



**Public Affairs
Research Council
of Alabama**

The Public Affairs Research Council of Alabama

Board of Directors Meeting

Monday, April 21, 2025: 3 PM



Bank Independent
225 Holmes Avenue NE
Huntsville, Alabama 35801

<https://us02web.zoom.us/j/83737865333?pwd=m1aqEySgICiwzq8tNLFRhRQPY1hdRL.1&from=addon>

PARCA works to inform and improve the decision making of state and local leaders in Alabama through objective research and analysis.

Welcome and Call to Order

J.T. Price

Welcome New Board Members
About PARCA
2024 Highlights
Financial Trends
Board Contributors
Calendar

Page 3
Page 9
Page 10
Page 11
Page 12

Consent Agenda*

J.T. Price

November 18, 2024 Board Minutes
March 13, 2025 Finance, Audit, Risk Committee Action
April 10, 2025 Development Committee Minutes
April 11, 2025 Finance, Audit, Risk Committee Minutes
April 16, 2025 Executive Committee Minutes

Page 14
Page 15
Page 16
Page 17
Page 18

Research Update

Roundtable
Education Project
Economic Research

Lydia Messina
Ryan Hankins
Jennifer Green

Finances

Judd Hardwood

December 31 & March 31 Financials*

Page 20

Development

December 31 & April 16 Development Dashboards
Annual Forum Review
Speaker Series
Staffing Update

Scott McLain
Ryan Hankins
Ryan Hankins
Ryan Hankins

Page 23
Page 25
Page 28

Strategy

Ryan Hankins

Expand Capacity, Output, Access, and Reach

Page 32

Executive Session

J.T. Price

Adjourn

J.T. Price

*action required

Appendices

Executive Director's Goals
2024 Financial Report
1st Quarter 2025 Financial Report
2025 Contributors
2025 Clients

Page 37
Page 38
Page 47
Page 57
Page 59



Public Affairs Research Council of Alabama®

Our mission

to inform and improve state and local government, schools, and community services through independent, objective, non-ideological research.



Public Affairs Research Council of Alabama[®]

Our vision

evidence drives decisions.

Core Functions

Data Analysis

to understand issues

Policy Research

to explore options

Technical Assistance

to implement ideas

Program Evaluation

to learn what works

Economic Analysis

to quantify impact



Core Areas



Government Process

research on Constitution
municipal cooperation



Public Finance

budget analyses
studies of tax revenue
economic impact analyses



Public Education

analyses of performance
data
evaluation of the Literacy
Act
Consulting on new funding
models



Workforce Development

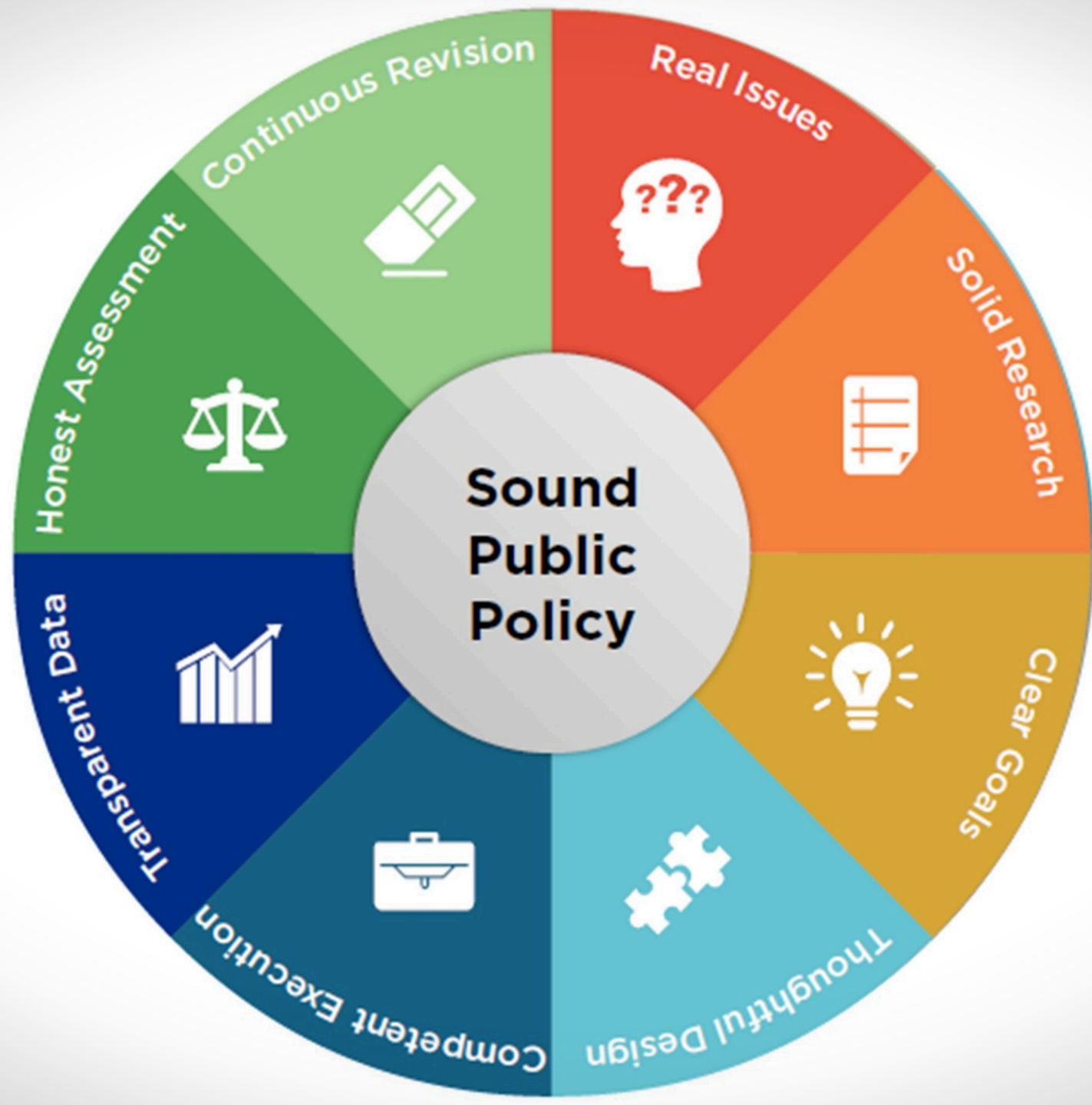
demographic analyses
workforce trends
policy analyses



Public Affairs
Research Council
of Alabama

Governments should
function well and
implement **sound policies** to
improve the lives of *all*
people and strengthen *all*
communities.





2024 Highlights



\$1.231 million in revenue

largest on record



\$598K in contributions

largest on record



From 6 to 9 staff

largest on record



**New research line:
justice & safety**



**new research line:
economic impact**



44-year, \$750K ALSDE contract

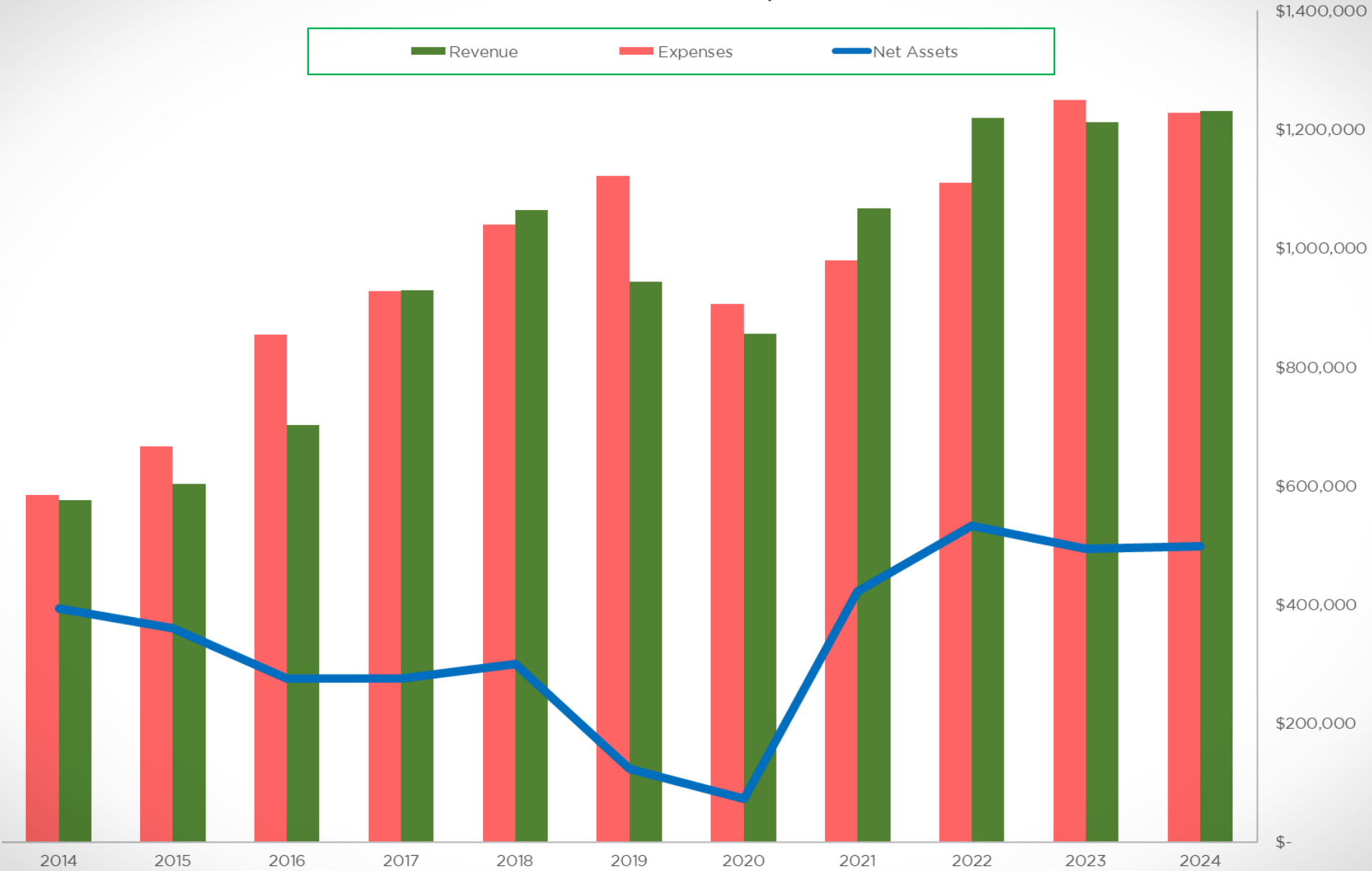
largest on record



**Ryan elected Vice-President of
the Governmental Research
Association**

PARCA's professional association

PARCA Finance Trends Since 2014, Current Dollars



*Accounting changed from modified cash to accrual in 2016. **2021 net assets include PPP funds.



Thank you to the Board members who made a personal contribution in 2025.

Rose Allen
Fred Blackwell
Austine Bone
J.W. Carpenter
Benjamin Cobb
Watson Donald
David Donaldson

Judd Harwood
Kim Lewis
Scott McLain
Charles Nailen
Jessica Payne
J.T. Price

Coming Up



Roundtable

May 13
11:30 AM
The Nature
Conservancy
Birmingham



Board Meeting

August 25

PARCA
Speaker Series

Speaker Series

October 9
Red Mountain
Theatre
Birmingham
5:30 reception
7:00 event



Board Meeting

November 17



Mobile Reception

Fall 2025

PARCA
ANNUAL FORUM

Annual Forum

March 2026

CONSENT AGENDA

MINUTES

Autumn Board Meeting

Public Affairs Research Council of Alabama

November 18, 2024

The Board of Directors of the Public Affairs Research Council of Alabama met on Monday, November 18th at Maynard Nexen and via Zoom.

Members attending: Tom Brinkley, David Donaldson, Mark Drew, Judd Harwood, Horace Horn, Ashley Kaplan, Macke Mauldin, Scott McClain, JT Price (Vice-Chair), Dudley Reynolds, Neil Wade

Members attending via Zoom: Rose Allen, Clinton Carter, Ted Hosp, Donny Jones, Kim Lewis, Debbie Long, Larkin Martin, Charles Nailen, George Talbot

Staff attending: Ryan Hankins (Executive Director), Sarah Dayhood

The meeting was called to order at 10:05 AM by J.T. Price.

J.T. Price raised a motion to approve consent agenda. David Donaldson seconded the motion. The motion was approved.

Ryan Hankins presented school funding report.

Governance & Nominating

Debbie Long (Governance and Nominating Committee Chair) presented the Governance and Nominating report.

The Commiteee motioned to approve new board nominations. Ashley Kaplan seconded the motion. The motion was approved.

Development

Scott McClain presented the development report.

Finance Report

Judd Harwood presented the financial report.

Judd Harwood motioned to approve the 2025 budget. J.T. Price seconded the motion. The motion was passed.

Ryan Hankins and Sarah Dayhood exited. Executive session commenced at 11:50AM.

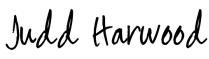


ACTION BY WRITTEN CONSENT

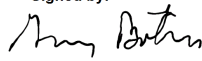
The Finance, Audit, and Risk Committee of the Public Affairs Research Council of Alabama

March 13, 2025

In accordance with Section 4.4 of the corporation's bylaws, the Finance, Audit, and Risk Committee authorizes the Executive Director of the Public Affairs Research Council of Alabama to increase the credit limit of the Regions Bank credit card from \$8,000 to \$15,000.

DocuSigned by:

C2C5213AFED140B...
Judd Harwood

3/13/2025

Signed by:

1A610CA5CA92428...
Greg Butrus

3/14/2025

DocuSigned by:
Kimberly Lewis
5DB9EF4A2AE6442...
Kimberly Lewis

3/18/2025

DocuSigned by:

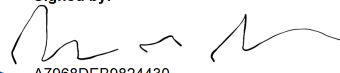
8C831744666A4B0...
David Muhlenhoff

3/20/2025

DocuSigned by:

21BFE0D73C554E7...
Fred Blackwell

3/21/2025

Signed by:

A7968DEB9824430...
J.T. Price

3/13/2025

Section 4.4. Action by Written Consent. Any action required or permitted to be taken at any meeting of the Board of Directors or any committee thereof may be taken without a meeting, if all members of the Board of Directors or of such committee, as the case may be, at that time in office, consent thereto in writing and the writing or writings are filed with the minutes of the proceedings of the Board of Directors or of such committee.



MINUTES

Development Committee Meeting Public Affairs Research Council of Alabama April 10, 2025

The Development Committee of the Public Affairs Research Council of Alabama (PARCA) met on Thursday, April 10, 2025, at 2:30PM via Zoom.

Members on the call: Scott McClain (Development Chair), Rose Allen, J.W. Carpenter, Clinton Carter, J.T. Price

Staff on the call: Ryan Hankins (Executive Director), Sarah Dayhood (Executive Assistant)

The meeting was called to order at 2:30PM by Scott McClain (Development Chair).

1. Ryan Hankins (Executive Director) reviewed the development dashboard for the year 2024.
2. Ryan Hankins (Executive Director) reviewed the development dashboard for 2025 so far.
3. The Committee reviewed the 2025 Annual Forum.
4. The committee reviewed plans for the 2025 Speaker Series.
5. The committee discussed the search for and hiring for a development director.
 - The committee discussed alternative options for this role.

The meeting concluded at 3:24PM.

MINUTES

The Finance, Audit, and Risk Committee of the Public Affairs Research Council of Alabama April 11, 2025

The Finance, Audit, and Risk Committee of the Public Affairs Research Council of Alabama (PARCA) met on Friday, April 11, at 10:00 AM via a virtual Zoom meeting.

Members on the Call: Judd Harwood (Chair), Greg Butrus, David Muhlendorf and J.T. Price

Staff on the Call: Ryan Hankins and Marci Smith

The meeting was called to order at 10:02 AM.

Harwood reviewed all agenda items for the meeting. Highlights included:

1. D&O Policy Review
The D&O renewal policy was provided to the Committee. Muhlendorf asked that we add host liquor liability coverage to the policy.
2. 2024 Financials
Harwood reviewed the 2024 Profit and Loss Budget v Actuals Report along with the Statement of Financial Position. Highlights:
 - We ended 2024 with a \$3,394 surplus.
 - \$598,316 in contributed revenue is our largest on record and an 8.4% increase year over year, which itself was a record year.
 - \$562,440 in contract revenue, the third highest on record
 - \$631,138 in earned revenue, the third highest on record
 - \$1,230,986 in total revenue, our largest revenue on record
 - \$1,227,591 in expenses, second highest expense on record
 - \$3,394 net, the fifth year of surplus in the last 9 years
 - \$497,739 in net assets, second only to \$532,097 in 2022
3. 2025 1st Quarter Financials
Harwood reviewed the 2025 Q1 Profit and Loss Budget v Actuals Report along with the Statement of Financial Position. Contracts have already been executed for 80.3% of the contract revenue goal for 2025. Muhlendorf mentioned the deferred revenue on the Balance Sheet, which Hankins explained had been cleared from a recent invoice issued to Aspen Institute for the BJC-JGP project.
4. Internal Controls
Hankins reviewed the internal accounting controls for the organization.
5. Contract Documents
The contract template was also presented for review.
6. 2024 Audit Update
Borland Benefied will be providing the 2024 audit. Smith confirmed that they have already sent the documents request and will begin the audit the first week of June.

The meeting adjourned at 10:39 AM



MINUTES

The Executive Committee of the Public Affairs Research Council of Alabama April 16, 2025

The Executive Committee of the Public Affairs Research Council of Alabama (PARCA) met via virtual Zoom meeting on Wednesday, April 16, 2025, at 2:15 PM.

Members on the Call: J.T. Price (Chair), Tyrone Fenderson, Judd Hardwood, Debbie Long, Kim Lewis, Scott McLain, Charles Nailen

Staff on the Call: Ryan Hankins, Sarah Dayhood

The meeting was called to order at 2:15 PM by J.T. Price.

1. Ryan Hankins previewed the April 21 Board agenda.
2. Judd Harwood presented the December 31, 2024 and March 31, 2024 financial reports.
3. Scott McLain presented the December 31, 2024 and April 15, 2025 development reports.

The Committee went into Executive Session at 2:45 PM. Ryan and Sarah left the meeting.

J.T. adjourned the meeting at the end of the Executive Session.

FINANCE, AUDIT, AND RISK COMMITTEE

PARCA Financial Summary: December 31, 2024

Cash on Hand

\$282,199

88 days operating expenses

Reserve Funds

\$300,228

Receivables

\$180,189

Current Liabiltiies

\$167,247



Profit & Loss

	December 2024	2024 YTD	2023 YTD	Year End Projection
Revenue	\$238,114	\$1,230,986	\$1,212,200	
Expenses	\$125,243	\$1,227,592	\$1,249,952	
Net	\$112,871	\$3,394	(\$37,753)	\$15,000

Progress Toward Goals

Contributed Revenue \$598,116 102.2%	Earned Revenue \$631,147 97.4%	Total Revenue \$1,230,986 99.8%
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Contracts

Executed & Pending	In Exploration
Realized \$562,440 100.7% of goal Executed \$597,040 106.9% of goal	\$100,000

Revenue

Executed Contracts	\$597,040
Realized Revenue	\$562,440
Backlog	\$34,600

Backlogged revenue reflects contracts executed in 2024 with revenue to be realized in 2025.

PARCA Financial Summary:

2025-03-31

Cash on Hand

\$237,492

50 days operating expenses

Last 12 Months Cash



Receivables

\$131,494

Current Liabilities

\$0

Profit & Loss

	March 2025	2025 YTD	2024 YTD	Year End Projection
Revenue	\$125,596	\$378,948	\$240,135	
Expenses	\$159,998	\$414,373	\$261,880	
Net	(\$34,402)	(\$35,425)	(\$21,745)	\$22,708

Progress Toward YTD Goals

Contributed Revenue \$27,800 45.7%	Earned Revenue \$83,633 92.8%	Total Revenue \$111,435 73.8%
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Contracts

Executed & Pending



Revenue

Projected Timing of the \$608,179 Backlogged Revenue

2025 Amount	\$817,073			
Realized Revenue	\$208,894	Q2 \$204,805	Q3 \$262,508	Q4 \$140,865
Backlog	\$608,179			

DEVELOPMENT COMMITTEE

PARCA Development Dashboard

December 31, 2024

Actual
Goal

Goal
\$585,000

Total Raised
\$598,316

plus \$88,000 in sales & dues

\$68,698 in sales & dues actuals



Revenue by Source



Board Investment



41 Board members have contributed \$57,075

Grants

Submitted	18	\$647,704
Awarded	13	\$187,250
Pending	1	\$110,754
Rejected	4	\$349,700
Upcoming	0	0

Contributors \$10,000 and Up

Samford University (In-Kind)	\$75,000
Vulcan Materials Company	\$46,000
ACCR Foundation	\$30,000
Charles & Esteell Campbell Foundation	\$30,000
Blue Cross & Blue Shield	\$29,500
Regions Bank	\$26,500
Alabama Power	\$25,000
Bank Independent	\$21,000
Mike & Gillian Goodrich Foundation	\$16,000
Daniel Foundation	\$15,000
Protective Life	\$15,000
Landscape Workshop	\$11,000
AT&T	\$10,000
Hugh Kaul Foundation	\$10,000
J.T. & Erin Price	\$10,000
Mike & Elizabeth Goodrich	\$10,000
Mike & Gillian Goodrich	\$10,000
Susan Mott Webb Foundation	\$10,000
Total	\$400,000

The top 16 cash donors =
57% of total contributed revenue.

PARCA Development Dashboard

April 16, 2025

Goal
\$730,000

+ \$71,000 in dues & sales+

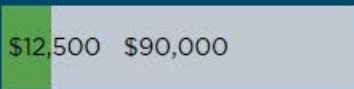
Total Raised
\$167,603

\$35,000 in dues & sales

Previous Year
\$193,406



Speaker Series



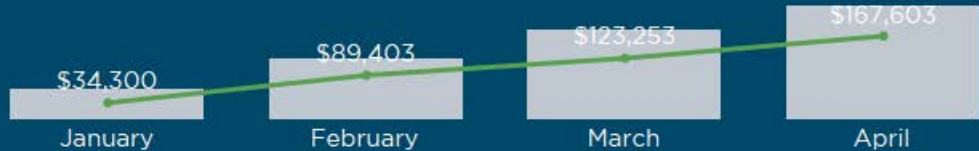
Current MTD vs End of Month, Previous Year

	2025	2024
Contributors	34	70
Average Contribution	\$3,991	\$2,448

Share by Metro

Birmingham	76.98%
Huntsville	20.88%
Florence	1.49%
Auburn	0.61%
Other	0.03%

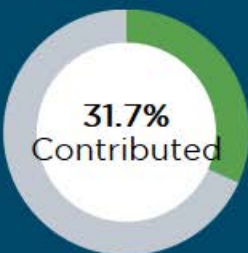
Cumulative Raised



Revenue by Source



Board Investment



13 Board members have contributed
\$27,850

Board Members Contributing

- Rose Allen
- Fred Blackwell
- Austin Bone
- J.W. Carpenter
- Benjamin Cobb
- Watson Donald
- David Donaldson
- Judd Harwood
- Kim Lewis
- Scott McLain
- Charles Nailen
- Jessica Payne
- J.T. Price

Top Contributors

Regions Financial Corporation	\$26,000
Samford University	\$25,000
Mike and Gillian Goodrich Foundation	\$20,000
EBSCO Industries Inc.	\$15,000
The Daniel Foundation of Alabama	\$15,000
J.T. Price	\$10,000
Landscape Workshop	\$10,000
Vulcan Materials Company	\$10,000
Benjamin Cobb	\$5,000
Bradley Arant Boult Cummings	\$5,000
McKinney Capital	\$5,000
Grand Total	\$146,000

the top **10** cash donors=
87% of total contributed revenue.

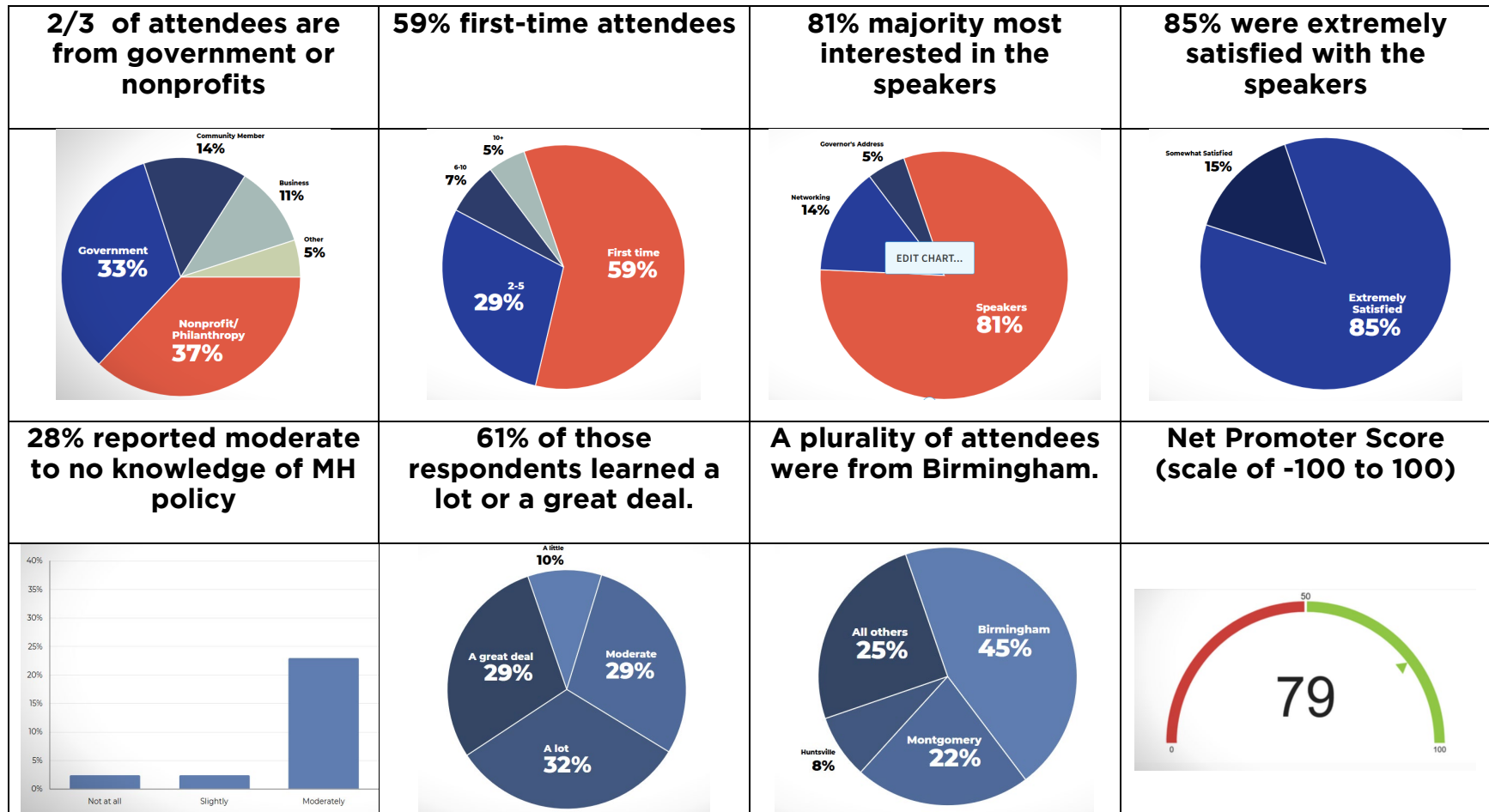
Data

	2025	Three-Year Average	Five-Year Average	All Years Average
Tables	31	25	25	21
Tickets, incl. tables	375	356	354	371
Attendance	325	315	313	327
Sponsorships	\$22,500	NA	NA	NA
Revenue	\$56,000	\$41,017	\$30,167	\$27,527
Expenses	\$32,000	\$26,396	\$21,598	\$20,187
Net	\$24,666	\$14,620	\$8,569	\$7,340

Selected comments & aspects attendees appreciated

- That PARCA would take on a topic that most people would prefer to not discuss. Takes leadership and fortitude to do that.
- Very thankful PARCA took on this topic and built a few bridges.
- Opportunity to gather with leaders from around the state and learn how we can address Alabama's most pressing issues.
- I enjoyed meeting the many people from different organizations who are interested in improving mental health policy in Alabama.
- Networking
- The atmosphere. Gathering with so many who wish to provide mental health solutions was inspiring.
- The entire event was an incredible experience.
- The opportunity to visit with others in the room
- Your balanced approach is appreciated. Thank you for providing data and research in a way that is embraced by leaders and legislators.
- I was at the original lunch event with Gov. Brewer and Winton Blount and others that launched the discussion about establishing PARCA. It is great to see it survive and thrive. Keep up the good work!
- Well-planned and informative event about a topic that needs more discussion. Thank you for hosting this annual event!
- Great job! I thoroughly enjoyed the event. Thank you for the important work you do for our state.
- Your balanced approach is appreciated. Thank you for providing data and research in a way that is embraced by leaders and legislators.
- Thanks for all you do to make Alabama better!
- Great Event and thank you for choosing Mental Health as a topic. I now follow you on Facebook. I will stay tuned in to future events.
- I learned a lot during the panel and Representative Ledbetter's speech.

All attendees with email addresses (298) received a post-event survey. Eighty-five responded for a 28.5% response rate.



- That PARCA would take on a topic that most people would prefer to not discuss. Takes leadership and fortitude to do that.
- Very thankful PARKA took on this topic and built a few bridges.
- Opportunity to gather with leaders from around the state and learn how we can address Alabama's most pressing issues.
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- Thanks for all you do to make Alabama better!
- Great Event and thank you for choosing Mental Health as a topic. I now follow you on Facebook. I will stay tuned in to future events.

 PARCA
*Speaker
Series*

Thursday, October 9
5:30 Reception
7:00 Event



Goal

\$90,000  **57%**

BENEFITS		PRESENTING \$15,000	GOLD \$10,000	SILVER \$5,000	BRONZE \$2,500
Recognition as presenting sponsor on all material		X			
Recognition as presenting sponsor in paid media		X			
Private audience with the speaker		X			
Inclusion on all social media materials, 2000+ followers		X	X		
Inclusion in promotional emails (6x to 5,000+ recipients)		X	X	X	
Prominent logo placement on all event marketing and materials, including 5,000+ mailings		X	X	X	
Recognition from the podium		X	X	X	
Inclusion in event signage		X	X	X	X
Inclusion in event multi-media materials		X	X	X	X
Inclusion in event program		X	X	X	X
Private cocktail reception with speaker		X	X	X	X
Reserved parking		X	X	X	X
Tickets		8	6	4	2
Book(s) by Speaker		4	3	2	1
Available		1	3	4	7
DEADLINE: August 1, 2025 Committed Sponsors to Date: Landscape Workshop					

Possible Sponsors?

Alabama Bankers Association
Arlington Trust Company
B.L. Harbert International
Benny and Lynn Larussa
Brasfield & Gorrie
Coca-Cola Bottling Company
Drayton Nabors
Hyundai Motor Manufacturing
Lockheed Martin Aerospace Company
McWane
Merrill Stewart
O'Neal Industries
PNC Bank
Johnny Johns / AEI universe
Harvard alumni

April 2025

Strategic Direction



Public Affairs
Research Council
of Alabama



Strategic Direction

- **Expand Capacity**

by streamlining research design and execution

- **Expand Output**

by adding new research staff

- **Expand Access**

by enhancing the public's experience with improved web, digital, and print communications

- **Expand Reach**

by growing presence around Alabama

Completed Actions



Justice Research Line

- Hired Terrika Shaw, JD, April '24
- Leads five year collaborative project funded by Aspen Institute
- Other justice-related projects as time allows



Quantitative Research

- Hired Jason Fulmore, Ph.D., Oct. '24
- Focus on Literacy Act evaluation
- Supports other projects



Economic Impact Analysis

- Hired Jennifer Green, Dec. '24
- Economic impact analysis
- Salary studies
- GIS work
- Geofencing

2025 Workplan

	2025	Notes
Expand Capacity	Grow survey capacity	Move from once a year survey project to ongoing research capacity
	Increase dev. revenue by 50%	Shifting goal (and budget) to first focus on building out internal operations/capacity
	add new researcher	shift budget funds to create and fill a junior research position to support current work
Expand Output	Research collaboration with the Legislature	work with Greg Butrus and Watson Donald after session to build on 2024 conversations
Expand Access	Improve web & data dashboard user interface	improve functionality
	Improve web & data dashboard user experience	improve look & feel
Expand Reach	Execute comms plan	through mix of new technology, internal staff assignments, and external support as needed

APPENDIX

Executive Director's Goals

April 2025

RESEARCH



- Consolidate education research
- Hire research associate
- Public health research plan
- Stakeholder Survey



STAKEHOLDER ENGAGEMENT

	Goal	Status	Percent of Goal
Earned Media	100	9	9.0%
Presentations	36	14	38.9%

- Annual Forum
- Stakeholder Survey
- Legislative research agreement
- Execute comms plan
- Lawmaker event
- Speaker Series



GOVERNANCE



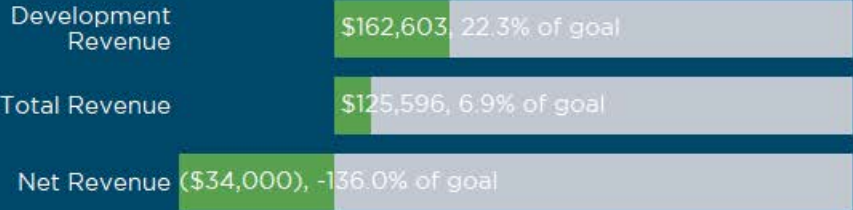
- Meet outside of Birmingham
- Create engagement scorecard



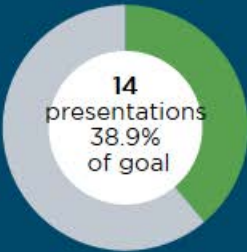
Speaking Engagements

Athens	1
Birmingham	3
Fairhope	1
Hoover	2
Huntsville	3
Montgomery	1
Orange Beach	1
Pelham	1
Virtual	1

FINANCE & DEVELOPMENT



- Expand development capacity



Financial Reports

Public Affairs Research Council of Alabama
For the period ended December 31, 2024



**Public Affairs
Research Council
of Alabama®**

Prepared by
Marci Smith

Prepared on
January 28, 2025

Highlights

We ended 2024 with a \$3,394 surplus. This figure could have been \$45,000+. See the note below.

\$598,316 in contributed revenue is our largest on record and an 8.4% increase year over year, which itself was a record year.

\$562,440 in contract revenue, the third highest on record

\$631,138 in earned revenue, the third highest on record

\$1,230,986 in total revenue, our largest revenue on record

\$1,227,591 in expenses, second highest expense on record

\$3,394 net, the fifth year of surplus in the last 9 years

\$497,739 in net assets, second only to \$532,097 in 2022

The balance sheet shows \$167,247 in receivables. We have no concerns about collecting those funds.

The balance sheet also reports \$31,000 in deferred or unearned revenue. This reflects payments received in December 2024 for work to be completed in 2025.

Note:

We entered into a new contract with ALSDE in 2024. The contract was slated for October 1, 2024, through September 30, 2025. However, due to delays by the State, the contract did not go into effect until December 1, 2024. Had the contract been executed promptly, contract revenue, earned revenue, total revenue, and net assets would have all increased by \$41,000 without changing our expenses. As it stands, that revenue will be realized in 2025.

PARCA Financial Summary: December 31, 2024

Cash on Hand

\$282,199

88 days operating expenses

Reserve Funds

\$300,228

Receivables

\$180,189

Current Liabiltiies

\$167,247



Profit & Loss

	December 2024	2024 YTD	2023 YTD	Year End Projection
Revenue	\$238,114	\$1,230,986	\$1,212,200	
Expenses	\$125,243	\$1,227,592	\$1,249,952	
Net	\$112,871	\$3,394	(\$37,753)	\$15,000

Progress Toward Goals

Contributed Revenue \$598,116 102.2%	Earned Revenue \$631,147 97.4%	Total Revenue \$1,230,986 99.8%
--	--------------------------------------	---------------------------------------

Contracts

Executed & Pending	In Exploration
Realized \$562,440 100.7% of goal Executed \$597,040 106.9% of goal	\$100,000

Revenue

Executed Contracts	\$597,040
Realized Revenue	\$562,440
Backlog	\$34,600

Backlogged revenue reflects contracts executed in 2024 with revenue to be realized in 2025.

PARCA: Budget vs. Actuals 2024

January - December 2024

				Total
	Actual	Budget	over Budget	% of Budget
REVENUE				
43400 Direct Public Support				
43410 Contributions				
43411 Corporations	111,850.00	115,000.00	-3,150.00	97.26 %
43412 Corporate Foundations	96,000.00	110,000.00	-14,000.00	87.27 %
43413 Charitable Foundations	133,836.00	120,000.00	13,836.00	111.53 %
43414 Individuals	76,254.81	55,000.00	21,254.81	138.65 %
43415 Professional Associations/NPOs	37,875.00	35,000.00	2,875.00	108.21 %
Total 43410 Contributions	455,815.81	435,000.00	20,815.81	104.79 %
43440 Gifts in Kind				
43441 Donated Facilities and Services	75,000.00	75,000.00	0.00	100.00 %
43442 Other Gifts in Kind	5,000.00	5,000.00	0.00	100.00 %
Total 43440 Gifts in Kind	80,000.00	80,000.00	0.00	100.00 %
43450 Sponsorships				
43451 Annual Forum Sponsorships	5,000.00		5,000.00	
43452 Speaker Series Sponsorships	57,500.00	70,000.00	-12,500.00	82.14 %
Total 43450 Sponsorships	62,500.00	70,000.00	-7,500.00	89.29 %
Total 43400 Direct Public Support	598,315.81	585,000.00	13,315.81	102.28 %
45000 Investments				
45030 Interest-Savings, Short-term CD	1,129.34	123.00	1,006.34	918.16 %
Total 45000 Investments	1,129.34	123.00	1,006.34	918.16 %
46400 Other Types of Income	403.00		403.00	
47200 Program Income				
47220 Public Agency Dues	17,525.00	17,000.00	525.00	103.09 %
47230 Roundtable Dues	900.00	2,250.00	-1,350.00	40.00 %
47240 Registration Fees				
47241 Annual Forum	31,200.92	35,000.00	-3,799.08	89.15 %
47242 Speaker Series	19,072.00	35,000.00	-15,928.00	54.49 %
Total 47240 Registration Fees	50,272.92	70,000.00	-19,727.08	71.82 %
47250 Contract Revenue	562,440.08	558,692.00	3,748.08	100.67 %
Total 47200 Program Income	631,138.00	647,942.00	-16,804.00	97.41 %
Total Revenue	1,230,986.15	1,233,065.00	-2,078.85	99.83 %
GROSS PROFIT	1,230,986.15	1,233,065.00	-2,078.85	99.83 %
EXPENDITURES				
62800 Facilities and Equipment				
62830 Donated Facilities	45,000.00	45,000.00	0.00	100.00 %
62840 Equip Rental and Maintenance		8.00	-8.00	
62850 IT Services	30,000.00	30,000.00	0.00	100.00 %

				Total
	Actual	Budget	over Budget	% of Budget
62870 Property Insurance	1,174.00	1,141.00	33.00	102.89 %
Total 62800 Facilities and Equipment	76,174.00	76,149.00	25.00	100.03 %
65000 Program Expenses				
60900 Business Expenses				
60910 Board Expenses	2,545.10	2,000.00	545.10	127.26 %
60930 Business Meals	651.65	800.00	-148.35	81.46 %
60940 Licenses and Permits	189.00	189.00	0.00	100.00 %
60950 D&O Insurance	904.00	904.00	0.00	100.00 %
Total 60900 Business Expenses	4,289.75	3,893.00	396.75	110.19 %
62100 Contract Services	2,400.00		2,400.00	
62110 Accounting Fees	10,000.00	10,000.00	0.00	100.00 %
62120 Contract Research	74,394.32	50,100.00	24,294.32	148.49 %
62130 Design Services	3,581.25	8,000.00	-4,418.75	44.77 %
62140 Editing Services	315.00	500.00	-185.00	63.00 %
62170 Contract Services	33,160.08	34,300.00	-1,139.92	96.68 %
62175 Communications	2,669.00	2,500.00	169.00	106.76 %
Total 62100 Contract Services	126,519.65	105,400.00	21,119.65	120.04 %
62200 Development	5,783.06		5,783.06	
62300 Conferences and Meetings				
60320 Catering	28,492.52	44,000.00	-15,507.48	64.76 %
60330 Facility	15,680.02	20,000.00	-4,319.98	78.40 %
60340 Speaker Expenses	5,113.89	2,500.00	2,613.89	204.56 %
60350 Speaker Fees	22,000.00	22,000.00	0.00	100.00 %
Total 62300 Conferences and Meetings	71,286.43	88,500.00	-17,213.57	80.55 %
62400 Research Materials				
62410 Books	135.55	500.00	-364.45	27.11 %
62430 Other Research Materials	3,557.08	50.00	3,507.08	7,114.16 %
Total 62400 Research Materials	3,692.63	550.00	3,142.63	671.39 %
65005 Bank fees	1,913.09	1,800.00	113.09	106.28 %
65010 Dues, Subscriptions	1,868.40	2,050.00	-181.60	91.14 %
65020 Postage, Mailing Service	1,430.24	2,300.00	-869.76	62.18 %
65030 Printing and Copying	6,036.63	5,000.00	1,036.63	120.73 %
65040 Supplies	6,425.27	1,000.00	5,425.27	642.53 %
65045 Software	31,608.27	32,500.00	-891.73	97.26 %
65050 Telephone, Telecommunications	3,231.51	3,700.00	-468.49	87.34 %
65070 Marketing Expense	12,355.00	11,300.00	1,055.00	109.34 %
65080 Memorials and Gifts	33.95	135.00	-101.05	25.15 %
65090 Miscellaneous Expenses	377.99		377.99	
65095 Staff Development	12,648.70	13,200.00	-551.30	95.82 %
68300 Travel and Meetings				
68310 Food	430.11	200.00	230.11	215.06 %

				Total
	Actual	Budget	over Budget	% of Budget
68320 Lodging	431.02	250.00	181.02	172.41 %
68330 Transportation	3,013.47	2,500.00	513.47	120.54 %
68340 Meeting Fees	672.16	250.00	422.16	268.86 %
Total 68300 Travel and Meetings	4,546.76	3,200.00	1,346.76	142.09 %
Total 65000 Program Expenses	294,047.33	274,528.00	19,519.33	107.11 %
66000 Payroll Expenses				
66010 Salaries and Wages	677,659.52	658,320.00	19,339.52	102.94 %
66015 Research Fellows		0.00	0.00	
66020 Student Salaries	0.00	0.00	0.00	
66100 Benefits	122,905.86	135,630.00	-12,724.14	90.62 %
66150 Payroll Taxes	52,934.17	59,448.00	-6,513.83	89.04 %
66200 Payroll Service Fee	3,810.45	3,240.00	570.45	117.61 %
Total 66000 Payroll Expenses	857,310.00	856,638.00	672.00	100.08 %
QuickBooks Payments Fees	60.50	750.00	-689.50	8.07 %
Total Expenditures	1,227,591.83	1,208,065.00	19,526.83	101.62 %
NET OPERATING REVENUE	3,394.32	25,000.00	-21,605.68	13.58 %
NET REVENUE	\$3,394.32	\$25,000.00	\$ -21,605.68	13.58 %

Statement of Financial Position Comparison

As of December 31, 2024

	As of Dec 31, 2024	As of Dec 31, 2023 (PY)	Total
ASSETS			
Current Assets			
Bank Accounts			
11010 Checking - Main	80,209.12		128,248.91
11050 Savings	149,927.59		200,866.03
11060 Checking - Business Secondary	1,000.00		
11070 CD	51,062.78		
Total Bank Accounts	282,199.49		329,114.94
Accounts Receivable			
11000 Accounts Receivable	167,247.20		153,375.00
Total Accounts Receivable	167,247.20		153,375.00
Other Current Assets			
12000 Undeposited Funds	29,110.39		16,837.90
12020 Prepaid Expenses	55,900.62		3,500.00
Total Other Current Assets	85,011.01		20,337.90
Total Current Assets	534,457.70		502,827.84
TOTAL ASSETS	\$534,457.70		\$502,827.84
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
20000 Accounts Payable	1,558.11		5,860.91
Total Accounts Payable	1,558.11		5,860.91
Credit Cards			
22100 Regions Credit Card	3,493.62		2,621.92
Total Credit Cards	3,493.62		2,621.92
Other Current Liabilities			
27100 Deferred Revenue	9,166.64		0.00
Unearned Revenue	22,500.00		
Total Other Current Liabilities	31,666.64		0.00
Total Current Liabilities	36,718.37		8,482.83
Total Liabilities	36,718.37		8,482.83
Equity			
32000 Retained Earnings	194,117.08		231,870.60
32005 Fund Balances			
32010 Net Assets Fund	184,556.15		184,556.15
32050 Board Restricted Fund	115,671.78		115,671.78

		Total
	As of Dec 31, 2024	As of Dec 31, 2023 (PY)
Total 32005 Fund Balances	300,227.93	300,227.93
Net Revenue	3,394.32	-37,753.52
Total Equity	497,739.33	494,345.01
TOTAL LIABILITIES AND EQUITY	\$534,457.70	\$502,827.84

Statement of Cash Flows

January - December 2024

	Total
OPERATING ACTIVITIES	
Net Revenue	3,394.32
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
11000 Accounts Receivable	-13,872.20
12020 Prepaid Expenses	-52,400.62
20000 Accounts Payable	-4,302.80
22100 Regions Credit Card	871.70
27100 Deferred Revenue	9,166.64
Unearned Revenue	22,500.00
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	-38,037.28
Net cash provided by operating activities	-34,642.96
NET CASH INCREASE FOR PERIOD	-34,642.96
Cash at beginning of period	345,952.84
CASH AT END OF PERIOD	\$311,309.88

Management Report

Public Affairs Research Council of Alabama
For the period ended March 31, 2025



**Public Affairs
Research Council
of Alabama®**

Prepared by
Ryan Hankins

Prepared on
April 3, 2025

Table of contents

Dashboard3

Budget vs. Actuals4

Statement of Financial Position Comparison7

Statement of Cash Flows.....9

Contract Revenue10

PARCA Financial Summary:

2025-03-31

Cash on Hand

\$237,492

50 days operating expenses

Reserve Funds

\$300,228

Receivables

\$131,494

Current Liabilities

\$0

Last 12 Months Cash



Profit & Loss

	March 2025	2025 YTD	2024 YTD	Year End Projection
Revenue	\$125,596	\$378,948	\$240,135	
Expenses	\$159,998	\$414,373	\$261,880	
Net	(\$34,402)	(\$35,425)	(\$21,745)	\$22,708

Progress Toward YTD Goals

Contributed Revenue \$27,800 45.7%	Earned Revenue \$83,633 92.8%	Total Revenue \$111,435 73.8%
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Contracts

Executed & Pending



Revenue

2025 Amount	\$817,073
Realized Revenue	\$208,894
Backlog	\$608,179

Projected Timing of the \$608,179 Backlogged Revenue



Budget vs. Actuals

January - March, 2025

				Total
	Actual	Budget	over Budget	% of Budget
REVENUE				
43400 Direct Public Support				
43410 Contributions				
43411 Corporations	15,000.00	37,500.00	-22,500.00	40.00 %
43412 Corporate Foundations	2,500.00	36,249.99	-33,749.99	6.90 %
43413 Charitable Foundations	15,000.00	37,500.00	-22,500.00	40.00 %
43414 Individuals	16,653.00	20,000.01	-3,347.01	83.26 %
43415 Professional Associations/NPOs		2,499.99	-2,499.99	
Total 43410 Contributions	49,153.00	133,749.99	-84,596.99	36.75 %
43440 Gifts in Kind				
43441 Donated Facilities and Services	18,750.00	18,750.00	0.00	100.00 %
Total 43440 Gifts in Kind	18,750.00	18,750.00	0.00	100.00 %
43450 Sponsorships				
43451 Annual Forum Sponsorships	17,500.00	25,000.00	-7,500.00	70.00 %
43452 Speaker Series Sponsorships	5,000.00	0.00	5,000.00	
Total 43450 Sponsorships	22,500.00	25,000.00	-2,500.00	90.00 %
Total 43400 Direct Public Support	90,403.00	177,499.99	-87,096.99	50.93 %
45000 Investments				
45030 Interest-Savings, Short-term CD	886.59	1,200.00	-313.41	73.88 %
Total 45000 Investments	886.59	1,200.00	-313.41	73.88 %
46400 Other Types of Income	2,497.33		2,497.33	
47200 Program Income				
47220 Public Agency Dues	1,250.00	0.00	1,250.00	
47230 Roundtable Dues	150.00	1,125.00	-975.00	13.33 %
47240 Registration Fees				
47241 Annual Forum	34,200.00	25,000.00	9,200.00	136.80 %
Total 47240 Registration Fees	34,200.00	25,000.00	9,200.00	136.80 %
47250 Contract Revenue	249,561.08	252,387.99	-2,826.91	98.88 %
Total 47200 Program Income	285,161.08	278,512.99	6,648.09	102.39 %
Total Revenue	378,948.00	457,212.98	-78,264.98	82.88 %
GROSS PROFIT	378,948.00	457,212.98	-78,264.98	82.88 %
EXPENDITURES				
62800 Facilities and Equipment				
62830 Donated Facilities	11,250.00	11,250.00	0.00	100.00 %
62840 Equip Rental and Maintenance	6,512.27		6,512.27	
62850 IT Services	7,500.00	7,500.00	0.00	100.00 %
Total 62800 Facilities and Equipment	25,262.27	18,750.00	6,512.27	134.73 %

				Total
	Actual	Budget	over Budget	% of Budget
65000 Program Expenses				
60900 Business Expenses				
60930 Business Meals	81.66	200.01	-118.35	40.83 %
60940 Licenses and Permits	139.00	139.00	0.00	100.00 %
Total 60900 Business Expenses	220.66	339.01	-118.35	65.09 %
62100 Contract Services	2,040.82		2,040.82	
62110 Accounting Fees	148.03	0.00	148.03	
62120 Contract Research	2,500.00	15,000.00	-12,500.00	16.67 %
62130 Design Services	1,218.75	1,500.00	-281.25	81.25 %
62140 Editing Services	180.00	200.00	-20.00	90.00 %
62170 Contract Services	10,851.98	7,500.00	3,351.98	144.69 %
Total 62100 Contract Services	16,939.58	24,200.00	-7,260.42	70.00 %
62200 Development	832.16	0.00	832.16	
62300 Conferences and Meetings				
60320 Catering	23,089.02	17,500.00	5,589.02	131.94 %
60330 Facility	2,788.67	5,000.00	-2,211.33	55.77 %
60340 Speaker Expenses	2,163.73	3,000.00	-836.27	72.12 %
60350 Speaker Fees		37,500.00	-37,500.00	
Total 62300 Conferences and Meetings	28,041.42	63,000.00	-34,958.58	44.51 %
62400 Research Materials				
62410 Books		125.01	-125.01	
62430 Other Research Materials		4,000.00	-4,000.00	
Total 62400 Research Materials		4,125.01	-4,125.01	
65005 Bank fees	1,454.50	900.00	554.50	161.61 %
65010 Dues, Subscriptions	763.85	1,701.00	-937.15	44.91 %
65020 Postage, Mailing Service	596.96	2,985.00	-2,388.04	20.00 %
65030 Printing and Copying	1,843.04	1,844.00	-0.96	99.95 %
65040 Supplies	539.25	249.99	289.26	215.71 %
65045 Software	28,852.92	42,325.00	-13,472.08	68.17 %
65050 Telephone, Telecommunications	586.80	924.99	-338.19	63.44 %
65070 Marketing Expense	4,679.76	2,200.00	2,479.76	212.72 %
65080 Memorials and Gifts		135.00	-135.00	
65090 Miscellaneous Expenses	2,496.33		2,496.33	
65095 Staff Development	1,586.20	1,375.00	211.20	115.36 %
68300 Travel and Meetings				
68310 Food	87.54	75.00	12.54	116.72 %
68320 Lodging	601.62	150.00	451.62	401.08 %
68330 Transportation	1,020.57	750.00	270.57	136.08 %
68340 Meeting Fees	180.00	100.00	80.00	180.00 %
Total 68300 Travel and Meetings	1,889.73	1,075.00	814.73	175.79 %

				Total
	Actual	Budget	over Budget	% of Budget
Total 65000 Program Expenses	91,323.16	147,379.00	-56,055.84	61.96 %
66000 Payroll Expenses				
66010 Salaries and Wages	235,750.08	250,731.24	-14,981.16	94.03 %
66100 Benefits	40,639.63	65,723.25	-25,083.62	61.83 %
66150 Payroll Taxes	19,132.94	19,115.25	17.69	100.09 %
66200 Payroll Service Fee	1,215.00	1,316.25	-101.25	92.31 %
Total 66000 Payroll Expenses	296,737.65	336,885.99	-40,148.34	88.08 %
QuickBooks Payments Fees	1,117.90	150.00	967.90	745.27 %
Total Expenditures	414,440.98	503,164.99	-88,724.01	82.37 %
NET OPERATING REVENUE	-35,492.98	-45,952.01	10,459.03	77.24 %
NET REVENUE	\$ -35,492.98	\$ -45,952.01	\$10,459.03	77.24 %

Statement of Financial Position Comparison

As of March 31, 2025

	As of Mar 31, 2025	As of Mar 31, 2024 (PY)	Total
ASSETS			
Current Assets			
Bank Accounts			
11010 Checking - Main	34,615.32		187,151.23
11020 Money Market	201,948.73		
11050 Savings	0.00		200,891.07
11060 Checking - Business Secondary	928.23		
Total Bank Accounts	237,492.28		388,042.30
Accounts Receivable			
11000 Accounts Receivable	131,494.40		86,875.00
Total Accounts Receivable	131,494.40		86,875.00
Other Current Assets			
12000 Undeposited Funds	48.10		48.10
12020 Prepaid Expenses	55,900.62		3,500.00
Total Other Current Assets	55,948.72		3,548.10
Total Current Assets	424,935.40		478,465.40
TOTAL ASSETS	\$424,935.40		\$478,465.40
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Credit Cards			
22100 Regions Credit Card	-1,350.15		5,571.88
28010 Due to Samford	4,529.29		293.36
Total Credit Cards	3,179.14		5,865.24
Other Current Liabilities			
27100 Deferred Revenue	-40,000.04		0.00
Total Other Current Liabilities	-40,000.04		0.00
Total Current Liabilities	-36,820.90		5,865.24
Total Liabilities	-36,820.90		5,865.24
Equity			
32000 Retained Earnings	197,021.35		194,117.08
32005 Fund Balances			
32010 Net Assets Fund	184,556.15		184,556.15
32050 Board Restricted Fund	115,671.78		115,671.78
Total 32005 Fund Balances	300,227.93		300,227.93
Net Revenue	-35,492.98		-21,744.85
Total Equity	461,756.30		472,600.16

	Total	
	As of Mar 31, 2025	As of Mar 31, 2024 (PY)
TOTAL LIABILITIES AND EQUITY	\$424,935.40	\$478,465.40

Statement of Cash Flows

January - March, 2025

	Total
OPERATING ACTIVITIES	
Net Revenue	-35,492.98
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
11000 Accounts Receivable	35,752.80
20000 Accounts Payable	-2,048.16
22100 Regions Credit Card	-4,843.77
28010 Due to Samford	4,529.29
27100 Deferred Revenue	-38,750.01
Unearned Revenue	-32,916.67
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	-38,276.52
Net cash provided by operating activities	-73,769.50
NET CASH INCREASE FOR PERIOD	-73,769.50
Cash at beginning of period	311,309.88
CASH AT END OF PERIOD	\$237,540.38

2025 Budget

\$1,009,552

	<u>Number</u>	<u>Revenue</u>	<u>Percent of Budget</u>	
Executed Contracts	17	\$ 811,073	80.3%	
Booked Revenue		\$ 208,894	20.7%	
Backlogged Revenue		\$ 602,178	59.6%	
Remaining Goal		\$ 198,479	19.7%	
		<u>\$ 1,009,552</u>	<u>100.0%</u>	
Revenue Timing	Q1	Q2	Q3	Q4
	\$ 208,894	\$ 191,132	\$ 276,182	\$ 134,865

Executed Contracts

Project	Client	Business Line	Contract	Realized	Backlog
Justice Collaborative, 25	Aspen Institute	Policy and Data	\$ 155,000		\$ 155,000
Literacy Act Evaluation, FY25	ALSDE	Program Evaluation	\$ 246,125	\$ 54,694	\$ 191,430
Literacy Act Evaluation, FY26	ALSDE	Program Evaluation	\$ 64,698	\$ -	\$ 64,698
Data Support	Birmingham City Schools	Technical Assistance	\$ 75,000	\$ 25,000	\$ 50,000
DIAL Evaluation	UAH	Program Evaluation	\$ 43,350	\$ 10,800	\$ 32,550
Compensation Study	Alex City	Policy and Data	\$ 30,000	\$ 15,000	\$ 15,000
Economic Impact Retainer	ALMLTA	Economic Analysis	\$ 12,500	\$ -	\$ 12,500
Post Partum Depression Economic Impact	Peritus	Economic Analysis	\$ 20,000	\$ 20,000	\$ -
EMS White Paper	Calhoun County Commission	Economic Analysis	\$ 7,500	\$ 3,750	\$ 3,750
Economic Impact Study	Elmore County EDA	Economic Analysis	\$ 30,000	\$ 15,000	\$ 15,000
Data Benchmarking Crosswalk	A+ Education Partnership	Policy and Data	\$ 22,500	\$ 11,250	\$ 11,250
Data Analysis	VOICES for Alabama's Children	Policy and Data	\$ 15,000	\$ 15,000	\$ -
Vocabby Evaluation	UAB ArtPlay	Program Evaluation	\$ 2,400	\$ 2,400	\$ -
Data Analysis	Children's of Alabama	Policy and Data	\$ 37,000	\$ 18,500	\$ 18,500
Research Study	ACCMA	Policy and Data	\$ 25,000	\$ 12,500	\$ 12,500
BSC Economic Impact Evaluation	Owenton Hill	Economic Analysis	\$ 15,000	\$ -	\$ 15,000
Huntsville Visitors Bureau Economic Impact	Huntsville/Madison County CVB	Economic Analysis	\$ 10,000	\$ 5,000	\$ 5,000
-			<u>\$ 811,073</u>	<u>\$ 208,894</u>	<u>\$ 602,178</u>

2025 Contributors and Ticket Buyers*

Alabama A&M University	Ellen Buckner	Lyneisa Dotson	Shannon Jenkins
Alabama Department of Early Childhood Education	Jeff Byars	Mark L Drew	Fatima Johnson
Alabama State Department of Education	Elizabeth Caine	Mikayla Eason	Erika Jones
	J.W. Carpenter	EBSCO Industries Inc.	Donald Jones
	Susan Cash	Alex Edwards	Vicki Karolewics
	Children's of Alabama	Liz Edwards	Maria Kennedy
Bradley Arant Boulton Cummings	Dominique Cecil	Nancy A. Ekberg	Allison King
	Rod Clark	Lynn Elgin	Scotty Kirkland
Chrystal Abernathy	Caroline Clark	City Of Florence	Jonathan Koh
Rose W. Allen	Carol Clarke	Tyrone Fenderson Jr.	Landscape Workshop LLC
Benjamin Anderson	Benjamin Cobb	William Filmore	Lonnie Layton
Matt Arnold	Community Foundation of Greater Birmingham	Lindsay Gardner	Kim Lewis
Jannah Bailey		Jonathan Garlick	Matthew Macaluso
Connie Bainbridge	Laura Cooper	Jennifr Gray	Mackenzie Marshall
Mike Ball	Rebecca Cornwell	Emma Green	Lisa McCarroll
Kenton Bartlett	Carla Cowling	Mike and Gillian Goodrich Foundation	Holly Caraway McCorkle
Tommy Battle	Andy Craig	Hubbard Harvey	Meg McGlamery
Greg Bell	Isam Culver	Judd Harwood	Teena McGuinness
Deborah Bell Pateur	Cristal Cummings	Tammy Herron	Sue McInnish
Lynn Beshear	The Daniel Foundation of Alabama	Casey Wright Hinton	McKinney Capital
Bryan Billy	Kim Davis	Melissa Hipp	D. Scott McLain
Cynthia Bisbee	Nichole Dawsey	David Hobbs	Whitney Miller-Nichols
Fred Blackwell	Mark E. Dixon	City Hall Howell	Melanie Mitros
Nicholas Bolden	Lori A. Dixon	Shannon Hudson	David Muhlendorf
Austin Bone	Andrew Dollar	Huntsville Hospital	Charles Nailen Jr.
Molly Brooms	Watson Donald	Jefferson County Sheriff's Office	Tejuanina Nelson
Anna Buckalew	David Donaldson		

*may be a purchase on behalf of an organization

Deanna Newton	Kimberly Wigley
Andrew Nix	Neonta Williams
Kerry Palmer	City of Vestavia Hills
Jessica Payne	Vulcan Materials Company
Stella Pfau	Vulcan Materials Company
Jerry W. Powell	Vulcan Materials Company
J.T. Price	Foundation
Evelyn Puckett	Shankar B
Michelle Raybon	Yalamanchili
Regions Financial Corporation	
Suzanne Respass	
Charisse Rupert	
Andrew Russell	
Susan Sallin	
Samford University	
Lauren Schwartz	
Daniel Schwartz	
Jim Searcy	
Debbie Smith	
Tracye Strichik	
Jessica Thomas	
Kristi Thomson	
Estela Tirado	
Jeff Tolbert	
Mickey Trimm	
Libba and Brooks Vaughan	
Alison Washington	
Karockas Watkins	
Marjorie Lee White	

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2025 Clients

A+ Education Partnership

Alabama Association of School Boards

Alabama City County Managers Association

Alabama Humanities Association

Alabama Mountain Lakes Tourism Association

Alabama State Department of Education

Aspen Institute

Birmingham City Schools

Calhoun County Commission

Children's Hospital of Alabama

City of Alexander City

City of Anniston

Elmore County EDA

Faith In Action - Huntsville

Huntsville/Madison County CVB

Owenton Hill

Peritus

UAB ArtPlay

University of Alabama at Birmingham

University of Alabama, Huntsville

VOICES for Alabama's Children

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