

# ARMSTRONG BACKUS & CO., LLP

Certified Public Accountants

## **AMERICAN PECAN COUNCIL**

**Compiled Financial Statements** 

For the One Month and Six Months Ended
March 31, 2021



To the Board of Directors of American Pecan Council

#### **ACCOUNTANTS' COMPILATION REPORT**

Management is responsible for the accompanying financial statements of American Pecan Council (a government), which comprise the balance sheet as of March 31, 2021 and the related statements of revenues, expenditures, and changes in net position, cash flows, and budgetary comparison schedule for the one month and six months ended, in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Accounting principles generally accepted in the United States of America require that the following supplementary information on page 4 through page 8 be presented to supplement the basic financial statements:

Budgetary Comparison Schedule for the five months ended March 31, 2021.

Such information is presented for purposes of additional analysis and, although not a required part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. This information is the representation of management. We have not performed an audit, review or compilation on the required supplementary information and, accordingly, we do not express an opinion, a conclusion, nor provide any assurance on such information.

Management has omitted the Management Discussion and Analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical content.

Management has elected to omit substantially all of the disclosures required by accounting principles generally accepted in the United States of America. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the government's net position, results of operations, and cash flows. Accordingly, the financial statements are not designed for those who are not informed about such matters.



#### **Supplementary Information**

The supplementary information included in the operating budget for the one month and six months ended March 31, 2021 and one year ended September 30, 2021 is presented for the purpose of additional analysis and is not a required part of the basic financial statements. This information is the representation of management. The information was subject to our compilation engagement; however, we have not audited or reviewed the supplementary information and, accordingly, do not express an opinion, a conclusion, nor provide any form of assurance on such supplementary information.

We are not independent with respect to the American Pecan Council.

Armstrong, Backus & Co., L.L.P.

San Angelo, Texas April 20, 2021



## **Balance Sheet**

## As of March 31, 2021

#### **ASSETS**

Current Assets:		
Cash and Cash Equivalents	\$	7,193,373
Accounts Receivable		1,873,313
Prepaid Expenses		44,909
Total Current Assets	\$	9,111,595
Fixed Assets:		
Property, Plant, and Equipment	\$	41,520
Accumulated Depreciation	(	22,313)
Total Fixed Assets	\$	19,207
Other Assets:		
Security Deposit	\$	5,875
Total Other Assets	\$	5,875
TOTAL ASSETS	\$	9,136,677
LIABILITIES AND NET POSITION		
Current Liabilities:		
Accounts Payable	\$	310,042
Total Current Liabilities	\$	310,042
Total Liabilities	\$	310,042
Net Position:		
Unrestricted	\$	8,826,635
Total Net Position	\$	8,826,635
TOTAL LIABILITIES AND NET POSITION	\$	9,136,677

## Statements of Revenues, Expenditures, and Changes in Net Position

## For the One Month and Six Months Ended March 31, 2021

	O	ne Month	s	ix Months
Operating Revenues:				
Assessment Income	\$	778,303	\$	7,966,547
Total Operating Revenue	\$	778,303	\$	7,966,547
Operating Expenses:				
General Administrative:				
Staff and Administrative	\$	72,111	\$	384,914
Insurance		478		11,094
Compliance		79		78,169
Other General Administrative		19,189		117,366
Industry Relations:				
Industry Relations Activities		2,000		18,835
Industry Research		-0-		108,200
International Relations		9,300		101,380
Marketing		309,679		3,670,370
Grades and Standards		11,250		48,029
Research		-0-		22,839
Total Operating Expenses	\$	424,086	\$	4,561,196
Nonoperating Revenues and Expenses:				
Interest Earned	\$	1,442	\$	6,483
Donations		-0-		23
Other Income:				
Marketing Access Program (MAP)		-0-		300,000
Total Nonoperating Revenues	\$	1,442	\$	306,506
Change in Net Position	\$	355,659	\$	3,711,857
Net Position, Beginning as Previously Stated	\$	7,105,513	\$	4,749,704
Prior Period Adjustment		1,365,463		365,074
Net Position, Beginning as Restated	\$	8,470,976	\$	5,114,778
Net Position, Ending	\$	8,826,635	\$	8,826,635

## **Statement of Cash Flows**

## For the One Month and Six Months Ended March 31, 2021

		ne Month	s	ix Months
Cash Flows From Operating Activities:				
Cash Received from Assessments	\$	1,854,869	\$	7,222,296
Cash Received from Donors		-0-		23
Cash Received from Interest Earned		1,442		6,483
Cash Received from Marketing Access Program (MAP)		-0-		300,000
Cash Paid for Salary and Benefits	(	72,111)	(	384,914)
Cash Paid for Operating Expenses	(	1,229,313)	(	5,010,869)
Net Cash Provided (Used) by Operating Activities	\$	554,887	\$	2,133,019
Cash Flows From Investing Activities:				
Purchases of Property, Plant, and Equipment	\$	-0-	(\$	600)
Net Cash Provided (Used) by Investing Activities	\$	-0-	(\$	600)
Net Increase (Decrease) in Cash	\$	554,887	\$	2,132,419
Cash, Beginning of Period		6,638,486		5,060,954
Cash, End of Period	\$	7,193,373	\$	7,193,373
Reconciliation of Operating Income (Loss) to Net Cash				
Provided (Used) by Operating Activities:				
Income (Loss) from Operations	\$	355,659	\$	3,711,857
Adjustments to Reconcile Operation Income (Loss) to				
Net Cash Provided (Used) by Operating Activities:				
Depreciation Expense		692		4,152
Changes in Assets and Liabilities:				
(Increase) Decrease in Accounts Receivable		1,076,566	(	744,251)
(Increase) Decrease in Prepaid Expenses		17,389		297,360
Increase (Decrease) in Accounts Payable	(	892,160)	(	1,136,099)
Increase (Decrease) in Payroll Tax Payable	(	3,259)		-0-
Net Cash Provided (Used) by Operating Activities	\$	554,887	\$	2,133,019

# **Budgetary Comparison Schedule**

	Bu	dget				Variance Favorable	
	Original		Amended	Actual	(Unfavorable)		
Operating Revenue:			_			· -	
2019 Assessment Income	\$ 250,002	\$	250,002	\$ 66,744	(	183,258)	
2020-2021 Improved	3,512,628		3,512,628	6,803,333		3,290,705	
2020-2021 Native/Seedling	433,914		433,914	373,698	(	60,216)	
2020-2021 Substandard	185,964		185,964	 722,772		536,808	
<b>Total Operating Revenue</b>	\$ 4,382,508	\$	4,382,508	\$ 7,966,547	\$	3,584,039	
Operating Expenses:							
General Administration:							
Staff and Administration:							
Salaries	\$ 394,602	\$	394,602	\$ 317,363	\$	77,239	
Benefits	52,500		52,500	47,068		5,432	
Taxes	27,498		27,498	20,483		7,015	
Total Staff and Administration	\$ 474,600	\$	474,600	\$ 384,914	\$	89,686	
Insurance:							
Travel	\$ 1,350	\$	1,350	\$ 1,132	\$	218	
General	3,852		3,852	1,020		2,832	
D&O/Members	6,498		6,498	8,942	(	2,444)	
Fidelity	 2,202		2,202	-0-		2,202	
Total Insurance	\$ 13,902	\$	13,902	\$ 11,094	\$	2,808	

# **Budgetary Comparison Schedule**

	Bu	dget			F	Favorable		
	 Original		Amended	Actual	(Un	ıfavorable)		
Compliance:								
Attorney/Crisis Management	\$ 12,498	\$	12,498	\$ -0-	\$	12,498		
Audit Financial	10,002		10,002	-0-		10,002		
Compliance Travel	22,500		22,500	-0-		22,500		
Sheller/Handler Audits	85,002		85,002	73,000		12,002		
Printing/Forms/Postage	 3,000		3,000	 5,169	(	2,169)		
Total Compliance	\$ 133,002	\$	133,002	\$ 78,169	\$	54,833		
Accounting/Financials	\$ 39,000	\$	39,000	\$ 32,799	\$	6,201		
Telephone/Mobile/Internet	7,500		7,500	8,422	(	922)		
Travel Office	19,998		19,998	6,147		13,851		
Travel Committee	64,998		64,998	-0-		64,998		
Supplies	4,998		4,998	1,495		3,503		
Maintenance/Buildout	7,500		7,500	-0-		7,500		
Printing	10,002		10,002	9,441		561		
IT/Furniture/Software	15,000		15,000	7,602		7,398		
Subscriptions	10,002		10,002	3,645		6,357		
Depreciation	-0-		-0-	4,152	(	4,152)		
Miscellaneous	2,502		2,502	2,788	(	286)		
Rent	 42,498		42,498	 40,875		1,623		
Total General Administration	\$ 845,502	\$	845,502	\$ 591,543	\$	253,959		
Contingency Fund	\$ 13,446	\$	13,446	\$ -0-	\$	13,446		

# **Budgetary Comparison Schedule**

	Bu	dget			Favorable	
	 Original	A	mended	Actual	(Un	ıfavorable)
Industry Relations:						
Compliance:						
Compliance Materials	\$ 2,502	\$	2,502	\$ -0-	\$	2,502
Workshops	 2,502		2,502	-0-		2,502
Total Compliance	\$ 5,004	\$	5,004	\$ -0-	\$	5,004
Industry Relations Activities:						
Annual Reports	\$ 4,002	\$	4,002	\$ -0-	\$	4,002
Communication Materials	37,500		37,500	8,090		29,410
Travel	25,002		25,002	6,110		18,892
WS-Field Events	199,998		199,998	-0-		199,998
Association Sponsorship	34,998		34,998	2,528		32,470
Handler Portal Maintenance	4,998		4,998	-0-		4,998
Fishhook:						
Prior Year Carry-over	39,198		39,198	2,107		37,091
Meltwater	 4,998		4,998	-0-		4,998
Total Industry Relations Activities	\$ 350,694	\$	350,694	\$ 18,835	\$	331,859
Industry Research:						
Land IQ						
Prior Year Carry-over	\$ -0-	\$	-0-	\$ 108,200	(\$	108,200)
NASS	 106,998		106,998	 -0-		106,998
Total Industry Research	\$ 106,998	\$	106,998	\$ 108,200	\$	(1,202)
Total Industry Relations	\$ 462,696	\$	462,696	\$ 127,035	\$	335,661

# **Budgetary Comparison Schedule**

	Bu	dget			Favorable		
	Original		Amended	Actual	(Unfavorable)		
International Relations:							
Unified Export Strategy/Emerging Market Proposal	\$ 47,502	\$	47,502	\$ 47,500	\$	2	
International Nut Congress-Nut Health Research	242,502		242,502	50,000		192,502	
Travel	25,002		25,002	2,380		22,622	
Marketing Access Program (MAP)	669,000		669,000	1,500		667,500	
Total International Relations	\$ 984,006	\$	984,006	\$ 101,380	\$	882,626	
Marketing:							
Weber Shandwick	\$ 1,600,002	\$	1,600,002	\$ 2,127,174	(\$	527,172)	
APC Travel for Events	25,002		25,002	8,200		16,802	
Aspire IQ	85,002		85,002	46,567		38,435	
iHeart Media/Digital Magnet:							
Current Year	949,998		949,998	830,000		119,998	
Prior Year Carry-over	250,002		250,002	500,000	(	249,998)	
Eat Well Global	175,002		175,002	124,429		50,573	
NPSA Chef's Summit:							
Prior Year Carry-over	79,998		79,998	34,000		45,998	
Health Research	 192,498		192,498	-0-		192,498	
Total Marketing	\$ 3,357,504	\$	3,357,504	\$ 3,670,370	(\$	312,866)	

# **Budgetary Comparison Schedule**

	Bu	dget			Favorable		
	 Original		Amended	Actual	(U	nfavorable)	
Grades and Standards:						_	
Research Contingency							
Prior Year Carry-over	\$ 49,998	\$	49,998	\$ -0-	\$	49,998	
Travel	10,056		10,056	-0-		10,056	
Shelf-Life Study	85,002		85,002	-0-		85,002	
Quality Assurance Program	 62,502		62,502	 48,029		14,473	
Total Grades and Standards	\$ 207,558	\$	207,558	\$ 48,029	\$	159,529	
Research:							
Nut Health	\$ -0-	\$	-0-	\$ 2,839	(\$	2,839)	
Contigency Fund	 -0-		-0-	20,000	(	20,000)	
Total Research	\$ -0-	\$	-0-	\$ 22,839	(\$	22,839)	
Total Operating Expenses	\$ 5,870,712	\$	5,870,712	\$ 4,561,196	\$	1,309,516	
Nonperating Revenues and Expenses:							
Interest Earned	\$ -0-	\$	-0-	\$ 6,483	(\$	6,483)	
Donations	-0-		-0-	23	(	23)	
Prior Year Carry-over - 2020 Expense Offset	419,202		419,202	-0-		419,202	
Other Income:							
Reserve	400,002		400,002	-0-		400,002	
EMP Funing	154,998		154,998	-0-		154,998	
Marketing Access Program (MAP)	 514,002		514,002	300,000		214,002	
Total Nonoperating Revenue	\$ 1,488,204	\$	1,488,204	\$ 306,506	\$	1,181,698	
Change in Net Position	\$ -0-	\$	-0-	\$ 3,711,857	\$	3,711,857	

## **Operating Budget**

	One Mo: March			Six Months Ended March 31, 2021					Fiscal Year Ended September 30, 2021		
	 Actual		ating Budget		Actual	Operating Budget		Operating Budget			
Operating Revenue:	 	- F	88			- 1-					
2019 Assessment Income	\$ -0-	\$	41,667	\$	66,744	\$	250,002	\$	500,000		
2020-2021 Improved	504,649		585,438		6,803,333		3,512,628		7,025,250		
2020-2021 Native/Seedling	28,307		72,319		373,698		433,914		867,825		
2020-2021 Substandard	 245,347		30,994		722,772		185,964		371,925		
<b>Total Operating Revenue</b>	\$ 778,303	\$	730,418	\$	7,966,547	\$	4,382,508	\$	8,765,000		
Operating Expenses:											
General Administration:											
Staff and Administration:											
Salaries	\$ 54,172	\$	65,767	\$	317,363	\$	394,602	\$	789,200		
Benefits	13,729		8,750		47,068		52,500		105,000		
Taxes	4,210		4,583		20,483		27,498		55,000		
Total Staff and Administration	\$ 72,111	\$	79,100	\$	384,914	\$	474,600	\$	949,200		
Insurance:											
Travel	\$ -0-	\$	225	\$	1,132	\$	1,350	\$	2,700		
General	165		642		1,020		3,852		7,700		
D&O/Members	313		1,083		8,942		6,498		13,000		
Fidelity	-0-		367		-0-		2,202		4,400		
Total Insurance	\$ 478	\$	2,317	\$	11,094	\$	13,902	\$	27,800		

## **Operating Budget**

	One Mo			Six Mon March			Fiscal Year Ended September 30, 2021		
	 Actual	Operating Budget		 Actual	Operating Budget		Operating Budget		
Compliance:		1	88		- 1	<u>g</u> g		<u>G</u> <u>G</u>	
Attorney/Crisis Management	\$ -0-	\$	2,083	\$ -0-	\$	12,498	\$	25,000	
Audit Financial	-0-		1,667	-0-		10,002		20,000	
Compliance Travel	-0-		3,750	-0-		22,500		45,000	
Sheller/Handler Audits	-0-		14,167	73,000		85,002		170,000	
Printing/Forms/Postage	 79		500	 5,169		3,000	1	6,000	
Total Compliance	\$ 79	\$	22,167	\$ 78,169	\$	133,002	\$	266,000	
Accounting/Financials	\$ 7,250	\$	6,500	\$ 32,799	\$	39,000	\$	78,000	
Telephone/Mobile/Internet	1,328		1,250	8,422		7,500		15,000	
Travel Office	572		3,333	6,147		19,998		40,000	
Travel Committee	-0-		10,833	-0-		64,998		130,000	
Supplies	52		833	1,495		4,998		10,000	
Maintenance/Buildout	-0-		1,250	-0-		7,500		15,000	
Printing	-0-		1,667	9,441		10,002		20,000	
IT/Furniture/Software	426		2,500	7,602		15,000		30,000	
Subscriptions	26		1,667	3,645		10,002		20,000	
Depreciation	692		-0-	4,152		-0-		-0-	
Miscellaneous	218		417	2,788		2,502		5,000	
Rent	 8,625		7,083	 40,875		42,498		85,000	
Total General Administration	\$ 91,857	\$	140,917	\$ 591,543	\$	845,502	\$	1,691,000	
Contingency Fund	\$ -0-	\$	2,241	\$ -0-	\$	13,446	\$	26,892	

## **Operating Budget**

		One Mo: March			Six Mon March		Fiscal Year Ended September 30, 2021		
	<i>F</i>	Actual	Opera	ting Budget	Actual	Oper	ating Budget	Opera	ating Budget
Industry Relations:									
Compliance:									
Compliance Materials	\$	-0-	\$	417	\$ -0-	\$	2,502	\$	5,000
Workshops		-0-		417	 -0-		2,502		5,000
Total Compliance	\$	-0-	\$	834	\$ -0-	\$	5,004	\$	10,000
Industry Relations Activities:									
Annual Reports	\$	-0-	\$	667	\$ -0-	\$	4,002	\$	8,000
Communication Materials		-0-		6,250	8,090		37,500		75,000
Travel		2,000		4,167	6,110		25,002		50,000
WS-Field Events		-0-		33,333	-0-		199,998		400,000
Association Sponsorship		-0-		5,833	2,528		34,998		70,000
Handler Portal Maintenance		-0-		833	-0-		4,998		10,000
Fishhook:									
Prior Year Carry-over		-0-		6,533	2,107		39,198		78,400
Meltwater		-0-		833	-0-		4,998		10,000
Total Industry Relations Activities	\$	2,000	\$	58,449	\$ 18,835	\$	350,694	\$	701,400
Industry Research:									
Land IQ									
Prior Year Carry-over	\$	-0-	\$	-0-	\$ 108,200	\$	-0-	\$	-0-
NASS		-0-		17,833	 -0-		106,998		214,000
Total Industry Research	\$	-0-	\$	17,833	\$ 108,200	\$	106,998	\$	214,000
Total Industry Relations	\$	2,000	\$	77,116	\$ 127,035	\$	462,696	\$	925,400

## **Operating Budget**

		One Mor	nth I	Ended	Six Months Ended					Fiscal Year Ended		
	March 31, 2021					March	31,	2021	Septe	ember 30, 2021		
		Actual Operating Budget			Actual	Op	erating Budget	Ope	rating Budget			
International Relations:												
Unified Export Strategy/Emerging Market Proposal	\$	-0-	\$	7,917	\$	47,500	\$	47,502	\$	95,000		
International Nut Congress-Nut Health Research		8,333		40,417		50,000		242,502		485,000		
Travel		967		4,167		2,380		25,002		50,000		
Marketing Access Program (MAP)		-0-		111,500		1,500		669,000		1,338,000		
Total International Relations	\$	9,300	\$	164,001	\$	101,380	\$	984,006	\$	1,968,000		
Marketing:												
Weber Shandwick	\$	293,722	\$	266,667	\$	2,127,174	\$	1,600,002	\$	3,200,000		
APC Travel for Events		-0-		4,167		8,200		25,002		50,000		
Aspire IQ		-0-		14,167		46,567		85,002		170,000		
iHeart Media/Digital Magnet:												
Current Year		-0-		158,333		830,000		949,998		1,900,000		
Prior Year Carry-over		-0-		41,667		500,000		250,002		500,000		
Eat Well Global		15,957		29,167		124,429		175,002		350,000		
NPSA Chef's Summit:												
Prior Year Carry-over		-0-		13,333		34,000		79,998		160,000		
Health Research		-0-		32,083		-0-		192,498		385,000		
Total Marketing	\$	309,679	\$	559,584	\$	3,670,370	\$	3,357,504	\$	6,715,000		

## **Operating Budget**

	One Month Ended March 31, 2021				Six Months Ended March 31, 2021				Fiscal Year Ended September 30, 2021	
		Actual		Operating Budget		Actual	Operating Budget		Operating Budget	
Grades and Standards:										
Research Contingency:										
Prior Year Carry-over	\$	-0-	\$	8,333	\$	-0-	\$	49,998	\$	100,000
Travel		-0-		1,676		-0-		10,056		20,108
Shelf-Life Study		-0-		14,167		-0-		85,002		170,000
Quality Assurance Program		11,250		10,417		48,029		62,502		125,000
Total Grades and Standards	\$	11,250	\$	34,593	\$	48,029	\$	207,558	\$	415,108
Research:										
Nut Health	\$	-0-	\$	-0-	\$	2,839	\$	-0-	\$	-0-
Contingency Fund		-0-		-0-		20,000		-0-		-0-
Total Research	\$	-0-	\$	-0-	\$	22,839	\$	-0-	\$	-0-
<b>Total Operating Expenses</b>	\$	424,086	\$	978,452	\$	4,561,196	\$	5,870,712	\$	11,741,400
Nonperating Revenues and Expenses:										
Interest Earned	\$	1,442	\$	-0-	\$	6,483	\$	-0-	\$	-0-
Donations		-0-		-0-		23		-0-		-0-
Prior Year Carry-over - 2020 Expense Offset		-0-		69,867		-0-		419,202		838,400
Other Income:										
Reserve		-0-		66,667		-0-		400,002		800,000
EMP Funding		-0-		25,833		-0-		154,998		310,000
Marketing Access Program (MAP)		-0-		85,667		300,000		514,002		1,028,000
<b>Total Nonoperating Revenue</b>	\$	1,442	\$	248,034	\$	306,506	\$	1,488,204	\$	2,976,400
Change in Net Position	\$	355,659	\$	-0-	\$	3,711,857	\$	-0-	\$	-0-