

Management Report

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



**Public Affairs
Research Council
of Alabama®**

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Prepared on
July 8, 2025

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June 30, 2025 Summary

1. Financial Position Overview

- **YTD Net Revenue:** - \$95,561 (vs. budgeted -\$26,515) – unfavorable variance of \$69,046.
- **Cash on Hand:** \$284,102 – up from \$276,355 in May, covering ~60 days of operating expenses.
- **Accounts Receivable:** \$71,147, a decrease from May's \$84,647, reflecting positive collection activity. At-risk receivables=\$15,000.
- **Equity:** \$399,188, down ~\$13K from May.

2. Key Revenue Highlights

- **Total Revenue:** \$690,885 (76% of YTD budget)
 - **Contributions:** \$141,965 (53% of goal) – improved vs. May, but still soft.
 - **Contracts** \$420,803 (83% of goal) – major driver of revenue.
 - **Sponsorships:** \$45,000 (64% of goal)
 - **Earned Income:** \$461,353 total (86% of goal)

3. Expense Trends

- **Total Expenses:** \$786,446 (84% of budget)
 - **Personnel:** \$578,268 – tracking at 86% of budget..
 - **Program Expenses:** \$161,711 – 70% of budget.

4. Cash Flow & Liquidity

- **Cash YTD:** -\$27,208
 - **Days cash on hand:** ~60 – improved from April lows, stable since May.
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5. Contracts & Revenue Pipeline

- **Executed Contracts:** \$968,323 (95.6% of goal)
- **Backlog:** \$506,183
- **Pipeline:** \$41,229 remaining to goal
- **Top Contracts:**
 - ALSDE Literacy Evaluation
 - Aspen Institute
 - Birmingham City Schools

Note: Backlog revenue is contracted revenue that has neither been collected nor invoiced. The timing of invoices varies by contract.

Budget vs. Actuals

January - June, 2025

				Total
	Actual	Budget	over Budget	% of Budget
REVENUE				
43400 Direct Public Support				
43410 Contributions				
43411 Corporations	47,600.00	75,000.00	-27,400.00	63.47 %
43412 Corporate Foundations	18,000.00	72,499.98	-54,499.98	24.83 %
43413 Charitable Foundations	37,557.00	75,000.00	-37,443.00	50.08 %
43414 Individuals	37,758.00	40,000.02	-2,242.02	94.39 %
43415 Professional Associations/NPOs	1,050.00	4,999.98	-3,949.98	21.00 %
Total 43410 Contributions	141,965.00	267,499.98	-125,534.98	53.07 %
43440 Gifts in Kind				
43441 Donated Facilities and Services	37,500.00	37,500.00	0.00	100.00 %
Total 43440 Gifts in Kind	37,500.00	37,500.00	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	27,500.00	45,000.00	-17,500.00	61.11 %
Total 43450 Sponsorships	45,000.00	70,000.00	-25,000.00	64.29 %
Total 43400 Direct Public Support	224,465.00	374,999.98	-150,534.98	59.86 %
45000 Investments				
45030 Interest-Savings, Short-term CD	2,469.75	1,200.00	1,269.75	205.81 %
Total 45000 Investments	2,469.75	1,200.00	1,269.75	205.81 %
46400 Other Types of Income	2,597.33		2,597.33	
47200 Program Income				
47220 Public Agency Dues	5,000.00	7,500.00	-2,500.00	66.67 %
47230 Roundtable Dues	150.00	1,125.00	-975.00	13.33 %
47240 Registration Fees				
47241 Annual Forum	35,400.00	25,000.00	10,400.00	141.60 %
Total 47240 Registration Fees	35,400.00	25,000.00	10,400.00	141.60 %
47250 Contract Revenue	420,802.68	504,775.98	-83,973.30	83.36 %
Total 47200 Program Income	461,352.68	538,400.98	-77,048.30	85.69 %
Total Revenue	690,884.76	914,600.96	-223,716.20	75.54 %
GROSS PROFIT	690,884.76	914,600.96	-223,716.20	75.54 %
EXPENDITURES				
62800 Facilities and Equipment				
62830 Donated Facilities	22,500.00	22,500.00	0.00	100.00 %
62840 Equip Rental and Maintenance	7,820.36		7,820.36	
62850 IT Services	15,000.00	15,000.00	0.00	100.00 %
Total 62800 Facilities and Equipment	45,320.36	37,500.00	7,820.36	120.85 %
65000 Program Expenses	5.50		5.50	

PARCA Financial Summary:

2025-06-30

Cash on Hand

\$284,101

60 days operating expenses

Receivables \$71,147

Current Liabiltiies \$6,961

Last 12 Months Cash



Profit & Loss

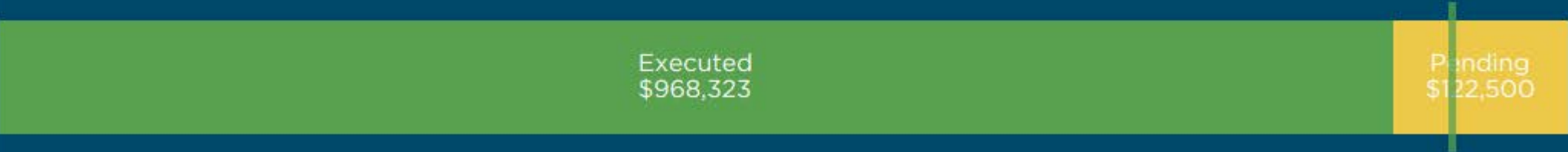
	June 2025	2025 YTD	2024 YTD	Year End Projection
Revenue	\$109,702	\$688,385	\$538,672	
Expenses	\$118,309	\$786,446	\$573,576	
Net	(\$8,607)	(\$98,061)	(\$34,905)	\$22,708

Progress Toward YTD Revenue Goals

Contributed \$176,160 57.9%	Earned \$399,955.28 88.8%	Total \$578,682.56 75.6%
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Contracts

Executed & Pending



Contract Revenue Timing

2025 Amount	\$968,323
Realized Revenue	\$462,183
Backlog	\$506,140

Projected Timing of the \$506,140 Backlogged Revenue



				Total
	Actual	Budget	over Budget	% of Budget
60900 Business Expenses				
60910 Board Expenses	1,562.39	2,350.00	-787.61	66.48 %
60930 Business Meals	116.80	400.02	-283.22	29.20 %
60940 Licenses and Permits	139.00	139.00	0.00	100.00 %
60950 D&O Insurance	922.00	904.00	18.00	101.99 %
Total 60900 Business Expenses	2,740.19	3,793.02	-1,052.83	72.24 %
62100 Contract Services	2,040.82		2,040.82	
62110 Accounting Fees	148.03	0.00	148.03	
62120 Contract Research	17,500.00	15,000.00	2,500.00	116.67 %
62130 Design Services	1,828.75	2,000.00	-171.25	91.44 %
62140 Editing Services	390.00	300.00	90.00	130.00 %
62170 Contract Services	31,585.68	55,000.00	-23,414.32	57.43 %
62175 Communications		2,500.00	-2,500.00	
Total 62100 Contract Services	53,493.28	74,800.00	-21,306.72	71.52 %
62200 Development	832.16	7,500.00	-6,667.84	11.10 %
62300 Conferences and Meetings				
60320 Catering	24,144.16	18,000.00	6,144.16	134.13 %
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	29,096.56	63,500.00	-34,403.44	45.82 %
62400 Research Materials	587.00		587.00	
62410 Books	30.79	250.02	-219.23	12.32 %
62430 Other Research Materials	99.00	4,000.00	-3,901.00	2.48 %
Total 62400 Research Materials	716.79	4,250.02	-3,533.23	16.87 %
65005 Bank fees	1,899.17	1,200.00	699.17	158.26 %
65010 Dues, Subscriptions	2,325.70	1,940.00	385.70	119.88 %
65020 Postage, Mailing Service	625.94	3,380.00	-2,754.06	18.52 %
65030 Printing and Copying	4,197.80	3,999.00	198.80	104.97 %
65040 Supplies	663.72	499.98	163.74	132.75 %
65045 Software	45,087.98	44,787.00	300.98	100.67 %
65050 Telephone, Telecommunications	1,460.30	1,849.98	-389.68	78.94 %
65070 Marketing Expense	6,311.90	5,265.00	1,046.90	119.88 %
65080 Memorials and Gifts		135.00	-135.00	
65090 Miscellaneous Expenses	2,496.33		2,496.33	
65095 Staff Development	7,221.19	10,745.00	-3,523.81	67.21 %
68300 Travel and Meetings				
68310 Food	407.68	150.00	257.68	271.79 %
68320 Lodging	119.90	150.00	-30.10	79.93 %
68330 Transportation	1,792.87	1,500.00	292.87	119.52 %
68340 Meeting Fees	215.70	100.00	115.70	215.70 %

				Total
	Actual	Budget	over Budget	% of Budget
Total 68300 Travel and Meetings	2,536.15	1,900.00	636.15	133.48 %
Total 65000 Program Expenses	161,710.66	229,544.00	-67,833.34	70.45 %
66000 Payroll Expenses				
66010 Salaries and Wages	457,237.57	501,462.48	-44,224.91	91.18 %
66020 Student Salaries	1,032.00		1,032.00	
66100 Benefits	81,321.48	131,446.50	-50,125.02	61.87 %
66150 Payroll Taxes	36,172.21	38,230.50	-2,058.29	94.62 %
66200 Payroll Service Fee	2,505.00	2,632.50	-127.50	95.16 %
Total 66000 Payroll Expenses	578,268.26	673,771.98	-95,503.72	85.83 %
QuickBooks Payments Fees	1,146.65	300.00	846.65	382.22 %
Total Expenditures	786,445.93	941,115.98	-154,670.05	83.57 %
NET OPERATING REVENUE	-95,561.17	-26,515.02	-69,046.15	360.40 %
NET REVENUE	\$ -95,561.17	\$ -26,515.02	\$ -69,046.15	360.40 %

Statement of Financial Position

As of June 30, 2025

		Total
	As of Jun 30, 2025	As of Jun 30, 2024 (PY)
ASSETS		
Current Assets		
Bank Accounts		
11010 Checking - Main	90,175.27	226,367.27
11020 Money Market	164,010.13	
11050 Savings	0.00	149,906.99
11060 Checking - Business Secondary	916.23	1,000.00
11070 CD	0.00	50,000.00
Total Bank Accounts	255,101.63	427,274.26
Accounts Receivable		
11000 Accounts Receivable	71,147.20	108,500.00
Total Accounts Receivable	71,147.20	108,500.00
Other Current Assets		
12000 Undeposited Funds	29,000.00	348.10
12020 Prepaid Expenses	55,900.62	3,500.00
Total Other Current Assets	84,900.62	3,848.10
Total Current Assets	411,149.45	539,622.36
TOTAL ASSETS	\$411,149.45	\$539,622.36
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Credit Cards		
22100 Regions Credit Card	6,961.38	2,366.17
28010 Due to Samford	0.00	1,565.87
Total Credit Cards	6,961.38	3,932.04
Other Current Liabilities		
27100 Deferred Revenue	4,999.96	76,249.99
Total Other Current Liabilities	4,999.96	76,249.99
Total Current Liabilities	11,961.34	80,182.03
Total Liabilities	11,961.34	80,182.03
Equity		
32000 Retained Earnings	194,521.35	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	-95,561.17	-34,904.68
Total Equity	399,188.11	459,440.33

		Total
	As of Jun 30, 2025	As of Jun 30, 2024 (PY)
TOTAL LIABILITIES AND EQUITY	\$411,149.45	\$539,622.36

Statement of Cash Flows

January - June, 2025

	Total
OPERATING ACTIVITIES	
Net Revenue	-95,561.17
Adjustments to reconcile Net Revenue to Net Cash provided by operations:	
11000 Accounts Receivable	93,600.00
20000 Accounts Payable	-2,048.16
22100 Regions Credit Card	3,467.76
27100 Deferred Revenue	6,249.99
Unearned Revenue	-32,916.67
Total Adjustments to reconcile Net Revenue to Net Cash provided by operations:	68,352.92
Net cash provided by operating activities	-27,208.25
NET CASH INCREASE FOR PERIOD	-27,208.25
Cash at beginning of period	311,309.88
CASH AT END OF PERIOD	\$284,101.63

Contract Revenue Report

June 30, 2025

2025 Budget

\$1,009,552

	<u>Number</u>	<u>Revenue</u>	<u>Percent of Budget</u>
Executed Contracts	30	\$ 968,323	95.9%
Booked Revenue		\$ 462,183	45.8%
Backlogged Revenue		\$ 506,140	50.1%
Remaining Goal		\$ 41,229	4.1%
		\$ 1,009,552	100.0%

Revenue Timing

Q3 **Q4**
\$228,692 \$217,448

Project	Client	Business Line	Contract	Realized	Backlog
Justice Collaborative	Aspen Institute	Policy and Data	\$ 161,250	\$ 45,000	\$ 116,250
Literacy Act Evalulation Yr1	ALSDE	Program Evaluation	\$ 246,125	\$ 164,083	\$ 82,042
Literacy Act Evalulation Yr2	ALSDE	Program Evaluation	\$ 64,698	\$ -	\$ 64,698
Data Support	Birmingham City Schools	Technical Assistance	\$ 112,500	\$ 62,500	\$ 50,000
ESL Delivery	UAH	Program Evaluation	\$ 43,350	\$ 25,950	\$ 17,400
Compensation Study	Alexander City	Policy and Data	\$ 30,000	\$ 15,000	\$ 15,000
Economic Impact Retainer	Alabama Mountain Lakes Touri	Technical Assistance	\$ 12,500	\$ -	\$ 12,500
Post Partum Depression Econo	Peritus	Economic Analysis	\$ 20,000	\$ 20,000	\$ -
EMS White Paper	Calhoun County Commission	Economic Analysis	\$ 7,500	\$ 3,750	\$ 3,750
Recreation Analysis	Elmore County EDA	Economic Analysis	\$ 30,000	\$ 15,000	\$ 15,000
Data Crosswalk	A+ Education Partnership	Policy and Data	\$ 22,500	\$ 11,250	\$ 11,250
Literacy Act Evalulation	VOICES for Alabama's Childrer	Policy and Data	\$ 15,000	\$ 15,000	\$ -
Vocabby Evaluation	UAB ArtPlay	Program Evaluation	\$ 2,400	\$ 2,400	\$ -
Data Analysis	Children's Hospital of Alabama	Policy and Data	\$ 37,000	\$ 18,500	\$ 18,500
Research Study	Alabama City County Manager	Policy and Data	\$ 25,000	\$ 12,500	\$ 12,500
Economic Impact Study	Owenton Hill, LLC c/O Balch	Economic Analysis	\$ 15,000	\$ 15,000	\$ -
Economic Impact Study	Huntsville/Madison County CV	Economic Analysis	\$ 10,000	\$ 5,000	\$ 5,000
Data Analysis	UAB	Policy and Data	\$ 15,000	\$ -	\$ 15,000
Data Analysis	Faith In Action - Huntsville	Policy and Data	\$ 500	\$ -	\$ 500
Data Analysis	PACA	Technical Assistance	\$ 3,000	\$ -	\$ 3,000
Data Analysis	Solihten Institute	Technical Assistance	\$ 7,500	\$ 3,750	\$ 3,750
Data Analysis	West Alabama Chamber of Coi	Policy and Data	\$ 5,000		\$ 5,000
Data Analysis	Community Foundation of Gre	Policy and Data	\$ 20,000	\$ 10,000	\$ 10,000
Economic Impact Retainer	Elmore County EDA	Policy and Data	\$ 17,500		\$ 17,500
Best Practices	Gulf Shores City Schools	Technical Assistance	\$ 45,000	\$ -	\$ 45,000