

# Management Report

Arizona Trail Association

For the period ended December 31, 2021



Prepared by

**EverythingCounts**

Prepared on

**January 18, 2022**

# Table of Contents

---

Balance Sheet.....3

Profit and Loss YTD.....5

A/P Aging Summary .....8

A/R Aging Summary .....9

2021 Budget vs Actuals .....10

# Balance Sheet

As of December 31, 2021

		Total
	As of Dec 31, 2021	As of Dec 31, 2020 (PY)
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Bank Accounts</b>		
1015 National Bank of AZ	116,803.60	57,468.45
1030 PayPal Checking	5,947.93	341.40
1040 eTapestry details	0.00	7,581.00
1050 Petty Cash	200.00	200.00
<b>Total Bank Accounts</b>	<b>122,951.53</b>	<b>65,590.85</b>
<b>Accounts Receivable</b>		
1200 Accounts Receivable (A/R)	11,396.17	170,470.82
<b>Total Accounts Receivable</b>	<b>11,396.17</b>	<b>170,470.82</b>
<b>Other Current Assets</b>		
1110 Investment - Vanguard	346,981.16	346,374.58
1250 Receivable-ERTC Payroll Tax Credit	74,211.94	
1315 Security Deposits	1,200.00	1,200.00
1750 Special Event Inventory	0.00	-0.11
2045 Accrued Payroll	18,128.98	
<b>Total Other Current Assets</b>	<b>440,522.08</b>	<b>347,574.47</b>
<b>Total Current Assets</b>	<b>574,869.78</b>	<b>583,636.14</b>
<b>Fixed Assets</b>		
1500 Fixed Assets		
1510 Equipment	21,949.12	21,949.12
1530 Vehicles	161,108.39	161,108.39
1550 Accum Deprec	-165,303.39	-151,897.24
<b>Total 1500 Fixed Assets</b>	<b>17,754.12</b>	<b>31,160.27</b>
<b>Total Fixed Assets</b>	<b>17,754.12</b>	<b>31,160.27</b>
<b>Other Assets</b>		
1700 Product inventory	9,199.27	14,600.95
<b>Total Other Assets</b>	<b>9,199.27</b>	<b>14,600.95</b>
<b>TOTAL ASSETS</b>	<b>\$601,823.17</b>	<b>\$629,397.36</b>

## LIABILITIES AND EQUITY

### Liabilities

#### Current Liabilities

##### Accounts Payable

2000 Accounts Payable	25,200.00	78,337.87
-----------------------	-----------	-----------

<b>Total Accounts Payable</b>	<b>25,200.00</b>	<b>78,337.87</b>
-------------------------------	------------------	------------------

##### Credit Cards

2010 NBAZ Credit Card	0.00	0.00
-----------------------	------	------

2011 Anna 3841 (deleted)	0.00	1,599.69
--------------------------	------	----------

2012 Wendy 2148	0.00	347.00
-----------------	------	--------

	As of Dec 31, 2021	As of Dec 31, 2020 (PY)	Total
2013 Zach 2744	0.00		175.52
2014 Matt 2684	0.00		3,334.72
2016 Treven 2817	0.00		21.49
2018 Karrie 2825	0.00		10,625.32
2020 Shawn 3286	0.00		565.94
2022 Donovan 6687	0.00		517.58
2023 Tsipora 7388	0.00		44.74
2030 Control 4297	20,418.84		0.00
<b>Total 2010 NBAZ Credit Card</b>	<b>20,418.84</b>		<b>17,232.00</b>
<b>Total Credit Cards</b>	<b>20,418.84</b>		<b>17,232.00</b>
<b>Other Current Liabilities</b>			
2100 Payroll Liabilities	538.35		22,397.74
<b>Total Other Current Liabilities</b>	<b>538.35</b>		<b>22,397.74</b>
<b>Total Current Liabilities</b>	<b>46,157.19</b>		<b>117,967.61</b>
<b>Total Liabilities</b>	<b>46,157.19</b>		<b>117,967.61</b>
<b>Equity</b>			
3000 Restricted Net Assets			
3020 Permanent Restricted Net Assets	5,000.00		5,000.00
3030 Temporary Restricted Net Assets	87,409.00		87,409.00
<b>Total 3000 Restricted Net Assets</b>	<b>92,409.00</b>		<b>92,409.00</b>
3900 Unrestricted Net Assets	419,020.75		257,450.60
Net Income	44,236.23		161,570.15
<b>Total Equity</b>	<b>555,665.98</b>		<b>511,429.75</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$601,823.17</b>		<b>\$629,397.36</b>

# Profit and Loss YTD

December 2021

	Dec 2021	Jan - Dec 2021 (YTD)	Total
<b>INCOME</b>			
4000 Individual Donations	12,296.67		101,560.82
4005 Memorial Donations	34.00		5,157.94
4010 Donor Advised Funds	2,309.33		21,361.56
4015 Temp Restricted Donations	5.00		1,815.00
<b>Total 4000 Individual Donations</b>	<b>14,645.00</b>		<b>129,895.32</b>
4050 Membership	16,352.00		138,905.75
4055 Board Member Dues			3,658.00
<b>Total 4050 Membership</b>	<b>16,352.00</b>		<b>142,563.75</b>
4100 Corporate Donations	-18,519.82		132,679.29
4130 Sponsorships	1,500.00		4,000.00
4140 Business Partnerships	336.00		24,512.71
4150 Corporate Matched Funds	300.20		3,493.38
<b>Total 4100 Corporate Donations</b>	<b>-16,383.62</b>		<b>164,685.38</b>
4200 Non-Government Grants	53,000.00		263,149.68
4250 Government Grants			226,323.37
4300 Program Income			
4320 Trail Building Workshops	1,925.00		4,775.00
<b>Total 4300 Program Income</b>	<b>1,925.00</b>		<b>4,775.00</b>
4350 Special Events	57.67		307.88
4360 Endurance Registration	9,891.00		72,195.75
<b>Total 4350 Special Events</b>	<b>9,948.67</b>		<b>72,503.63</b>
4600 Raffle Income	3,706.80		18,221.15
4700 Product Sales	6,719.69		60,564.96
4710 Wholesale	773.56		16,979.10
<b>Total 4700 Product Sales</b>	<b>7,493.25</b>		<b>77,544.06</b>
<b>Total Income</b>	<b>90,687.10</b>		<b>1,099,661.34</b>
<b>COST OF GOODS SOLD</b>			
5000 Product Cost	8,544.73		43,768.61
<b>Total Cost of Goods Sold</b>	<b>8,544.73</b>		<b>43,768.61</b>
<b>GROSS PROFIT</b>	<b>82,142.37</b>		<b>1,055,892.73</b>
<b>EXPENSES</b>			
5100 Payroll & ERE	177.19		1,678.39
5110 Salaries & Wages	21,296.68		375,895.60
5115 Bonuses	0.00		5,000.00
5130 Health Insurance	1,453.61		7,819.12
5140 Payroll Taxes	3,508.90		30,666.29
5145 Unemployment Insurance Tax			2,567.66
5150 Staff Training	75.00		3,365.34
<b>Total 5100 Payroll &amp; ERE</b>	<b>26,511.38</b>		<b>426,992.40</b>
5200 Office rent	1,237.20		16,083.60

		Total
	Dec 2021	Jan - Dec 2021 (YTD)
5205 Storage	1,084.87	7,585.20
5210 Office Equipment		62.09
5215 Insurance	2,226.59	27,469.10
5220 Printing & Reproduction	121.12	2,760.53
5225 Postage & Shipping	1,219.56	15,291.67
5250 Taxes & Fees		66.01
5251 Payment Processing	1,018.68	9,824.85
5254 Bank Charges	1.80	87.39
<b>Total 5250 Taxes &amp; Fees</b>	<b>1,020.48</b>	<b>9,978.25</b>
5260 Advertising		19,096.53
5265 Dues & Subscriptions	160.76	8,869.56
5267 Accounting	850.00	19,750.00
5268 Lobbying Expenses	1,818.18	19,999.98
<b>Total 5265 Dues &amp; Subscriptions</b>	<b>2,828.94</b>	<b>48,619.54</b>
5270 Communication		75.00
5271 Newsletter	16.21	96.46
5272 Database/Software	866.96	14,009.31
5273 Phone & Internet	651.55	7,866.96
<b>Total 5270 Communication</b>	<b>1,534.72</b>	<b>22,047.73</b>
5290 Depreciation Expense	728.55	13,406.15
5310 Food & beverage	3,828.81	14,612.07
5320 Supplies	6,609.02	66,833.87
5340 Entertainment		575.00
5350 Venue Cost	236.00	3,039.95
5360 Awards	1,803.43	8,536.75
5365 Raffle Prize Expense		4,499.70
5370 Member Fulfillment Items	38.07	5,649.13
5400 Travel	1,604.38	23,363.59
5401 Vehicle Maintenance	19.99	12,161.25
5402 Van Rental	779.93	4,030.72
<b>Total 5400 Travel</b>	<b>2,404.30</b>	<b>39,555.56</b>
5500 Professional Fee		
5505 Professional Services		2,944.11
5510 Direct Labor	141,998.85	401,546.07
5515 Indirect Labor		2,100.00
<b>Total 5500 Professional Fee</b>	<b>141,998.85</b>	<b>406,590.18</b>
5999 Misc. Expenses	-490.55	267.72
7000 Improvements to Public Lands	404.95	32,385.05
<b>Total Expenses</b>	<b>195,346.29</b>	<b>1,191,937.77</b>
<b>NET OPERATING INCOME</b>	<b>-113,203.92</b>	<b>-136,045.04</b>
<b>OTHER INCOME</b>		
8001 Cash Back		1,225.94
8002 Dividend Income	77.01	149.90

	Dec 2021	Jan - Dec 2021 (YTD)	Total
8100 Unrealized Gain/Loss on Investments	56.32		456.68
8110 PPP Loan Forgiven			72,574.00
8120 ERTC Payroll Tax Credit	74,211.94		74,211.94
8200 In-Kind Contributions - Tangible	402.76		16,330.43
8201 In-Kind Contributions - Intangible			15,592.38
<b>Total Other Income</b>	<b>74,748.03</b>		<b>180,541.27</b>
<b>OTHER EXPENSES</b>			
9100 In-Kind Expenses - Tang			260.00
<b>Total Other Expenses</b>	<b>0.00</b>		<b>260.00</b>
<b>NET OTHER INCOME</b>	<b>74,748.03</b>		<b>180,281.27</b>
<b>NET INCOME</b>	<b>\$ -38,455.89</b>		<b>\$44,236.23</b>

# A/P Aging Summary

As of December 31, 2021

	<b>Current</b>	<b>1 - 30</b>	<b>31 - 60</b>	<b>61 - 90</b>	<b>91 and over</b>	<b>Total</b>
Craig Mills		300.00				300.00
NAU Cycling		250.00				250.00
Rob Bauer					24,650.00	24,650.00
<b>TOTAL</b>	<b>\$0.00</b>	<b>\$550.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$24,650.00</b>	<b>\$25,200.00</b>



# A/R Aging Summary

As of December 31, 2021

	Current	1 - 30	31 - 60	61 - 90	91 and over	Total
AZ Hiking Shack					-12.50	-12.50
BBMS	3,564.40					3,564.40
Bikepacking Roots						0.00
BPR Fulfillment	6.02					6.02
<b>Total Bikepacking Roots</b>	<b>6.02</b>					<b>6.02</b>
Fleet Feet Tucson -D		1,500.00				1,500.00
Garmin			136.10			136.10
Rim Runners		428.59				428.59
Summit Hut	773.56					773.56
The Cairn Project			5,000.00			5,000.00
<b>TOTAL</b>	<b>\$4,343.98</b>	<b>\$1,928.59</b>	<b>\$5,136.10</b>	<b>\$0.00</b>	<b>\$ -12.50</b>	<b>\$11,396.17</b>

# 2021 Budget vs Actuals

January - December 2021

	Actual	Budget	Total over Budget
<b>INCOME</b>			
4000 Individual Donations	101,560.82	85,600.00	15,960.82
4005 Memorial Donations	5,157.94	5,000.00	157.94
4010 Donor Advised Funds	21,361.56	25,000.00	-3,638.44
4015 Temp Restricted Donations	1,815.00		1,815.00
<b>Total 4000 Individual Donations</b>	<b>129,895.32</b>	<b>115,600.00</b>	<b>14,295.32</b>
4050 Membership	138,905.75	132,612.00	6,293.75
4055 Board Member Dues	3,658.00	6,000.00	-2,342.00
<b>Total 4050 Membership</b>	<b>142,563.75</b>	<b>138,612.00</b>	<b>3,951.75</b>
4100 Corporate Donations	132,679.29	45,000.00	87,679.29
4130 Sponsorships	4,000.00	5,000.00	-1,000.00
4140 Business Partnerships	24,512.71	32,000.00	-7,487.29
4150 Corporate Matched Funds	3,493.38	5,000.00	-1,506.62
<b>Total 4100 Corporate Donations</b>	<b>164,685.38</b>	<b>87,000.00</b>	<b>77,685.38</b>
4200 Non-Government Grants	263,149.68	210,000.00	53,149.68
4250 Government Grants	226,323.37	400,000.00	-173,676.63
4300 Program Income			
4320 Trail Building Workshops	4,775.00	7,200.00	-2,425.00
<b>Total 4300 Program Income</b>	<b>4,775.00</b>	<b>7,200.00</b>	<b>-2,425.00</b>
4350 Special Events	307.88	10,000.00	-9,692.12
4360 Endurance Registration	72,195.75		72,195.75
<b>Total 4350 Special Events</b>	<b>72,503.63</b>	<b>10,000.00</b>	<b>62,503.63</b>
4600 Raffle Income	18,221.15	10,000.00	8,221.15
4700 Product Sales	60,564.96	55,000.00	5,564.96
4710 Wholesale	16,979.10	12,000.00	4,979.10
<b>Total 4700 Product Sales</b>	<b>77,544.06</b>	<b>67,000.00</b>	<b>10,544.06</b>
<b>Total Income</b>	<b>1,099,661.34</b>	<b>1,045,412.00</b>	<b>54,249.34</b>
<b>COST OF GOODS SOLD</b>			
5000 Product Cost	43,768.61	28,700.00	15,068.61
<b>Total Cost of Goods Sold</b>	<b>43,768.61</b>	<b>28,700.00</b>	<b>15,068.61</b>
<b>GROSS PROFIT</b>	<b>1,055,892.73</b>	<b>1,016,712.00</b>	<b>39,180.73</b>
<b>EXPENSES</b>			
5020 Raffle Expense		200.00	-200.00
5100 Payroll & ERE	1,678.39		1,678.39
5110 Salaries & Wages	375,895.60	374,883.00	1,012.60
5115 Bonuses	5,000.00		5,000.00
5130 Health Insurance	7,819.12	14,600.00	-6,780.88
5140 Payroll Taxes	30,666.29	27,741.00	2,925.29
5145 Unemployment Insurance Tax	2,567.66		2,567.66
5150 Staff Training	3,365.34	2,200.00	1,165.34
<b>Total 5100 Payroll &amp; ERE</b>	<b>426,992.40</b>	<b>419,424.00</b>	<b>7,568.40</b>

	<b>Actual</b>	<b>Budget</b>	<b>Total over Budget</b>
5200 Office rent	16,083.60	13,611.00	2,472.60
5205 Storage	7,585.20	6,000.00	1,585.20
5210 Office Equipment	62.09	1,200.00	-1,137.91
5215 Insurance	27,469.10	20,000.00	7,469.10
5220 Printing & Reproduction	2,760.53	15,000.00	-12,239.47
5225 Postage & Shipping	15,291.67	15,050.00	241.67
5250 Taxes & Fees	66.01	25.00	41.01
5251 Payment Processing	9,824.85	8,000.00	1,824.85
5254 Bank Charges	87.39	100.00	-12.61
<b>Total 5250 Taxes &amp; Fees</b>	<b>9,978.25</b>	<b>8,125.00</b>	<b>1,853.25</b>
5260 Advertising	19,096.53		19,096.53
5265 Dues & Subscriptions	8,869.56	7,000.00	1,869.56
5267 Accounting	19,750.00	8,500.00	11,250.00
5268 Lobbying Expenses	19,999.98		19,999.98
<b>Total 5265 Dues &amp; Subscriptions</b>	<b>48,619.54</b>	<b>15,500.00</b>	<b>33,119.54</b>
5270 Communication	75.00	1,670.00	-1,595.00
5271 Newsletter	96.46	2,400.00	-2,303.54
5272 Database/Software	14,009.31	12,000.00	2,009.31
5273 Phone & Internet	7,866.96	6,900.00	966.96
<b>Total 5270 Communication</b>	<b>22,047.73</b>	<b>22,970.00</b>	<b>-922.27</b>
5290 Depreciation Expense	13,406.15	18,182.00	-4,775.85
5310 Food & beverage	14,612.07	6,500.00	8,112.07
5320 Supplies	66,833.87	18,000.00	48,833.87
5340 Entertainment	575.00		575.00
5345 Direct Donor Benefits		2,200.00	-2,200.00
5350 Venue Cost	3,039.95		3,039.95
5360 Awards	8,536.75	2,400.00	6,136.75
5365 Raffle Prize Expense	4,499.70		4,499.70
5370 Member Fulfillment Items	5,649.13	3,110.00	2,539.13
5400 Travel	23,363.59	22,850.00	513.59
5401 Vehicle Maintenance	12,161.25	3,400.00	8,761.25
5402 Van Rental	4,030.72		4,030.72
<b>Total 5400 Travel</b>	<b>39,555.56</b>	<b>26,250.00</b>	<b>13,305.56</b>
5500 Professional Fee			
5505 Professional Services	2,944.11		2,944.11
5510 Direct Labor	401,546.07	320,000.00	81,546.07
5515 Indirect Labor	2,100.00	2,000.00	100.00
<b>Total 5500 Professional Fee</b>	<b>406,590.18</b>	<b>322,000.00</b>	<b>84,590.18</b>
5999 Misc. Expenses	267.72		267.72
7000 Improvements to Public Lands	32,385.05	32,000.00	385.05
<b>Total Expenses</b>	<b>1,191,937.77</b>	<b>967,722.00</b>	<b>224,215.77</b>
<b>NET OPERATING INCOME</b>	<b>-136,045.04</b>	<b>48,990.00</b>	<b>-185,035.04</b>
<b>OTHER INCOME</b>			

	<b>Actual</b>	<b>Budget</b>	<b>Total over Budget</b>
8001 Cash Back	1,225.94	2,000.00	-774.06
8002 Dividend Income	149.90	2,000.00	-1,850.10
8100 Unrealized Gain/Loss on Investments	456.68		456.68
8110 PPP Loan Forgiven	72,574.00		72,574.00
8120 ERTC Payroll Tax Credit	74,211.94		74,211.94
8200 In-Kind Contributions - Tangible	16,330.43	2,800.00	13,530.43
8201 In-Kind Contributions - Intangible	15,592.38		15,592.38
<b>Total Other Income</b>	<b>180,541.27</b>	<b>6,800.00</b>	<b>173,741.27</b>
<b>OTHER EXPENSES</b>			
9100 In-Kind Expenses - Tang	260.00		260.00
<b>Total Other Expenses</b>	<b>260.00</b>	<b>0.00</b>	<b>260.00</b>
<b>NET OTHER INCOME</b>	<b>180,281.27</b>	<b>6,800.00</b>	<b>173,481.27</b>
<b>NET INCOME</b>	<b>\$44,236.23</b>	<b>\$55,790.00</b>	<b>\$ -11,553.77</b>