

**BARKSDALE FORWARD, INC.**

**SHREVEPORT, LOUISIANA**

**FINANCIAL STATEMENTS (CASH BASIS)**

**December 31, 2024**

**Marsha O. Millican  
A Professional Accounting Corporation  
Shreveport, Louisiana**

BARKSDALE FORWARD, INC.

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# Marsha O. Millican

A PROFESSIONAL ACCOUNTING CORPORATION

## INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Barksdale Forward, Inc.  
Shreveport, Louisiana

### **Opinion**

I have audited the accompanying financial statements of Barksdale Forward, Inc. (a nonprofit organization), which comprise the statement of assets, liabilities and net assets (cash basis) for the year ended December 31, 2024, and the related statement of support, revenue and expenses, and changes in net assets (cash basis) and the statement of functional expense (cash basis) for the year then ended, and the related notes to the financial statements.

In my opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities and net assets of Barksdale Forward, Inc. as of December 31, 2024, and the changes in its revenue and expenses and the changes in its net assets and its statement of functional expense for the year then ended, in accordance with the basis of accounting described in the summary of accounting policies.

### **Basis for Opinion**

I conducted my audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am required to be independent of Barksdale Forward, Inc. and to meet my other ethical responsibilities in accordance with the relevant ethical requirements relating to my audit. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Barksdale Forward's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, I:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Barksdale Forward, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in my judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Barksdale Forward, Inc.'s ability to continue as a going concern for a reasonable period of time.

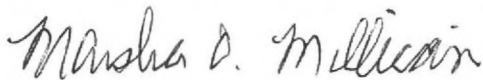
I am required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that I identified during the audit.

#### ***Report on Supplementary Information***

My audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying Schedule of Compensation, Benefits and Other Payments to Agency Head (Cash Basis) on page 11, the Schedule of Functional Expenses by Major Fund (Cash Basis) on page 12, and the Schedule of Support, Revenue, and Expenses for the Barksdale Air Show (Cash Basis) on page 13 are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

#### ***Other Reporting Required by Government Auditing Standards***

In accordance with Government Auditing Standards, I have also issued my report dated May 2, 2025, on my consideration of Barksdale Forward, Inc.'s internal control over financial reporting and on my tests of its compliance with certain provisions of law, regulations, contract, and grant agreements and other matters. The purpose of that report is to describe the scope of my testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Barksdale Forward, Inc.'s internal control over financial reporting and compliance.



Certified Public Accountant  
May 2, 2025

## BARKSDALE FORWARD, INC.

## Statement of Financial Position (Cash Basis)

December 31, 2024

	General Fund	Military Affairs Council	Barksdale Air Show	Total
<b>Assets</b>				
<b>Current:</b>				
Cash and cash equivalents (Notes 1 and 2)	\$ 663,759	\$ 56,069	\$ 408,421	\$ 1,128,249
Cash and cash equivalents, restricted (Notes 1 and 7)	-	11,296	-	11,296
Interfund receivable (payable)	9,522	(9,522)	-	-
	<u>\$ 673,281</u>	<u>\$ 57,843</u>	<u>\$ 408,421</u>	<u>\$ 1,139,545</u>
<b>Liabilities and Net Assets</b>				
<b>Liabilities - Current</b>				
Withheld payroll taxes	\$ 1,551	\$ -	\$ -	\$ 1,551
Total liabilities - all current	<u>\$ 1,551</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,551</u>
<b>Net Assets:</b>				
Without donor restrictions	\$ 671,730	\$ 46,547	\$ 408,421	\$ 1,126,698
With donor restrictions (Note 7)	-	11,296	-	11,296
Total net assets	<u>\$ 671,730</u>	<u>\$ 57,843</u>	<u>\$ 408,421</u>	<u>1,137,994</u>
	<u>\$ 673,281</u>	<u>\$ 57,843</u>	<u>\$ 408,421</u>	<u>\$ 1,139,545</u>

The accompanying notes are an integral part of these statements.



## BARKSDALE FORWARD, INC.

## Statement of Activities (Cash Basis)

December 31, 2024

	General Fund	Military Affairs Council	Barksdale Air Show	Total
<b>Changes in net assets without donor restrictions</b>				
Support and revenue:				
Governmental funding (note 4)	\$ 325,000	\$ -	\$ -	\$ 325,000
Air Show income	-	-	114,515	114,515
Grants	20,000	-	-	20,000
Dues and donations	-	71,799	-	71,799
Golf tournament fee income	-	7,230	-	7,230
Investment income (net)	16,073	-	-	16,073
Net assets released from restriction	-	-	-	-
Total support and revenue	361,073	79,029	114,515	554,617
Expenses:				
Barksdale air show program	-	-	15,704	15,704
Base advocacy program	263,214	61,999	-	325,213
Management and general program	108,951	45,384	-	154,335
Total expenses	372,165	107,383	15,704	495,252
Other income	-	8,318	-	8,318
Increase (decrease) in net assets without donor restrictions	(11,092)	(20,036)	98,811	67,683
<b>Changes in net assets with donor restrictions</b>				
Donor restricted income	-	69,501	-	69,501
Donor restricted expense	-	(53,649)	-	(53,649)
Net assets released from restrictions	-	-	-	-
Increase (decrease) in net assets with donor restrictions	-	15,852	-	15,852
Increase (decrease) in net assets	(11,092)	(4,184)	98,811	83,535
Net assets, beginning of year	682,822	43,418	328,219	1,054,459
Interfund transfers	-	18,609	(18,609)	-
Net assets, end of year	<u>\$ 671,730</u>	<u>\$ 57,843</u>	<u>\$ 408,421</u>	<u>\$ 1,137,994</u>

The accompanying notes are an integral part of this statement.

## BARKSDALE FORWARD, INC.

## Statement of Functional Expenses (Cash Basis)

December 31, 2024

	Program Activities			Supporting Activities	
	Base	Barksdale	Total	Management	
	Advocacy	Air Show	Program	and General	
	Program	Program	Activities	Program	Total
Expenses					
Air Show expense	\$ -	\$ 15,704	\$ 15,704	\$ -	\$ 15,704
Awards and gifts	5,075	-	5,075	-	5,075
Awareness and meetings	6,162	-	6,162	-	6,162
Base support	9,132	-	9,132	-	9,132
Consultants and expenses	120,000	-	120,000	-	120,000
Insurance	1,111	-	1,111	1,111	2,222
Communications	-	-	-	1,905	1,905
Office and equipment rental (Note 5)	-	-	-	4,998	4,998
Office expenses	-	-	-	13,730	13,730
Payroll taxes	8,609	-	8,609	8,609	17,218
Postage	-	-	-	-	-
Professional fees (Note 5)	-	-	-	15,797	15,797
Salaries and wages	108,185	-	108,185	108,185	216,370
Special events	23,308	-	23,308	-	23,308
Subscriptions	-	-	-	-	-
Travel	43,631	-	43,631	-	43,631
Total expenses	<u>\$ 325,213</u>	<u>\$ 15,704</u>	<u>\$ 340,917</u>	<u>\$ 154,335</u>	<u>\$ 495,252</u>

The accompanying notes are an integral part of this statement.

BARKSDALE FORWARD, INC.

Notes to Financial Statements

December 31, 2024

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

A. General:

This summary of the accounting policies of Barksdale Forward, Inc. (the Organization) is presented to assist in understanding the Organization's financial statements. The financial statements and the notes are representations of the Organization's management, who is responsible for their integrity and objectivity. These accounting policies conform to the cash basis of accounting and have been consistently applied in the preparation of the financial statements.

B. Nature of Business:

Barksdale Forward, Inc. is a Louisiana nonprofit corporation formed on May 1, 1994. The Organization works to promote Barksdale Air Force Base by educating the community about the social, cultural, and economic benefits of Barksdale Air Force Base. It also works within the framework of the Department of Defense as an educational entity describing the benefits to be obtained by continuing and building on the historical relationship between Barksdale Air Force Base and the Shreveport/Bossier communities.

C. Method of Accounting:

The Organization's policy is to prepare financial statements on the cash receipts and disbursements method of accounting (cash basis); consequently, certain revenues are recognized when cash is received rather than when earned; and certain expenses are recognized when cash is disbursed rather than when the obligation is incurred. Financial statements prepared on this basis of accounting are not intended to present financial position and results of operations in accordance with accounting principles generally accepted in the United States of America. The Organization recognizes revenues, expenses, assets, liabilities, and changes in net assets among three fund groups: General Fund, Military Affairs Council and Barksdale Air Show.

D. Income Taxes:

As a nonprofit organization, the Organization is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code, but must file an annual return with the Internal Revenue Service that contains information on its financial operations.



The Organization is required to review various tax positions it has taken with respect to its exempt status and determine whether, in fact, it continues to qualify as a tax-exempt entity. It must also assess whether it has any tax positions associated with unrelated business income subject to income tax. The Organization does not expect any of its tax positions to change significantly over the next twelve months. Any penalties related to late filings or other requirements would be recognized as penalties expense in the Organization's accounting records.

The Organization is required to file U.S. Federal Form 990 for informational purposes. Its federal income tax filings for the tax years ended 2021 and beyond remain subject to examination by the Internal Revenue Service.

E. Revenue and Support:

For the year ended December 31, 2018, the Organization adopted Accounting Standards Update (ASU) 2016-14, *Not-for-Profit Entities* (Topic 958) *Presentation of Financial Statements of Not-for-Profit Entities*. Under ASU 2016-14, the Organization is required to report information regarding the financial position and activities according to two classes of net assets: assets with donor restrictions and assets without donor restrictions.

**Net Assets**

Assets without donor restrictions - The part of net assets that are not restricted by imposed stipulations.

Assets with donor restrictions - The part of net assets that is restricted by donor/grantor imposed restrictions.

**Revenue**

Contributions received may be recorded as without donor restrictions or with donor restrictions depending on the existence and/or nature of any donor restrictions.

Contractual grant revenue is reported as support without donor restrictions provided the restrictions placed on those funds by the funding sources is met in the same reporting period as the revenue is earned.

Support and contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support and contributions are reported as an increase in net assets with donor restrictions, depending on the nature of the restriction. When a restriction expires (that is, when a

stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions.

**F. Functional Expenses:**

The costs of providing program and other activities have been summarized on a functional basis in the Statement of Activities. Accordingly, certain costs have been allocated among the programs and supporting activities benefited. Such allocations are determined by management on an equitable basis. The expenses that are allocated include the following:

<u>Expenses</u>	<u>Method of Allocation</u>
Salaries and benefits	Time and Effort
Payroll taxes	Time and Effort
Payroll related insurance	Time and Effort

**G. Inter-fund Activities:**

The Organization's General Fund pays the payroll and related expenses for the Military Affairs Council and the Barksdale Air Show Funds and receives a reimbursement to the fund. From time to time, the Military Affairs Council or Barksdale Air Show does not make the reimbursements by the end of the accounting period. The associated interfund activities are presented on the Statement of Assets, Liabilities and Net Assets (Cash Basis) as an interfund receivable (payable).

**2. CASH AND CASH EQUIVALENTS:**

Included in cash and cash equivalents as of December 31, 2024 are interest bearing accounts totaling \$663,759. The Organization considers restricted cash to include cash contributions, grants or other support received with donor restrictions that have not been released from restriction through fulfillment of the stipulated restrictions.

**3. CONCENTRATIONS OF CREDIT RISK:**

During the year ended December 31, 2024, the Organization maintained a portion of its cash balances at four financial institutions located in Shreveport, Louisiana. These balances are insured separately up to \$250,000. At December 31, 2024, approximately \$323,781 of demand deposits (collected bank balance) exceeded federal deposit insurance coverage.

#### 4. FUNDING SOURCES

Governmental grants recognized as income in these financial statements include the following:

	General Fund	Military Affairs Council	Barksdale Air Show	Total
City of Shreveport	\$ 100,000	\$ -	\$ -	\$ 100,000
State of Louisiana	100,000	-	-	100,000
City of Bossier City	65,000	-	-	65,000
Bossier Parish	60,000	-	-	60,000
	<u>\$ 325,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 325,000</u>

Other sources of grant funding include the following:

	General Fund	Military Affairs Council	Barksdale Air Show	Total
Greater Bossier Economic Development Corporation	\$ 20,000	\$ -	\$ -	\$ 20,000
	<u>\$ 20,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 20,000</u>

#### 5. SCHOLARSHIPS:

The Military Affairs Council developed a five-year program to award \$1,000 scholarships to 20 deserving Airmen each year. The program ended during the year ended December 31, 2022, but was extended by the Board of Directors during that year for another five years.

#### 6. AVAILABILITY OF FINANCIAL ASSETS:

The following reflects the Organization's financial assets as of the statement of financial position date, reduced by amounts not available for general use because of contractual or donor-imposed restrictions within one year of the statement of financial position date.

Financial assets at year end	
Cash and cash equivalents	
General Fund	\$ 663,759
Military Affairs Council	56,069
Barksdale Air Show	<u>408,421</u>
Total financial assets at year end	1,128,249
Less those unavailable for general expenditures within one year due to:	
Contractual or donor restrictions	<u>(11,296)</u>
Financial assets available to meet cash needs for general expenditures within one year.	<u><u>\$ 1,116,953</u></u>

7. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with contractual or donor restrictions include cash and cash equivalents restricted for the following specified purposes:

Scholarships	<u>\$ 11,296</u>
Total net assets with donor restrictions	<u><u>\$ 11,296</u></u>

8. SUBSEQUENT EVENTS:

Management evaluated events subsequent to year end through May 2, 2025, the date the financial statements were available to be issued, and determined no disclosures are warranted.

BARKSDALE FORWARD, INC.

Schedule of Compensation, Reimbursements, Benefits, and Other Payments  
to Agency Head (Cash Basis)

For the Year Ended December 31, 2024

Agency Head: Executive Director	Eric Barkley	Murray Viser
Salary	<u>\$ 85,000</u>	<u>\$ 50,000</u>
Payroll Taxes	<u>\$ 4,983</u>	<u>\$ 3,825</u>
Conference Travel	<u>\$ 19,402</u>	<u>\$ 12,845</u>

BARKSDALE FORWARD, INC.

Schedule of Functional Expenses  
by Major Funds (Cash Basis)

Year Ended December 31, 2024

	General Fund	Military Affairs Council	Barksdale Air Show	Total
<b>Expenses</b>				
Program services without donor restrictions				
Air Show expense	\$ -	\$ -	\$ 15,704	\$ 15,704
Awards and gifts		5,075	-	5,075
Awareness and meetings	6,162	-	-	6,162
Base support	-	9,132	-	9,132
Consultants and expenses	120,000	-	-	120,000
Insurance	1,111	-	-	1,111
Payroll taxes	6,560	2,049	-	8,609
Salaries and wages	85,750	22,435	-	108,185
Special events	-	23,308	-	23,308
Travel	43,631	-	-	43,631
Total	<u>263,214</u>	<u>61,999</u>	<u>15,704</u>	<u>340,917</u>
Management and general:				
Communications	-	1,905	-	1,905
Insurance	1,111	-	-	1,111
Office and equipment rental (Note 5)	-	4,998	-	4,998
Office expenses	840	12,890	-	13,730
Payroll taxes	6,560	2,049	-	8,609
Postage	-	-	-	-
Professional fees (Note 5)	14,690	1,107	-	15,797
Salaries and wages	85,750	22,435	-	108,185
Subscriptions	-	-	-	-
Other	-	-	-	-
Total management and general	<u>108,951</u>	<u>45,384</u>	<u>-</u>	<u>154,335</u>
Total expenses without donor restrictions	<u>372,165</u>	<u>107,383</u>	<u>15,704</u>	<u>495,252</u>
Expenses with donor restrictions	<u>-</u>	<u>53,649</u>	<u>-</u>	<u>53,649</u>
Total expenses	<u>\$ 372,165</u>	<u>\$ 161,032</u>	<u>\$ 15,704</u>	<u>\$ 548,901</u>



BARKSDALE FORWARD, INC.

Schedule of Support, Revenue and Expenses  
for the Barksdale Air Show (Cash Basis)

For the Year Ended December 31, 2024

Support and revenue:	
President's club	\$ 68,980
Governmental grants	-
Corporate partners	45,000
Other income	<u>535</u>
Total support and revenue	<u>114,515</u>
Expenses:	
Performers	7,750
Publicity	1,000
ICAS meeting	3,542
Fuel	161
Marketing and signage	415
Prizes and Awards	-
Tents	2,197
Accommodations	-
Refunds	-
Supplies	-
VIP Catering	-
Travel	<u>639</u>
Total expenses	<u>15,704</u>
Increase in net assets from Air Show operations	<u><u>\$ 98,811</u></u>



# Marsha O. Millican

A PROFESSIONAL ACCOUNTING CORPORATION

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT  
OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS

Board of Directors  
Barksdale Forward, Inc.  
Shreveport, Louisiana

I have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Barksdale Forward, Inc. (the Organization) as of and for the year ended December 31, 2024, and related notes to the financial statements, which collectively comprise the Company's basic financial statements, and have issued my report thereon dated May 2, 2025.

## Internal Control Over Financial Reporting

In planning and performing my audit of the financial statements, I considered Barksdale Forward, Inc.'s internal control over financial reporting to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Barksdale Forward, Inc.'s internal control. Accordingly, I do not express an opinion on the effectiveness of the Organization's internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

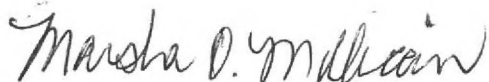
My consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies. Given these limitations, during my audit, I did not identify any deficiencies in internal control that I consider to be material weaknesses. However material weaknesses may exist that have not been identified.

### Compliance and Other Matters

As part of obtaining reasonable assurance about whether Barksdale Forward, Inc.'s financial statements are free of material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of my audit, and accordingly, I do not express such an opinion. The results of my tests disclosed no instance of noncompliance or other matters that is required to be reported under *Government Auditing Standards*.

### Purpose of this Report

The purpose of this report is solely to describe the scope of my testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Certified Public Accountant

May 2, 2025

BARKSDALE FORWARD, INC.

Schedule of Findings

For the Year Ended December 31, 2024

A. Summary of Audit Results

Financial Statements

- |  |            |
|--|------------|
| 1. Type of auditor's report issued   | Unmodified |
| 2. Internal control over financial reporting:                                    |            |
| a. Material weaknesses identified?   | No         |
| b. Significant deficiencies identified not considered to be material weaknesses: | None noted |
| c. Noncompliance material to the financial statements noted?                     | No         |

There were no findings for the year ended December 31, 2024.

BARKSDALE FORWARD, INC.

Corrective Action Taken on Prior Year Findings

For the Year Ended December 31, 2024

Finding # 2023-1: The Organization did not file its financial statements with the Louisiana Legislative Auditor within the time frame required by state law.

Status: Resolved.