
<b>11a</b>						
<b>b</b>						
<b>c</b>						
<b>d</b> All other revenue . . . . .						
<b>e</b> <b>Total. Add lines 11a-11d . . . . . ►</b>						
<b>12</b> <b>Total revenue. See instructions.</b> . . . . . ►		<b>1,863,408</b>			<b>26,102</b>	

**Part IX. Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX **Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .				
2 Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .				
4 Benefits paid to or for members . . . . .	47,974.00	47,974		
5 Compensation of current officers, directors, trustees, and key employees . . . . .				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
7 Other salaries and wages . . . . .	226,391	182,702		43,688
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .				
9 Other employee benefits . . . . .	185			185
10 Payroll taxes . . . . .	8,129	956		7,173
11 Fees for services (non-employees):				
a Management . . . . .				
b Legal . . . . .	35,106	34,761	335	10
c Accounting . . . . .	16,777	8,977	7,800	
d Lobbying . . . . .				
e Professional fundraising services. See Part IV, line 17 . . . . .				
f Investment management fees . . . . .				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .	47,986	42,002	1,037	4,948
12 Advertising and promotion . . . . .				
13 Office expenses . . . . .	33,214	28,027	4,532	654
14 Information technology . . . . .	12,603	3,409	4,929	4,265
15 Royalties . . . . .				
16 Occupancy . . . . .	7,910	7,910		
17 Travel . . . . .	60,646	40,819	15,382	4,446
18 Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
19 Conferences, conventions, and meetings . . . . .	22,623	11,671	9,487	1,466
20 Interest . . . . .				
21 Payments to affiliates . . . . .				
22 Depreciation, depletion, and amortization . . . . .	2,720	2,720		
23 Insurance . . . . .	838	838		
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) . . . . .				
a Program Materials . . . . .	22,607	22,607		
b School Construction . . . . .	1,091,296	1,091,296		
c Currency (Gain) Loss . . . . .	50,624		50,624	
d . . . . .				
e All other expenses . . . . .				
25 Total functional expenses. Add lines 1 through 24e	1,687,628	1,526,669	94,125	66,835
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ► <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .				

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X 

		<b>(A)</b> Beginning of year	<b>(B)</b> End of year
Assets	1 Cash—non-interest-bearing	377,068	1 529,158
	2 Savings and temporary cash investments	2	
	3 Pledges and grants receivable, net	2,458	3 190,888
	4 Accounts receivable, net	4	
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L	6	
	7 Notes and loans receivable, net	7	
	8 Inventories for sale or use	8	
	9 Prepaid expenses and deferred charges	9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 590,190	
	b Less: accumulated depreciation	10b (36,410)	10c 562,088 553,780
	11 Investments—publicly traded securities	689,371	11 544,328
	12 Investments—other securities. See Part IV, line 11	12	
	13 Investments—program-related. See Part IV, line 11	13	
	14 Intangible assets	14	
	15 Other assets. See Part IV, line 11	15	
	16 Total assets. Add lines 1 through 15 (must equal line 34)	1,630,985	16 1,818,154
Liabilities	17 Accounts payable and accrued expenses	109,276	17 127,780
	18 Grants payable	18	
	19 Deferred revenue	19	
	20 Tax-exempt bond liabilities	20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L	22	
	23 Secured mortgages and notes payable to unrelated third parties	23	
	24 Unsecured notes and loans payable to unrelated third parties	24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	7,115	25
	26 Total liabilities. Add lines 17 through 25	116,391	26 127,780
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.		
	27 Unrestricted net assets	1,514,594	27 373,468
	28 Temporarily restricted net assets	28	190,888
	29 Permanently restricted net assets	29	
	Organizations that do not follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 30 through 34.		
	30 Capital stock or trust principal, or current funds	30	
	31 Paid-in or capital surplus, or land, building, or equipment fund	31	
	32 Retained earnings, endowment, accumulated income, or other funds	32	1,126,018
	33 Total net assets or fund balances	1,514,594	33 1,690,374
	34 Total liabilities and net assets/fund balances	1,630,985	34 1,818,154

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI 

1. Total revenue (must equal Part VIII, column (A), line 12) . . . . .	1	1,863,408
2. Total expenses (must equal Part IX, column (A), line 25) . . . . .	2	1,687,628
3. Revenue less expenses. Subtract line 2 from line 1 . . . . .	3	175,780
4. Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . . . .	4	1,514,594
5. Net unrealized gains (losses) on investments . . . . .	5	0
6. Donated services and use of facilities . . . . .	6	103,569
7. Investment expenses . . . . .	7	
8. Prior period adjustments . . . . .	8	
9. Other changes in net assets or fund balances (explain in Schedule O) . . . . .	9	(103,569)
10. Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) . . . . .	10	1,690,374

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII 

1. Accounting method used to prepare the Form 990:  Cash  Accrual  Other  
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.

2a. Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis

b. Were the organization's financial statements audited by an independent accountant? . . . . .  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis

c. If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?  
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.

3a. As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .

b. If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a	✓	
2b	✓	
2c	✓	
3a		✓
3b		

**SCHEDULE A**  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ.

► Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

**2014**

Open to Public  
Inspection

Name of the organization

Foundation Escalera, Inc

Employer identification number

20-1377072

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1  A church, convention of churches, or association of churches described in section 170(b)(1)(A)(i).
- 2  A school described in section 170(b)(1)(A)(ii). (Attach Schedule E.)
- 3  A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
- 4  A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 8  A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.)
- 9  An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Complete Part III.)
- 10  An organization organized and operated exclusively to test for public safety. See section 509(a)(4).
- 11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See section 509(a)(3). Check the box in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . .

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>						

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	211,456	371,090	377,697	1,093,836	1,837,306	3,891,385
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . .						
3 Gross receipts from activities that are not an unrelated trade or business under section 513	73,783	68,798				142,581
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . .						
5 The value of services or facilities furnished by a governmental unit to the organization without charge . . .						
<b>6 Total. Add lines 1 through 5 . . .</b>	<b>285,239</b>	<b>439,888</b>	<b>377,697</b>	<b>1,093,836</b>	<b>1,837,306</b>	<b>4,033,966</b>
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .	63,285	87,950	168,264	102,633	200,132	622,264
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b . . .	<b>63,285</b>	<b>87,950</b>	<b>168,264</b>	<b>102,633</b>	<b>100,132</b>	<b>622,264</b>
<b>8 Public support (Subtract line 7c from line 6.) . . .</b>						<b>3,411,702</b>

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(f) Total
<b>9</b> Amounts from line 6 . . . . .	<b>285,239</b>	<b>439,888</b>	<b>377,697</b>	<b>1,093,836</b>	<b>1,837,306</b>	<b>4,033,966</b>
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .	458	228	68	30,447	39,058	70,259
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . .						
<b>c</b> Add lines 10a and 10b . . . . .	<b>458</b>	<b>228</b>	<b>68</b>	<b>30,447</b>	<b>39,058</b>	<b>70,259</b>
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>13 Total support. (Add lines 9, 10c, 11, and 12.) . . . . .</b>	<b>285,697</b>	<b>440,116</b>	<b>377,765</b>	<b>1,124,284</b>	<b>1,876,364</b>	<b>4,104,226</b>
<b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

15 Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f)) . . . . .	<b>15</b>	<b>83.1266 %</b>
16 Public support percentage from 2013 Schedule A, Part III, line 15 . . . . .	<b>16</b>	<b>78.3112 %</b>

**Section D. Computation of Investment Income Percentage**

17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f)) . . . . .	<b>17</b>	<b>1.7119 %</b>
18 Investment income percentage from 2013 Schedule A, Part III, line 17 . . . . .	<b>18</b>	<b>1.3614 %</b>
19a <b>33 1/3% support tests—2014.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ► <input checked="" type="checkbox"/>		
<b>b</b> <b>33 1/3% support tests—2013.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ► <input type="checkbox"/>		
<b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► <input type="checkbox"/>		

**SCHEDULE D**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**► Complete if the organization answered "Yes" to Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

► Attach to Form 990.

► Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No 1545-0047

**2014**Open to Public  
Inspection

Name of the organization

Employer identification number

20-1377072

Foundation Escalera, Inc

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year . . . . .		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year . . . . .		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).	<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of a certified historic structure <input type="checkbox"/> Preservation of open space
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements . . . . .	2a
b Total acreage restricted by conservation easements . . . . .	2b
c Number of conservation easements on a certified historic structure included in (a) . . . . .	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register . . . . .	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►	
4 Number of states where property subject to conservation easement is located ►	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ►	
7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a	If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.
b	If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:
(i)	Revenue included in Form 990, Part VIII, line 1 ► \$
(ii)	Assets included in Form 990, Part X ► \$
2	If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:
a	Revenue included in Form 990, Part VIII, line 1 ► \$
b	Assets included in Form 990, Part X ► \$

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a  Public exhibition      d  Loan or exchange programs  
 b  Scholarly research      e  Other  
 c  Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No  
 b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

**Part V Endowment Funds.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	1,255,422				
b Contributions	133,936	1,374,500			
c Net investment earnings, gains, and losses	26,010	30,922			
d Grants or scholarships					
e Other expenditures for facilities and programs	(289,350)	(150,000)			
f Administrative expenses					
g End of year balance	1,002,216	1,255,422			

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ►  100%  
 b Permanent endowment ►  %  
 c Temporarily restricted endowment ►  %

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations       (ii) related organizations

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings	574,500		(33,690)	540,810
c Leasehold improvements				
d Equipment		15,690	(2,720)	12,970
e Other				

**Total.** Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) ►  553,780

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements . . . . .	1	1,946,168
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments . . . . .	2a	
b	Donated services and use of facilities . . . . .	2b	103,569
c	Recoveries of prior year grants . . . . .	2c	
d	Other (Describe in Part XIII.) . . . . .	2d	(50,624)
e	Add lines 2a through 2d . . . . .	2e	52,945
3	Subtract line 2e from line 1 . . . . .	3	1,893,223
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	(29,813)
b	Other (Describe in Part XIII.) . . . . .	4b	
c	Add lines 4a and 4b . . . . .	4c	(29,813)
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.) . . . . .	5	1,863,408

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements . . . . .	1	1,770,389
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities . . . . .	2a	103,569
b	Prior year adjustments . . . . .	2b	
c	Other losses . . . . .	2c	
d	Other (Describe in Part XIII.) . . . . .	2d	
e	Add lines 2a through 2d . . . . .	2e	
3	Subtract line 2e from line 1 . . . . .	3	1,666,820
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a	(29,813)
b	Other (Describe in Part XIII.) . . . . .	4b	50,624
c	Add lines 4a and 4b . . . . .	4c	20,811
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) . . . . .	5	1,687,628

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**Part V, line 4: Intended uses of organization's quasi-endowment funds:** In 2007 a fund was donated to the LDS Church Education System to

fund Escalera's Benemerito scholarship payments. In summer of 2013 when the school closed, the LDS Church Education System donated

the fund to Escalera at which time the original donor established that Escalera can use both the fund's interest and principal (upon approval

from the Board) for the purpose of furthering the Foundation's mission.

**Part XI, line 2d and 4b: Other:** are currency losses.

**SCHEDULE F  
(Form 990)****Statement of Activities Outside the United States**

OMB No 1545-0047

**2014****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

► Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.  
► Attach to Form 990.

► Information about Schedule F (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

Name of the organization

Employer identification number

Foundation Escalera, Inc

**20-1377072****Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

**1 For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No

**2 For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

**3 Activities per Region.** (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
<b>(1) North America: Mexico</b>	<b>1</b>	<b>1</b>	<b>Program Services</b>	<b>Bene Scholarships</b>	<b>22,045</b>
<b>(2) North America: Mexico</b>	<b>1</b>		<b>Program Services</b>	<b>Star Scholarships</b>	<b>23,856</b>
<b>(3) North America: Mexico</b>	<b>1</b>	<b>6</b>	<b>Program Services</b>	<b>Reach Scholarships</b>	<b>162,581</b>
<b>(4) North America: Mexico</b>	<b>1</b>	<b>7</b>	<b>Program Services</b>	<b>School Construction</b>	<b>1,189,753</b>
<b>(5) North America: Mexico</b>	<b>1</b>		<b>Fundraising</b>		<b>72</b>
<b>(6) North America: Mexico</b>	<b>1</b>		<b>Management &amp; General</b>		<b>16,129</b>
<b>(7)</b>					
<b>(8)</b>					
<b>(9)</b>					
<b>(10)</b>					
<b>(11)</b>					
<b>(12)</b>					
<b>(13)</b>					
<b>(14)</b>					
<b>(15)</b>					
<b>(16)</b>					
<b>(17)</b>					
<b>3a Sub-total . . . . .</b>	<b>1</b>	<b>15</b>			<b>1,414,436</b>
<b>b Total from continuation sheets to Part I . . . . .</b>					
<b>c Totals (add lines 3a and 3b)</b>	<b>1</b>	<b>15</b>			<b>1,414,436</b>

**Part III Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, Other)
(1) Bere Scholarships	North America: Mexico	12	7,057	Cash Payment			
(2) Star Scholarships	North America: Mexico	384	17,322	Cash Payment			
(3) Reach Scholarships	North America: Mexico	1,855	19,669	Payment to School			
(4) Special Scholarships	North America: Mexico	9	3,927	Payment to School			
(5)							
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

**Part IV Foreign Forms**

1 .Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . .  Yes  No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; do not file with Form 990)* . . . . .  Yes  No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see Instructions for Form 5471)* . . . . .  Yes  No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* . . . . .  Yes  No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . .  Yes  No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713; do not file with Form 990)* . . . . .  Yes  No

**Part V Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

**Part I, line 2 (Monitoring of funds)**

**Monitoring of Bene Scholarships in Part III, line 1:** Students who receive Benemerito scholarships are required to complete (1) an official government multidimensional poverty survey so Escalera can ensure they are among the poorest 10% of the Mexican population, (2) a 20-hr service project in their community, and (3) a letter of thanks for the scholarship.

**Monitoring of Star Scholarships in Part III, line 2:** Escalera works directly with the teachers in the 60 middle schools to ensure star scholarships are awarded according to the criteria set in the program (highest grade improvement and lottery for those earning A's).

Subsequent installments of the scholarship for ninth graders is awarded twice in the following school year with proof that the student is currently studying high school. The entire program is continuously monitored through a randomized control trial methodology so Escalera can definitively determine the effect of the program.

**Monitoring of Reach Scholarships in Part III, line 3:** Reach scholarships cover enrollment fees in certain Reach schools for the ninth grade students who continue on to high school. Reach's year-long curriculum is designed to motivate students to continue studying. Because the program is continuously monitored through a randomized control trial methodology, Escalera can definitively determine the effect of the program. Three groups of treatment schools are either given only the Reach curriculum, the curriculum and scholarships, or only scholarships. These three groups are then compared to control schools to determine what elements of the program are most effective in increasing student enrollment into high school and by how much.

**Monitoring of Special Scholarships in Part III, line 4:** Special scholarships are awarded to employees and their children who complete an application, provide proof of enrollment, and substantiate the requested scholarship amount.

**Part I, line 2 General Response**

Escalera's program strategy is to design (with empathy), prove (by testing), and scale (with evidence) solutions that end the school shortage in our lifetime. Empathy inspires design. We empathize with students to design solutions that work. Prove by testing. If it's not measure, it's not impact; and if it's not impact, it merits no investment. Results, not overhead ratios, are our metric for success. We're maniacs about metrics because of our passion for mission. A mission without metrics is meaningless: like a ship without a rudder, aimlessly wandering the vast ocean of philanthropy. Evaluation is difficult to do well; few do it, and even fewer do it well. We do it well. You wouldn't take a drug that hadn't been clinically tested, and we wouldn't scale a program that hasn't been rigorously proven. We use clinical test to prove programs. We randomize to measure impact. We randomly assign to groups to participate or not participate in our program in what the experts call a randomized control trial (RCT). This provides us with a control group against which we can compare results. The control group allows us to determine whether we had an impact because we can exclude the effects of other things that are difficult to see, like a student's innate talent.

**Part V Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

All evaluation has flaws, and an RCT is no exception. We've just found that an RCT, when done correctly, is less prone to error than most other methods. As part of Escalera's RCTs, ongoing on-site evaluations and surveys not only monitor the grants but ensure that the grants are used as intended according to the program design. Escalera maintains detailed documentation of all of the evaluations, surveys, and awarding of grants to substantiate its evidence for success. For example, Escalera keeps the original evaluations and surveys completed by its personnel, which include receipts signed by each student, their teachers, and parent representatives upon receipt of their scholarship. Escalera is careful to collect data that ensures its programs are reaching the poorest of the poor. Selection criteria includes baseline and endline primary data collection including data from the marginalization index that is calculated using settlement level data on a variety of demographic and poverty indicators: proportion of population with earth floors, sanitary plumbing in the home, access to drinking water, access to electricity, refrigerators, over-crowded homes and adult rates of literacy and primary education.

**Part I, line 3, column (f) Cash accounting method. All Expenditures in Mexico are through bank accounts in Mexico.**

**Part III: cash accounting method**

**Part III, column (c) The figures provided for the estimated number of recipients are exact. Escalera carefully tracks the number of its scholarship recipients.**

**SCHEDULE O  
(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.► Attach to Form 990 or 990-EZ.  
► Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2014**Open to Public  
Inspection

Name of the organization

**Foundation Escalera, Inc**

Employer identification number

**20-1377072****Part I, line 6**

The total 524 volunteers includes a number of staff who are not considered in Part I, line 5 because their compensation is from another organization or is paid in Mexico as per Mexican employment obligations and as such Escalera is not required to report them on Form W-3. These volunteers and staff include: 19 board members, including the executive director who is compensated by another organization, 1 accounting director who is compensated by a related organization; 2 part-time volunteer professional accountants; 15 full-time staff in Mexico, 52 school construction volunteers and interns; 11 paid interns, surveyors and/or data analysts for Reach; and 424 Reach volunteers including teachers implementing the program for Reach 1 0 (2013-2014 school year) and 2 0 (204-2015 school year) and their ATP Supervisors

**Part I, line 8, 21 & 22**

During 214, management became aware that \$56,818 of VAT obligations were not accrued as of December 31, 2013. The audited changes to the 2013 consolidated financial statement change accounts payable and accrued expenses from 52,458 to 109,276. Net assets unrestricted change from 1,571,412 to 1,514,594. And Government grants from 708,745 to 651,927.

**Part III, line 3:**

Escalera's Star program was discontinued as Reach, which was designed to more specifically and effectively target student continuation to high school, took its place in the 2013-2014 school year. See Part III, line 4b and 4c for details.

**Part III, line 4a**

.2 in Vicente Guerrero, Ocozocuata; 3 in San Pedro Pedernal, Huixtan, and 2 in Chojolho, Chenalho. Total expenses are 1,251,385 (actual expenditures) + 37,028 (in-kind donation professional services) = 1,288,414

**Part III, line 4b**

Total expenses are 228,454 (actual expenditures) + 19,287 (in-kind donated professional services) = 247,741

**Part III, line 4d**

Expenses 22,509 including grants of 7,057. After Benemerito High School's closure in 2013, Escalera continued to help the remaining 12 of its scholarship students finish high school. High school graduates earn 34% more than their peers. Grants of \$3,926 were made to Escalera employees in Mexico and their children for continuing education scholarships as part of Escalera's commitment to education

**Part VI, line 2**

Andrew Christensen, Bryson Garbett, Jan VanDenBergh, Jeff Garbett, David Garbett and Ann Garbett have a family relationship. Cheri and

Mark Cornelius have a family relationship. Bryson Garbett, Jeff Garbett and Jon Nieporte have a business relationship.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Cat. No. 51056K

Schedule O (Form 990 or 990-EZ) (2014)

Name of the organization

**Foundation Escalera, Inc**

Employer identification number

**20-1377072****Part VI, line 11b**

**A copy of the return is provided to the president for dissemination among the governing board. Comments are requested.**

**Part VI, line 12c**

**Each director, principal officer and member of a committee with governing board delegated powers annually signs a statement affirming that he or she understands and will comply with the conflict of interest policy. Periodic reviews are conducted. Persons covered under the policy are any director, principal officer, or member of a committee with governing board delegated powers. The level at which determinations of conflict are made as well as the level at which actual conflicts are reviewed is the governing board committee. Persons with a potential conflict may make a presentation at the governing board or committee meeting, but after the presentation he or she leaves the meeting during the discussion of, and the vote on the transaction or arrangement involving the possible conflict of interest.**

**Part VI, line 15**

**As per Escalera's Compensation Review Policy, the foundation's board annually evaluates the Executive Director and any other top management officials on his/her performance and compensation. The HR committee presents research on comparability data from a variety of independent sources for board review. The board documents how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. The board members are volunteers who are not compensated by Escalera and operate independently without undue influence from the Executive Director.**

**Part VI, line 19. Upon request.****Part X, line 17 & 27**

**During 2014, management became aware that \$55,818 of VAT obligations were not accrued as of December 31, 2013. The audited changes to the 2013 consolidated financial statement change accounts payable and accrued expenses from 52,458 to 109,276. Net Assets unrestricted change from 1,571,412 to 1,514,594. And Government grants from 708,745 to 651,927.**

**Part XI, line 9**

**The expense of 115,637 is the expenditure of the donated professional services shown as a donation in part XI, line 6.**