

# Management Report

Public Affairs Research Council of Alabama  
For the period ended April 30, 2025



**Public Affairs  
Research Council  
of Alabama®**

Prepared by  
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Prepared on  
**May 7, 2025**

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## Financial Highlights

April 2025

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### 1. Executive Summary

- **Net YTD:** -\$47,807 vs. budget projection of -\$91,000
  - **Cash on Hand:** \$169,880, 36 days operating expenses
  - **Executed Contracts:** \$833,573, 82.6% of goal
- 

### 2. Profit & Loss

| Metric   | April 2025       | 2025 YTD          | 2024 YTD          |
|----------|------------------|-------------------|-------------------|
| Revenue  | \$124,097        | \$503,735         | \$339,732         |
| Expenses | \$133,952        | \$551,542         | \$382,372         |
| Net      | <u>(\$9,855)</u> | <u>(\$47,807)</u> | <u>(\$42,642)</u> |

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### 3. Cash Position

- Cash decreased by 64% from its 12-month peak in mid-2024.
  - \$30,000 in payables were received on May 5, increasing cash to \$199,880.
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### 4. Revenue Goals Progress

- **Contributed:** \$144,303, 59.3% of YTD goal
  - **Earned:** \$355,358, 98.6% of YTD goal
  - **Total:** \$503,735, 83.4% of YTD goal
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### 5. Contract Status

- **Executed Contracts:** \$833,573
- **Realized Revenue** \$327,641
- **Backlog:** \$505,932
  - Q2: \$105,792
  - Q3: \$246,942
  - Q4: \$153,198
  - \$505,932
- **Pipeline:** \$9,000 pending and \$175,000 in development.

# PARCA Financial Summary:

2025-04-30

Cash on Hand

\$169,880

36 days operating expenses

Last 12 Months Cash



Receivables

\$227,591

Current Liabiltiies

\$0

## Profit & Loss

|          | April 2025 | 2025 YTD   | 2024 YTD   | Year End Projection |
|----------|------------|------------|------------|---------------------|
| Revenue  | \$124,097  | \$503,735  | \$339,732  |                     |
| Expenses | \$133,952  | \$551,542  | \$382,372  |                     |
| Net      | (\$9,855)  | (\$47,807) | (\$42,642) | \$22,708            |

## Progress Toward YTD Revenue Goals

|                                   |                                 |                                |
|-----------------------------------|---------------------------------|--------------------------------|
| Contributed<br>\$144,303<br>59.3% | Earned<br>\$355,358.28<br>98.6% | Total<br>\$503,735.18<br>83.4% |
|-----------------------------------|---------------------------------|--------------------------------|

## Contracts

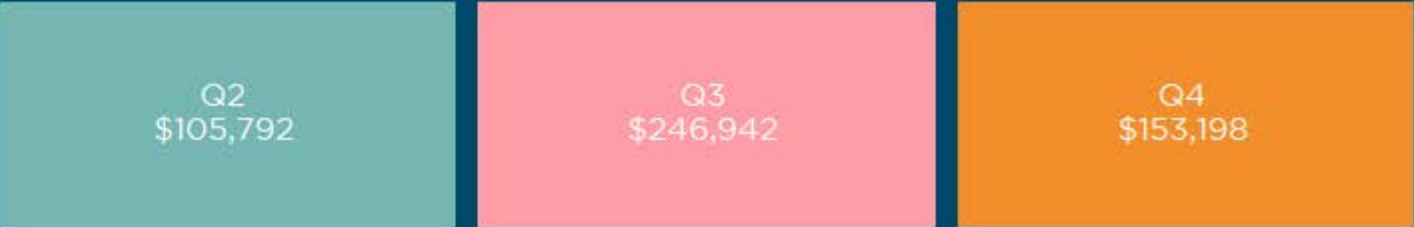
Executed & Pending



## Contract Revenue Timing

|                  |           |
|------------------|-----------|
| 2025 Amount      | \$833,573 |
| Realized Revenue | \$327,641 |
| Backlog          | \$505,932 |

## Projected Timing of the \$505,932 Backlogged Revenue



# Budget vs. Actuals

January - April, 2025

|                                             |                   |                   |                   | Total                 |
|---------------------------------------------|-------------------|-------------------|-------------------|-----------------------|
|                                             | Actual            | Budget            | over Budget       | % of Budget           |
| <b>REVENUE</b>                              |                   |                   |                   |                       |
| 43400 Direct Public Support                 |                   |                   |                   |                       |
| 43410 Contributions                         |                   |                   |                   |                       |
| 43411 Corporations                          | 15,000.00         | 50,000.00         | -35,000.00        | 30.00 %               |
| 43412 Corporate Foundations                 | 2,500.00          | 48,333.32         | -45,833.32        | 5.17 %                |
| 43413 Charitable Foundations                | 40,000.00         | 50,000.00         | -10,000.00        | 80.00 %               |
| 43414 Individuals                           | 26,853.00         | 26,666.68         | 186.32            | 100.70 %              |
| 43415 Professional Associations/NPOs        |                   | 3,333.32          | -3,333.32         |                       |
| <b>Total 43410 Contributions</b>            | <b>84,353.00</b>  | <b>178,333.32</b> | <b>-93,980.32</b> | <b>47.30 %</b>        |
| 43440 Gifts in Kind                         |                   |                   |                   |                       |
| 43441 Donated Facilities and Services       | 25,000.00         | 25,000.00         | 0.00              | 100.00 %              |
| <b>Total 43440 Gifts in Kind</b>            | <b>25,000.00</b>  | <b>25,000.00</b>  | <b>0.00</b>       | <b>100.00 %</b>       |
| 43450 Sponsorships                          |                   |                   |                   |                       |
| 43451 Annual Forum Sponsorships             | 17,500.00         | 25,000.00         | -7,500.00         | 70.00 %               |
| 43452 Speaker Series Sponsorships           | 17,500.00         | 0.00              | 17,500.00         |                       |
| <b>Total 43450 Sponsorships</b>             | <b>35,000.00</b>  | <b>25,000.00</b>  | <b>10,000.00</b>  | <b>140.00 %</b>       |
| <b>Total 43400 Direct Public Support</b>    | <b>144,353.00</b> | <b>228,333.32</b> | <b>-83,980.32</b> | <b>63.22 %</b>        |
| 45000 Investments                           |                   |                   |                   |                       |
| 45030 Interest-Savings, Short-term CD       | 1,476.57          | 1,200.00          | 276.57            | 123.05 %              |
| <b>Total 45000 Investments</b>              | <b>1,476.57</b>   | <b>1,200.00</b>   | <b>276.57</b>     | <b>123.05 %</b>       |
| 46400 Other Types of Income                 | 2,597.33          |                   | 2,597.33          |                       |
| 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                          | 34,400.00         | 25,000.00         | 9,400.00          | 137.60 % <sup>1</sup> |
| <b>Total 47240 Registration Fees</b>        | <b>34,400.00</b>  | <b>25,000.00</b>  | <b>9,400.00</b>   | <b>137.60 %</b>       |
| 47250 Contract Revenue                      | 319,558.28        | 336,517.32        | -16,959.04        | 94.96 %               |
| <b>Total 47200 Program Income</b>           | <b>355,358.28</b> | <b>362,642.32</b> | <b>-7,284.04</b>  | <b>97.99 %</b>        |
| <b>Total Revenue</b>                        | <b>503,785.18</b> | <b>592,175.64</b> | <b>-88,390.46</b> | <b>85.07 %</b>        |
| <b>GROSS PROFIT</b>                         | <b>503,785.18</b> | <b>592,175.64</b> | <b>-88,390.46</b> | <b>85.07 %</b>        |
| <b>EXPENDITURES</b>                         |                   |                   |                   |                       |
| 62800 Facilities and Equipment              |                   |                   |                   |                       |
| 62830 Donated Facilities                    | 15,000.00         | 15,000.00         | 0.00              | 100.00 %              |
| 62840 Equip Rental and Maintenance          | 7,820.36          |                   | 7,820.36          | <sup>2</sup>          |
| 62850 IT Services                           | 10,000.00         | 10,000.00         | 0.00              | 100.00 %              |
| <b>Total 62800 Facilities and Equipment</b> | <b>32,820.36</b>  | <b>25,000.00</b>  | <b>7,820.36</b>   | <b>131.28 %</b>       |

|                                             |                  |                  |                   | Total          |
|---------------------------------------------|------------------|------------------|-------------------|----------------|
|                                             | Actual           | Budget           | over Budget       | % of Budget    |
| 65000 Program Expenses                      |                  |                  |                   |                |
| 60900 Business Expenses                     |                  |                  |                   |                |
| 60910 Board Expenses                        | 1,426.48         | 2,350.00         | -923.52           | 60.70 %        |
| 60930 Business Meals                        | 81.66            | 266.68           | -185.02           | 30.62 %        |
| 60940 Licenses and Permits                  | 139.00           | 139.00           | 0.00              | 100.00 %       |
| 60950 D&O Insurance                         | 922.00           | 904.00           | 18.00             | 101.99 %       |
| <b>Total 60900 Business Expenses</b>        | <b>2,569.14</b>  | <b>3,659.68</b>  | <b>-1,090.54</b>  | <b>70.20 %</b> |
| 62100 Contract Services                     | 2,040.82         |                  | 2,040.82          |                |
| 62110 Accounting Fees                       | 148.03           | 0.00             | 148.03            |                |
| 62120 Contract Research                     | 12,500.00        | 15,000.00        | -2,500.00         | 83.33 %        |
| 62130 Design Services                       | 1,218.75         | 1,500.00         | -281.25           | 81.25 %        |
| 62140 Editing Services                      | 255.00           | 200.00           | 55.00             | 127.50 %       |
| 62170 Contract Services                     | 18,251.98        | 50,000.00        | -31,748.02        | 36.50 %        |
| 62175 Communications                        |                  | 2,500.00         | -2,500.00         |                |
| <b>Total 62100 Contract Services</b>        | <b>34,414.58</b> | <b>69,200.00</b> | <b>-34,785.42</b> | <b>49.73 %</b> |
| 62200 Development                           | 832.16           | 7,500.00         | -6,667.84         | 11.10 %        |
| 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        |                |
| <b>Total 62300 Conferences and Meetings</b> | <b>28,041.42</b> | <b>63,000.00</b> | <b>-34,958.58</b> | <b>44.51 %</b> |
| 62400 Research Materials                    |                  |                  |                   |                |
| 62410 Books                                 |                  | 166.68           | -166.68           |                |
| 62430 Other Research Materials              |                  | 4,000.00         | -4,000.00         |                |
| <b>Total 62400 Research Materials</b>       |                  | <b>4,166.68</b>  | <b>-4,166.68</b>  |                |
| 65005 Bank fees                             | 1,808.40         | 1,000.00         | 808.40            | 180.84 %       |
| 65010 Dues, Subscriptions                   | 2,053.85         | 1,711.00         | 342.85            | 120.04 %       |
| 65020 Postage, Mailing Service              | 596.96           | 3,000.00         | -2,403.04         | 19.90 %        |
| 65030 Printing and Copying                  | 3,371.20         | 2,059.00         | 1,312.20          | 163.73 %       |
| 65040 Supplies                              | 638.62           | 333.32           | 305.30            | 191.59 %       |
| 65045 Software                              | 42,792.78        | 42,955.00        | -162.22           | 99.62 %        |
| 65050 Telephone, Telecommunications         | 878.00           | 1,233.32         | -355.32           | 71.19 %        |
| 65070 Marketing Expense                     | 5,422.98         | 4,915.00         | 507.98            | 110.34 %       |
| 65080 Memorials and Gifts                   |                  | 135.00           | -135.00           |                |
| 65090 Miscellaneous Expenses                | 2,496.33         |                  | 2,496.33          |                |
| 65095 Staff Development                     | 2,067.92         | 2,570.00         | -502.08           | 80.46 %        |
| 68300 Travel and Meetings                   |                  |                  |                   |                |
| 68310 Food                                  | 87.54            | 100.00           | -12.46            | 87.54 %        |
| 68320 Lodging                               | 119.90           | 150.00           | -30.10            | 79.93 %        |

|                                        |                      |                      |                    | Total           |
|----------------------------------------|----------------------|----------------------|--------------------|-----------------|
|                                        | Actual               | Budget               | over Budget        | % of Budget     |
| 68330 Transportation                   | 1,020.57             | 1,000.00             | 20.57              | 102.06 %        |
| 68340 Meeting Fees                     | 180.00               | 100.00               | 80.00              | 180.00 %        |
| <b>Total 68300 Travel and Meetings</b> | <b>1,408.01</b>      | <b>1,350.00</b>      | <b>58.01</b>       | <b>104.30 %</b> |
| <b>Total 65000 Program Expenses</b>    | <b>129,392.35</b>    | <b>208,788.00</b>    | <b>-79,395.65</b>  | <b>61.97 %</b>  |
| 66000 Payroll Expenses                 |                      |                      |                    |                 |
| 66010 Salaries and Wages               | 308,016.77           | 334,308.32           | -26,291.55         | 92.14 %         |
| 66100 Benefits                         | 53,987.84            | 87,631.00            | -33,643.16         | 61.61 %         |
| 66150 Payroll Taxes                    | 24,661.34            | 25,487.00            | -825.66            | 96.76 %         |
| 66200 Payroll Service Fee              | 1,620.00             | 1,755.00             | -135.00            | 92.31 %         |
| <b>Total 66000 Payroll Expenses</b>    | <b>388,285.95</b>    | <b>449,181.32</b>    | <b>-60,895.37</b>  | <b>86.44 %</b>  |
| QuickBooks Payments Fees               | 1,117.90             | 300.00               | 817.90             | 372.63 %        |
| <b>Total Expenditures</b>              | <b>551,616.56</b>    | <b>683,269.32</b>    | <b>-131,652.76</b> | <b>80.73 %</b>  |
| <b>NET OPERATING REVENUE</b>           | <b>-47,831.38</b>    | <b>-91,093.68</b>    | <b>43,262.30</b>   | <b>52.51 %</b>  |
| <b>NET REVENUE</b>                     | <b>\$ -47,831.38</b> | <b>\$ -91,093.68</b> | <b>\$43,262.30</b> | <b>52.51 %</b>  |

#### Notes:

1. Larger than expected attendance and table purchases. The figure excludes sponsorship revenue.
2. Three-year computer leases.
3. Reflects increased costs of Annual Forum catering for larger audience.

# Statement of Financial Position

As of April 30, 2025

|                                        |                     | Total                   |
|----------------------------------------|---------------------|-------------------------|
|                                        | As of Apr 30, 2025  | As of Apr 30, 2024 (PY) |
| <b>ASSETS</b>                          |                     |                         |
| <b>Current Assets</b>                  |                     |                         |
| <b>Bank Accounts</b>                   |                     |                         |
| 11010 Checking - Main                  | 6,400.65            | 278,346.70              |
| 11020 Money Market                     | 162,538.71          |                         |
| 11050 Savings                          | 0.00                | 200,899.33              |
| 11060 Checking - Business Secondary    | 916.23              |                         |
| <b>Total Bank Accounts</b>             | <b>169,855.59</b>   | <b>479,246.03</b>       |
| <b>Accounts Receivable</b>             |                     |                         |
| 11000 Accounts Receivable              | 227,591.60          | 76,586.00               |
| <b>Total Accounts Receivable</b>       | <b>227,591.60</b>   | <b>76,586.00</b>        |
| <b>Other Current Assets</b>            |                     |                         |
| 12000 Undeposited Funds                | 0.00                | 241.40                  |
| 12020 Prepaid Expenses                 | 55,900.62           | 3,500.00                |
| <b>Total Other Current Assets</b>      | <b>55,900.62</b>    | <b>3,741.40</b>         |
| <b>Total Current Assets</b>            | <b>453,347.81</b>   | <b>559,573.43</b>       |
| <b>TOTAL ASSETS</b>                    | <b>\$453,347.81</b> | <b>\$559,573.43</b>     |
| <b>LIABILITIES AND EQUITY</b>          |                     |                         |
| <b>Liabilities</b>                     |                     |                         |
| <b>Current Liabilities</b>             |                     |                         |
| <b>Credit Cards</b>                    |                     |                         |
| 22100 Regions Credit Card              | 1,429.95            | 2,731.37                |
| 28010 Due to Samford                   | 0.00                | 3,056.13                |
| <b>Total Credit Cards</b>              | <b>1,429.95</b>     | <b>5,787.50</b>         |
| <b>Other Current Liabilities</b>       |                     |                         |
| 27100 Deferred Revenue                 | 4,999.96            | 102,083.33              |
| <b>Total Other Current Liabilities</b> | <b>4,999.96</b>     | <b>102,083.33</b>       |
| <b>Total Current Liabilities</b>       | <b>6,429.91</b>     | <b>107,870.83</b>       |
| <b>Total Liabilities</b>               | <b>6,429.91</b>     | <b>107,870.83</b>       |
| <b>Equity</b>                          |                     |                         |
| 32000 Retained Earnings                | 194,521.35          | 194,117.08              |
| <b>32005 Fund Balances</b>             |                     |                         |
| 32010 Net Assets Fund                  | 184,556.15          | 184,556.15              |
| 32050 Board Restricted Fund            | 115,671.78          | 115,671.78              |
| <b>Total 32005 Fund Balances</b>       | <b>300,227.93</b>   | <b>300,227.93</b>       |
| Net Revenue                            | -47,831.38          | -42,642.41              |
| <b>Total Equity</b>                    | <b>446,917.90</b>   | <b>451,702.60</b>       |

|                              | Total              |                         |
|------------------------------|--------------------|-------------------------|
|                              | As of Apr 30, 2025 | As of Apr 30, 2024 (PY) |
| TOTAL LIABILITIES AND EQUITY | \$453,347.81       | \$559,573.43            |

# Statement of Cash Flows

January - April, 2025

|                                                                                       | Total               |
|---------------------------------------------------------------------------------------|---------------------|
| <b>OPERATING ACTIVITIES</b>                                                           |                     |
| Net Revenue                                                                           | -47,831.38          |
| Adjustments to reconcile Net Revenue to Net Cash provided by operations:              |                     |
| 11000 Accounts Receivable                                                             | -62,844.40          |
| 20000 Accounts Payable                                                                | -2,048.16           |
| 22100 Regions Credit Card                                                             | -2,063.67           |
| 27100 Deferred Revenue                                                                | 6,249.99            |
| Unearned Revenue                                                                      | -32,916.67          |
| <b>Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:</b> | <b>-93,622.91</b>   |
| <b>Net cash provided by operating activities</b>                                      | <b>-141,454.29</b>  |
| <b>NET CASH INCREASE FOR PERIOD</b>                                                   | <b>-141,454.29</b>  |
| Cash at beginning of period                                                           | 311,309.88          |
| <b>CASH AT END OF PERIOD</b>                                                          | <b>\$169,855.59</b> |

**2025 Budget****\$1,009,552**

|                           | <u>Number</u> | <u>Revenue</u>    | <u>Percent of Budget</u> |
|---------------------------|---------------|-------------------|--------------------------|
| <b>Executed Contracts</b> | <b>23</b>     | <b>\$ 833,573</b> | <b>82.6%</b>             |
| Booked Revenue            |               | \$ 327,642        | 32.5%                    |
| Backlogged Revenue        |               | \$ 505,931        | 50.1%                    |
| Remaining Goal            |               | \$ 175,979        | 17.4%                    |
|                           |               | <hr/>             |                          |
|                           |               | \$ 1,009,552      | 100.0%                   |
| <b>Revenue Timing</b>     |               | <b>Q2</b>         | <b>Q3</b>                |
|                           |               | \$ 105,792        | \$ 246,942               |
|                           |               |                   | \$ 153,198               |

**Executed Contracts**

| <b>Project</b>               | <b>Client</b>               | <b>Business Line</b> | <b>Contract</b> | <b>Realized</b> | <b>Backlog</b> |
|------------------------------|-----------------------------|----------------------|-----------------|-----------------|----------------|
| Justice Collaborative        | Aspen Institute             | Policy & Data        | \$ 155,000      | \$ 45,000       | \$ 110,000     |
| Literacy Act Evalulation     | ALSDE                       | Program Evaluation   | \$ 246,125      | \$ 82,042       | \$ 164,083     |
| Literacy Act Evalulation     | ALSDE                       | Program Evaluation   | \$ 64,698       | \$ -            | \$ 64,698      |
| Data Support                 | Birmingham City Schools     | Technical Assistance | \$ 75,000       | \$ 37,500       | \$ 37,500      |
| ESL Delivery                 | UAH                         | Program Evaluation   | \$ 43,350       | \$ 25,950       | \$ 17,400      |
| Economic Impact Retainer     | City of Anniston            | Economic Analysis    | \$ -            | \$ -            | \$ -           |
| Compensation Study           | Alexander City              | Policy & Data        | \$ 30,000       | \$ 15,000       | \$ 15,000      |
| Economic Impact Retainer     | Alabama Mountain Lakes      | Technical Assistance | \$ 12,500       | \$ -            | \$ 12,500      |
| Post Partum Depression Econo | Peritus                     | Economic Analysis    | \$ 20,000       | \$ 20,000       | \$ -           |
| Recreation Analysis          | Elmore County EDA           | Economic Analysis    | \$ 30,000       | \$ 15,000       | \$ 15,000      |
| Data Crosswalk               | A+ Education Partnership    | Policy & Data        | \$ 22,500       | \$ 11,250       | \$ 11,250      |
| Literacy Act Evalulation     | VOICES                      | Policy & Data        | \$ 15,000       | \$ 15,000       | \$ -           |
| Vocabby Evaluation           | UAB ArtPlay                 | Program Evaluation   | \$ 2,400        | \$ 2,400        | \$ -           |
| Data Analysis                | Children's of Alabama       | Policy & Data        | \$ 37,000       | \$ 18,500       | \$ 18,500      |
| Data Analysis                | Alabama Assn. of Nonprofits | Technical Assistance | \$ -            | \$ -            | \$ -           |
| Data Analysis                | Alabama Assn. of Nonprofits | Technical Assistance | \$ -            | \$ -            | \$ -           |
| Research Study               | Alabama City County         | Policy & Data        | \$ 25,000       | \$ 12,500       | \$ 12,500      |
| Data Mapping                 | Alabama Hummanities         | Technical Assistance | \$ -            |                 | \$ -           |
| Economic Impact Study        | Owenton Hill                | Economic Analysis    | \$ 15,000       | \$ 15,000       | \$ -           |
| Economic Impact Study        | Huntsville/Madison CVB      | Economic Analysis    | \$ 10,000       | \$ 5,000        | \$ 5,000       |
| Data Analysis                | UAB                         | Policy & Data        | \$ 15,000       | \$ -            | \$ 15,000      |
| Data Analysis                | Solihten Institute          | Technical Assistance | \$ 7,500        | \$ 3,750        | \$ 3,750       |