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***INROADS, INC. AND AFFILIATES***  
***COMBINED FINANCIAL STATEMENTS***  
***AUGUST 31, 2019***

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## Independent Accountants' Compilation Report

Board of Directors  
INROADS, Inc.  
St. Louis, Missouri

Management is responsible for the accompanying financial statements of INROADS, Inc. And Affiliates, which comprise the combined statement of financial position as of August 31, 2019, and the related combined statements of activities, functional expenses and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the company's financial position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.

*RubinBrown LLP*

February 15, 2022

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**INROADS, INC. AND AFFILIATES**  
**COMBINED STATEMENT OF FINANCIAL POSITION**  
**August 31, 2019**

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**Assets**

<b>Cash And Cash Equivalents</b>	\$ 236,311
<b>Accounts Receivable And Unconditional Promises To Give</b>	1,623,980
<b>Prepays And Other Assets</b>	71,224
<b>Property And Equipment</b>	8,607
<b>Investments Restricted For Endowment</b>	<u>13,626</u>
	<u><u>\$ 1,953,748</u></u>

**Liabilities And Net Assets**

<b>Liabilities</b>	
Accounts payable and accrued expenses	\$ 1,659,004
Deferred income	<u>139,000</u>
<b>Total Liabilities</b>	<u><u>1,798,004</u></u>
<b>Net Assets</b>	
Without donor restrictions	(112,882)
With donor restrictions	<u>268,626</u>
<b>Total Net Assets</b>	<u><u>155,744</u></u>
	<u><u>\$ 1,953,748</u></u>

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**INROADS, INC. AND AFFILIATES**

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**COMBINED STATEMENT OF ACTIVITIES****For The Year Ended August 31, 2019**

	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
<b>Public Support And Revenues</b>			
Sponsorship and participation fees	\$ 3,574,801	\$ —	\$ 3,574,801
Contributions and grants	1,548,667	937,850	2,486,517
Activity and miscellaneous income	474,075	—	474,075
Investment income	1,317	—	1,317
Banquet event income	538,828	—	538,828
<b>Total Public Support And Revenues Before Net Assets Released From Restrictions</b>	<b>6,137,688</b>	<b>937,850</b>	<b>7,075,538</b>
<b>Net Assets Released From Restrictions</b>	<b>3,091,848</b>	<b>(3,091,848)</b>	<b>—</b>
<b>Total Public Support And Revenues</b>	<b>9,229,536</b>	<b>(2,153,998)</b>	<b>7,075,538</b>
<b>Expenses</b>			
Program Services:			
Program	4,031,733	—	4,031,733
Supporting Services:			
Management and general	2,149,210	—	2,149,210
Fundraising and development	880,095	—	880,095
<b>Total Supporting Services</b>	<b>3,029,305</b>	<b>—</b>	<b>3,029,305</b>
<b>Total Expenses</b>	<b>7,061,038</b>	<b>—</b>	<b>7,061,038</b>
<b>Excess (Deficit) Of Public Support And Revenues Over Expenses</b>	<b>2,168,498</b>	<b>(2,153,998)</b>	<b>14,500</b>
<b>Increase (Decrease) In Net Assets</b>	<b>2,168,498</b>	<b>(2,153,998)</b>	<b>14,500</b>
<b>Net Assets - Beginning Of Year</b>	<b>(2,281,380)</b>	<b>2,422,624</b>	<b>141,244</b>
<b>Net Assets - End Of Year</b>	<b>\$ (112,882)</b>	<b>\$ 268,626</b>	<b>\$ 155,744</b>

## INROADS, INC. AND AFFILIATES

### COMBINED STATEMENT OF FUNCTIONAL EXPENSES For The Year Ended August 31, 2019

	Program Services		Supporting Services			Total
	Program Services	Total Program Services	Management And General	Fundraising And Development	Total Supporting Services	
<b>Salaries And Benefits</b>	\$ 2,589,024	\$ 2,589,024	\$ 816,673	\$ 361,743	\$ 1,178,416	\$ 3,767,440
<b>Other Expenses</b>						
Fundraising expense	—	—	—	352,676	352,676	352,676
Group insurance benefits	197,077	197,077	56,721	68,595	125,316	322,393
Insurance	—	—	94,986	—	94,986	94,986
Interest expense	2,607	2,607	121,190	354	121,544	124,151
Legal fees	27,686	27,686	4,833	—	4,833	32,519
Office	11,515	11,515	123,065	5,375	128,440	139,955
Payroll fees	1,158	1,158	5,642	14,168	19,810	20,968
Payroll taxes	—	—	278,972	—	278,972	278,972
Pension	15,404	15,404	3,666	4,784	8,450	23,854
Professional fees	—	—	273,785	—	273,785	273,785
Public relations	77	77	18,730	23,256	41,986	42,063
Recruitment	20,978	20,978	2,671	—	2,671	23,649
Rent	161,941	161,941	110,964	22,360	133,324	295,265
Technology	7,834	7,834	163,473	2,390	165,863	173,697
Training and development	697,758	697,758	41,763	5,876	47,639	745,397
Travel and related	120,475	120,475	32,076	18,518	50,594	171,069
Uncollected fees	163,100	163,100	—	—	—	163,100
<b>Total Other Expenses</b>	1,427,610	1,427,610	1,332,537	518,352	1,850,889	3,278,499
<b>Depreciation</b>	15,099	15,099	—	—	—	15,099
	\$ 4,031,733	\$ 4,031,733	\$ 2,149,210	\$ 880,095	\$ 3,029,305	\$ 7,061,038

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**INROADS, INC. AND AFFILIATES**  
**COMBINED STATEMENT OF CASH FLOWS**  
**For The Year Ended August 31, 2019**

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<b>Cash Flows From Operating Activities</b>	
Increase in net assets	\$ 14,500
Adjustments to reconcile decrease in net assets to net cash from operating activities:	
Depreciation and amortization	15,099
Gain on retirement of property and equipment	(99)
Changes in assets and liabilities:	
Accounts receivable and unconditional promises to give	(109,250)
Prepays and other assets	47,452
Accounts payable and accrued expenses	(6,123,878)
Deferred income	(40,735)
<b>Net Cash Used In Operating Activities</b>	<u>(6,196,911)</u>
<b>Cash Flows Provided By Investing Activities</b>	
Net assets released from endowment	<u>385,375</u>
<b>Net Decrease In Cash And Cash Equivalents</b>	(5,811,536)
<b>Cash And Cash Equivalents - Beginning Of Year</b>	<u>6,047,847</u>
<b>Cash And Cash Equivalents - End Of Year</b>	<u><u>\$ 236,311</u></u>