

EQUAL OPPORTUNITY SCHOOLS

**FINANCIAL STATEMENTS WITH
INDEPENDENT AUDITORS' REPORT**

JULY 31, 2019 AND 2018



INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Equal Opportunity Schools
Seattle, Washington

We have audited the accompanying financial statements of Equal Opportunity Schools (a nonprofit organization), which comprise the statements of financial position as of July 31, 2019 and 2018, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Equal Opportunity Schools as of July 31, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Jones & Associates PLLC, CPAs

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January 22, 2020

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**EQUAL OPPORTUNITY SCHOOLS
STATEMENTS OF FINANCIAL POSITION
JULY 31, 2019 AND 2018**

| | 2019 | 2018 |
|--|--------------|---------------|
| ASSETS | | |
| Cash and cash equivalents | \$ 1,574,796 | \$ 2,783,576 |
| Investments | 4,523,043 | 2,974,333 |
| Accounts receivable | 898,128 | 1,200,447 |
| Contributions receivable, current | 1,236,194 | 955,781 |
| Certificates of deposit | - | 381,909 |
| Prepaid licenses, net current | 196,494 | 166,050 |
| Prepaid expenses and other assets | 34,974 | 44,995 |
| Total current assets | 8,463,629 | 8,507,091 |
| Contributions receivable, net of current | 1,034,635 | 1,715,500 |
| Prepaid licenses, net of current | 148,364 | 290,588 |
| Property and equipment, net | 81,768 | 105,502 |
| | \$ 9,728,396 | \$ 10,618,681 |
| LIABILITIES AND NET ASSETS | | |
| LIABILITIES | | |
| Accounts payable | \$ 122,370 | \$ 86,705 |
| Accrued payroll and related | 177,114 | 197,375 |
| Deferred revenue | 364,066 | 171,500 |
| Total current liabilities | 663,550 | 455,580 |
| NET ASSETS | | |
| Without donor restrictions | 6,016,649 | 4,820,711 |
| With donor restrictions | 3,048,197 | 5,342,390 |
| | 9,064,846 | 10,163,101 |
| | \$ 9,728,396 | \$ 10,618,681 |

**EQUAL OPPORTUNITY SCHOOLS
STATEMENT OF ACTIVITIES
YEAR ENDED JULY 31, 2019**

| | Without Donor Restrictions | With Donor Restrictions | Total |
|--------------------------------------|-------------------------------|----------------------------|----------------------|
| SUPPORT AND REVENUE | | | |
| Contributions | \$ 441,013 | \$ 483,819 | \$ 924,832 |
| Program service fees | 6,859,635 | - | 6,859,635 |
| Investment return | 187,936 | - | 187,936 |
| | <u>7,488,584</u> | <u>483,819</u> | <u>7,972,403</u> |
| Net asset releases: | | | |
| Satisfaction of program restrictions | 2,736,012 | (2,736,012) | - |
| Satisfaction of time requirements | 42,000 | (42,000) | - |
| | <u>2,778,012</u> | <u>(2,778,012)</u> | <u>-</u> |
| Total support and revenue | <u>10,266,596</u> | <u>(2,294,193)</u> | <u>7,972,403</u> |
| EXPENSES | | | |
| Program services | 7,546,685 | - | 7,546,685 |
| Management and general | 1,431,270 | - | 1,431,270 |
| Fundraising and development | 92,703 | - | 92,703 |
| Total expenses | <u>9,070,658</u> | <u>-</u> | <u>9,070,658</u> |
| CHANGE IN NET ASSETS | 1,195,938 | (2,294,193) | (1,098,255) |
| NET ASSETS | | | |
| Beginning of the year | <u>4,820,711</u> | <u>5,342,390</u> | <u>10,163,101</u> |
| End of the year | <u>\$ 6,016,649</u> | <u>\$ 3,048,197</u> | <u>\$ 9,064,846</u> |

**EQUAL OPPORTUNITY SCHOOLS
STATEMENT OF ACTIVITIES
YEAR ENDED JULY 31, 2018**

| | Without Donor Restrictions | With Donor Restrictions | Total |
|--------------------------------------|-------------------------------|----------------------------|-----------------------|
| SUPPORT AND REVENUE | | | |
| Contributions | \$ 436,762 | \$ 3,590,817 | \$ 4,027,579 |
| Program service fees | 5,849,974 | - | 5,849,974 |
| In-kind contributions | 624,150 | - | 624,150 |
| Investment return | 145,465 | - | 145,465 |
| | <u>7,056,351</u> | <u>3,590,817</u> | <u>10,647,168</u> |
| Net asset releases: | | | |
| Satisfaction of program restrictions | 2,054,000 | (2,054,000) | - |
| Satisfaction of time requirements | 51,750 | (51,750) | - |
| | <u>2,105,750</u> | <u>(2,105,750)</u> | <u>-</u> |
| Total support and revenue | <u>9,162,101</u> | <u>1,485,067</u> | <u>10,647,168</u> |
| EXPENSES | | | |
| Program services | 6,205,236 | - | 6,205,236 |
| Management and general | 839,988 | - | 839,988 |
| Fundraising and development | 67,442 | - | 67,442 |
| Total expenses | <u>7,112,666</u> | <u>-</u> | <u>7,112,666</u> |
| CHANGE IN NET ASSETS | 2,049,435 | 1,485,067 | 3,534,502 |
| NET ASSETS | | | |
| Beginning of the year | <u>2,771,276</u> | <u>3,857,323</u> | <u>6,628,599</u> |
| End of the year | <u>\$ 4,820,711</u> | <u>\$ 5,342,390</u> | <u>\$ 10,163,101</u> |

**EQUAL OPPORTUNITY SCHOOLS
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JULY 31, 2019**

| | Program Services | Support Services | | Total |
|---------------------------|---------------------|---------------------------|------------------------------|---------------------|
| | | Management and General | Fundraising & Development | |
| Payroll and related | \$ 5,266,895 | \$ 695,333 | \$ 88,461 | \$ 6,050,689 |
| Travel | 732,935 | 62,083 | 4,242 | 799,260 |
| Professional fees | 475,600 | 189,780 | - | 665,380 |
| Information technology | 440,564 | 198,807 | - | 639,371 |
| Professional development | 94,336 | 102,183 | - | 196,519 |
| Occupancy | 118,794 | 39,799 | - | 158,593 |
| Advertising and promotion | 140,880 | - | - | 140,880 |
| Office expenses | 40,247 | 35,996 | - | 76,243 |
| Minor equipment | 29,604 | 32,599 | - | 62,203 |
| Grants | 60,000 | - | - | 60,000 |
| Telephone | 50,179 | 6,650 | - | 56,829 |
| Printing and publication | 37,304 | 1,559 | - | 38,863 |
| Depreciation | - | 34,643 | - | 34,643 |
| Conferences and meetings | 30,890 | - | - | 30,890 |
| Insurance | 13,667 | 16,728 | - | 30,395 |
| Taxes | 5,367 | 13,462 | - | 18,829 |
| Postage and shipping | 9,423 | 1,648 | - | 11,071 |
| | <u>\$ 7,546,685</u> | <u>\$ 1,431,270</u> | <u>\$ 92,703</u> | <u>\$ 9,070,658</u> |

**EQUAL OPPORTUNITY SCHOOLS
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JULY 31, 2018**

| | Program Services | Support Services | | Total |
|---------------------------|---------------------|---------------------------|------------------------------|---------------------|
| | | Management and General | Fundraising & Development | |
| Payroll and related | \$ 4,532,524 | \$ 353,799 | \$ 58,314 | \$ 4,944,637 |
| Travel | 566,615 | 40,920 | 5,278 | 612,813 |
| Professional fees | 133,517 | 110,885 | - | 244,402 |
| Information technology | 413,809 | 115,704 | 1,800 | 531,313 |
| Professional development | 27,062 | 80,788 | - | 107,850 |
| Occupancy | 100,281 | 30,358 | - | 130,639 |
| Advertising and promotion | 124,543 | - | - | 124,543 |
| Office expenses | 20,883 | 20,023 | - | 40,906 |
| Minor equipment | 11,509 | 28,751 | - | 40,260 |
| Grants | 186,750 | - | - | 186,750 |
| Telephone | 49,287 | 6,573 | 60 | 55,920 |
| Printing and publication | 10,192 | 1,763 | - | 11,955 |
| Depreciation | - | 31,918 | - | 31,918 |
| Conferences and meetings | 2,450 | 50 | 1,990 | 4,490 |
| Insurance | 8,000 | 14,797 | - | 22,797 |
| Taxes | 16,670 | 3,554 | - | 20,224 |
| Postage and shipping | 1,144 | 105 | - | 1,249 |
| | <u>\$ 6,205,236</u> | <u>\$ 839,988</u> | <u>\$ 67,442</u> | <u>\$ 7,112,666</u> |

**EQUAL OPPORTUNITY SCHOOLS
STATEMENTS OF CASH FLOWS
YEARS ENDED JULY 31, 2019 AND 2018**

| | 2019 | 2018 |
|---|-----------------|---------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | |
| Cash received from contributions and program service fees | \$ 8,679,804 | \$ 8,050,581 |
| Cash received from investment income | 130,209 | 73,640 |
| Cash paid to employees and suppliers | (8,898,810) | (6,630,270) |
| | (88,797) | 1,493,951 |
| CASH FLOWS FROM INVESTING ACTIVITIES | | |
| Proceeds from sale of investments | 379,198 | - |
| Purchase of certificates of deposit and investments | (1,488,272) | (455,092) |
| Purchase of property and equipment | (10,909) | (32,501) |
| | (1,119,983) | (487,593) |
| NET CHANGE IN CASH AND CASH EQUIVALENTS | (1,208,780) | 1,006,358 |
| CASH AND CASH EQUIVALENTS | | |
| Beginning of the year | 2,783,576 | 1,777,218 |
| End of the year | \$ 1,574,796 | \$ 2,783,576 |

EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018

Note 1 – Nature of Activities and Summary of Significant Accounting Policies

Nature of Activities – Equal Opportunity Schools (the Organization) is a not-for-profit corporation organized to ensure that all students have the opportunity to succeed in challenging high school courses. The Organization partners with school, district, county, state, and national leaders to close race, income enrollment, and success gaps in their advanced placement and international baccalaureate programs, dramatically improving student engagement, achievement, college readiness, and success. Support and revenue are primarily composed of contributions and program service fees.

Basis of Accounting and Presentation – The financial statements of the Organization have been prepared on the accrual basis of accounting and report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets Without Donor Restrictions – Net assets available for use in general operations and not subject to donor (or certain grantor) restrictions.

Net Assets With Donor Restrictions – Net assets subject to donor- (or certain grantor-) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. The Organization had no perpetually restricted net assets at July 31, 2019 and 2018.

Cash and Cash Equivalents – For purposes of the statements of cash flows, the Organization considers all checking and savings accounts and unrestricted highly liquid investments with an initial maturity of three months or less to be cash and cash equivalents. The Organization maintains certain cash and cash equivalents in bank accounts that may exceed federally insured limits at times during the year. The Organization has not experienced any losses in these accounts, and management does not believe it is exposed to any significant credit risk.

Accounts Receivable – Accounts receivable consist of program service fees due from school districts. Accounts receivable are stated at the amount management expects to collect from outstanding balances and are due within one year. All accounts receivable are unsecured. No allowance for uncollectible balances has been established by management based on the Organization’s historical experience in the collection of balances due.

Contributions Receivable – Contributions receivable are recognized in the period the pledge is received and consist of outstanding promises to give from a variety of corporations and foundations. All contributions receivable are unsecured. Contributions receivable that are expected to be collected in more than one year have been discounted to the present value. No allowance for uncollectible balances has been established by management based on the Organization’s historical experience in the collection of balances due.

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 1 – Nature of Activities and Summary of Significant Accounting Policies (Continued)

Certificates of Deposit – The Organization held no certificates of deposit at July 31, 2019. Certificates of deposit held at July 31, 2019 were held at two financial institutions. Interest rates at July 31, 2018 were 1.90% and 1.95%.

Prepaid Licenses – Prepaid licenses consist of software licenses that are carried at cost if purchased, or at fair value if donated. The licenses are shown net of amortization and are being amortized over the life of the license, generally over a period of one to three years.

Investments – The Organization carries investments with readily determinable fair values at their fair values in the statements of financial position. Investment return is included in net assets without donor restrictions in the accompanying statement of activities.

Fair Value Measurements – Fair value is defined as the price received to sell an asset or paid to transfer a liability in an orderly transaction between market participants. Accounting standards establish a hierarchy for measuring fair value that gives the highest priority to unadjusted quoted prices in active markets (Level 1) and the lowest priority to unobservable inputs (Level 3). The three levels of the fair value hierarchy are as follows:

- Level 1 Unadjusted quoted prices for identical assets or liabilities in active markets.

- Level 2 Quoted prices for similar assets or liabilities in active markets, quoted prices for identical assets or liabilities in inactive markets, or other inputs that can be corroborated by observable market data.

- Level 3 Inputs that are not observable that reflect management’s assumptions and estimates.

Fair value measurements apply to the Organization’s investment in equities, ETFs, bonds and mutual funds which are classified within level 1 of the fair value hierarchy.

Property and Equipment – Property and equipment is carried at cost if purchased, or at fair value if donated. Depreciation is computed using the straight-line method, currently over a period of four to seven years. The Organization follows a policy whereby it capitalizes purchases of property and equipment with a value in excess of \$2,500.

Revenue Recognition – Revenue is recognized when earned. Revenue from program service fees is recognized in the period in which the service is provided. Contributions are recognized when cash, securities, or other assets, or an unconditional promise to give is received. Conditional promises to give are not recognized until the conditions on which they depend have been substantially met. Contributions are recorded as increases in net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of donor or grantor restrictions. When a restriction expires, that is when a purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 1 – Nature of Activities and Summary of Significant Accounting Policies (Continued)

In-kind Contributions – Contributed services are recognized as revenues and corresponding expense when (a) the services received create or enhance nonfinancial assets or (b) require specialized skills, are performed by people with those skills, and would otherwise be purchased by the Organization. Contributed goods are recorded as revenue at the estimated fair value at the date of donation.

The Organization did not receive in-kind contributions during year ended July 31, 2019. The Organization received \$498,150 of in-kind goods and \$126,000 of multi-year in-kind services during year ended July 31, 2018. The Organization recognized use of \$42,000 and \$10,500 of in-kind services during the year ended July 31, 2019 and 2018, respectively.

Allocation of Functional Expenses – The financial statements report certain categories of expenses that are attributable to program or supporting functions of the Organization. Those expenses include salaries and benefits allocated based on estimates of time and effort, professional fees based on estimates of time and effort, occupancy based on square footage, and the information technology department is allocated based on estimates of time and costs of specific technology utilized.

Estimates – Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

Income Tax Status – The Organization is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. The Organization qualifies for the charitable contribution deduction under Section 170(b)(1)(A)(vi) and has been classified as an organization other than a private foundation under Section 509(a)(1).

Reclassifications – Certain accounts in the prior-year financial statements have been reclassified for comparative purposes to conform to the presentation in the current year financial statements. These reclassifications did not affect the change in net assets for the current or prior year.

New Accounting Pronouncement – On August 18, 2016, the FASB issued Accounting Standards update ASU 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities (Topic 958)*. The ASU amends the current reporting model for nonprofit organizations and enhances the required disclosures. Significant changes include presenting only two classes of net assets; adding disclosures around liquidity and the availability of resources; and providing additional information about expenses. The Organization has adopted the ASU for the year ended July 31, 2019 and has adjusted the presentation of these statements accordingly. The ASU has been applied retrospectively to all periods presented.

Subsequent Events – Subsequent events were evaluated through January 22, 2020, which is the date the financial statements were available to be issued.

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 2 – Liquidity and Availability

Financial assets available for general expenditures within one year of the statement of financial position date are as follows at July 31, 2019:

| | |
|--|----------------------------|
| Financial Assets | |
| Cash and cash equivalents | \$ 1,574,796 |
| Investments | 4,523,043 |
| Accounts receivable | 898,128 |
| Pledges receivable | 2,270,829 |
| Total financial assets | <u>9,266,796</u> |
| Less those unavailable for general expenditures within one year: | |
| Receivable balances to be collected in future years | 1,034,635 |
| Restricted by donors for purpose | 42,000 |
| | <u>1,076,635</u> |
| Financial assets available within one year | <u><u>\$ 8,190,161</u></u> |

The Organization’s financial assets have seasonal variations during the year attributed to the timing of receipt of service revenue in August and January. The Organization has an informal operating reserve with the objective of setting funds aside to be drawn upon in the event of financial distress or immediate liquidity need. Distress or a liquidity need could result from events outside the typical life cycle of converting financial assets to cash or settling financial liabilities. In the event of an unanticipated liquidity need, the Organization could also draw upon a line of credit against the assets in the investment account.

Note 3 – Contributions Receivable

Contributions receivable consist of the following at July 31:

| | <u>2019</u> | <u>2018</u> |
|----------------------------------|----------------------------|----------------------------|
| Receivable in less than one year | \$ 1,236,194 | \$ 1,037,558 |
| Receivable in one to five years | 1,081,650 | 1,715,500 |
| | <u>2,317,844</u> | <u>2,753,058</u> |
| Less discount on pledges | (47,015) | (81,777) |
| | <u><u>\$ 2,270,829</u></u> | <u><u>\$ 2,671,281</u></u> |

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 4 – Prepaid Licenses

Prepaid licenses consist of the following at July 31:

| | 2019 | 2018 |
|-------------------------------|-------------------|-------------------|
| Cost | \$ 1,845,791 | \$ 1,653,804 |
| Less accumulated amortization | (1,500,933) | (1,197,166) |
| | <u>\$ 344,858</u> | <u>\$ 456,638</u> |

Note 5 – Investments

Investments consist of the following at July 31:

| | 2019 | 2018 |
|---------------------------|---------------------|---------------------|
| Cash and cash equivalents | \$ 97,398 | \$ 858 |
| Mutual funds | 1,964,022 | 2,973,475 |
| ETFs | 1,422,850 | - |
| Equities | 448,680 | - |
| Bonds | | |
| Corporate | 275,179 | - |
| Government | 297,841 | - |
| Foreign | 17,073 | - |
| | <u>\$ 4,523,043</u> | <u>\$ 2,974,333</u> |

Note 6 – Property and Equipment

Property and equipment consists of the following at July 31:

| | 2019 | 2018 |
|-------------------------------|------------------|-------------------|
| Equipment | \$ 137,533 | \$ 137,533 |
| Leasehold improvements | 64,844 | 53,935 |
| Less accumulated depreciation | (120,609) | (85,966) |
| | <u>\$ 81,768</u> | <u>\$ 105,502</u> |

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 7 – Net Assets with Donor Restrictions

Net assets with donor restrictions are composed of the following restrictions at July 31:

| | 2019 | 2018 |
|-------------------------------------|---------------------|---------------------|
| Increase student access and success | \$ 2,792,197 | \$ 4,634,687 |
| Time restricted contributions | 153,500 | 465,500 |
| Staff development | 102,500 | 242,203 |
| | <u>\$ 3,048,197</u> | <u>\$ 5,342,390</u> |

Note 8 – Retirement Plan

The Organization provides a defined contribution retirement plan (the Plan) under 403(b) of the Internal Revenue Code for eligible employees. Contributions to the Plan are made at the discretion of the Board of Directors and are 100% vested at the time of contribution. The Organization contributed \$137,354 and \$102,604 to the Plan during the years ended July 31, 2019 and 2018, respectively.

Note 9 – Priority Credit Line

During the year ended July 31, 2019, the Organization entered into a line of credit that is a percentage of the total assets held in a designated investment account. As of July 31, 2019, available credit is \$986,536. Drawn funds would incur an interest rate of 5% annually. There was no borrowing on the priority credit line during the year ended July 31, 2019 and no balance outstanding at July 31, 2019. The line of credit is secured by the Organizations assets held in a designated investment account.

Note 10 – Lease Commitment

The Organization has a noncancelable operating lease for its office space through July 31, 2020. In September 2017, the Organization expanded into an adjacent office space for additional rent expense under the same terms as the original operating lease. Rent expense under this lease was \$134,970 and \$125,301 for the years ended July 31, 2019 and 2018, respectively. Future minimum rental payments under this lease are \$143,724 for the year ending July 31, 2020.

**EQUAL OPPORTUNITY SCHOOLS
NOTES TO FINANCIAL STATEMENTS
JULY 31, 2019 AND 2018**

Note 11 – Concentrations

At July 31, 2019, two donors represented 68% of total contributions receivable. One donor represents 66% of total contributions for the year ended July 31, 2019. At July 31, 2018, one donor represented 58% of total contributions receivable. One donor represents 20% of total contributions for the year ended July 31, 2018.

At July 31, 2019 and 2018, one government department represented 73% and 86% of total accounts receivable, respectively.

Note 12 – Conditional Promises to Give

During the year ended July 31, 2019, the Organization received a matching grant totaling \$73,000 to support compensation and related expenses of an operations analyst position. The donor agrees to match dollar-for-dollar \$35,000 in funds raised from new or existing sources, to be used for the same proposed purpose. Subsequent to year end, the Organization met the conditions of the matching grant.

The remaining \$38,000 is contingent upon a 1:2 match in additional funds raised from new or existing sources, internal or external to the Organization, to be used for the same proposed purpose. No revenue has been recorded under this pledge for the year ended July 31, 2019.