

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

FINANCIAL STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023

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Independent Auditors' Report

To the Board of Trustees of
Grand Staircase Escalante Partners, Inc.

Opinion

We have audited the financial statements of Grand Staircase Escalante Partners, Inc. (a nonprofit organization), which comprise the statements of financial position as of December 31, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Grand Staircase Escalante Partners, Inc. (the Organization) as of December 31, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Grand Staircase Escalante Partners, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for one year after the date that the financial statements are issued or when applicable, one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

HintonBurdick, PLLC

St. George, Utah

April 2, 2025

GRAND STAIRCASE ESCALANTE PARTNERS, INC.
Statements of Financial Position
December 31, 2024 and 2023

<u>ASSETS</u>		
	<u>2024</u>	<u>2023</u>
Current assets		
Cash and cash equivalents	\$ 674,447	\$ 816,468
Receivables	24,676	37,179
Total current assets	<u>699,123</u>	<u>853,647</u>
Property and equipment		
Land	30,500	30,500
Buildings and improvements	392,774	392,774
Equipment	4,200	4,200
Vehicles	66,444	35,507
Accumulated depreciation	<u>(117,855)</u>	<u>(85,547)</u>
Total property and equipment, net	<u>376,063</u>	<u>377,434</u>
Total assets	<u><u>\$ 1,075,186</u></u>	<u><u>\$ 1,231,081</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
Current liabilities		
Accounts payable	\$ 15,066	\$ 8,891
Accrued payroll expenses and liabilities	19,258	14,046
Grant advances	57,559	94,533
Current portion of building loan	<u>5,223</u>	<u>4,976</u>
Total current liabilities	<u>97,106</u>	<u>122,446</u>
Long-term liabilities:		
Building loan, net of current portion	<u>108,362</u>	<u>113,585</u>
Total long-term liabilities	<u>108,362</u>	<u>113,585</u>
Total liabilities	<u>205,468</u>	<u>236,031</u>
Net assets		
Without donor restrictions	\$ 727,601	\$ 716,491
Without donor restrictions-board designated	-	80,442
With donor restrictions	<u>142,117</u>	<u>198,117</u>
Total net assets	<u>869,718</u>	<u>995,050</u>
Total liabilities and net assets	<u><u>\$ 1,075,186</u></u>	<u><u>\$ 1,231,081</u></u>

GRAND STAIRCASE ESCALANTE PARTNERS, INC.**Statement of Activities
For the Year Ended December 31, 2024**

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, gains and other support			
Contributions/grants of cash and other financial assets	\$ 222,849	\$ 628,061	\$ 850,910
In-kind donations	-	62,802	62,802
Program service fees	3,102	-	3,102
Event income	1,500	-	1,500
Interest income	20,164	-	20,164
Other	6,210	-	6,210
Net assets released from restrictions	746,863	(746,863)	-
	<u>1,000,688</u>	<u>(56,000)</u>	<u>944,688</u>
Expenses			
Program	821,505	-	821,505
Management and general	161,829	-	161,829
Fundraising	86,686	-	86,686
	<u>1,070,020</u>	<u>-</u>	<u>1,070,020</u>
Change in net assets	(69,332)	(56,000)	(125,332)
Net assets at beginning of year	<u>796,933</u>	<u>198,117</u>	<u>995,050</u>
Net assets at end of year	<u>\$ 727,601</u>	<u>\$ 142,117</u>	<u>\$ 869,718</u>

GRAND STAIRCASE ESCALANTE PARTNERS, INC.**Statement of Activities
For the Year Ended December 31, 2023**

	Without Donor Restrictions	With Donor Restrictions	Total
Revenues, gains and other support			
Contributions/grants of cash and other financial assets	\$ 238,765	\$ 441,385	\$ 680,150
In-kind donations	-	294,117	294,117
Program service fees	1,413	-	1,413
Event income	2,613	-	2,613
Interest income	8,258	-	8,258
Other	1,487	-	1,487
Net assets released from restrictions	708,534	(708,534)	-
	<u>961,070</u>	<u>26,968</u>	<u>988,038</u>
Expenses			
Program	860,822	-	860,822
Management and general	140,831	-	140,831
Fundraising	71,281	-	71,281
	<u>1,072,934</u>	<u>-</u>	<u>1,072,934</u>
Change in net assets	(111,864)	26,968	(84,896)
Net assets at beginning of year	<u>908,797</u>	<u>171,149</u>	<u>1,079,946</u>
Net assets at end of year	<u>\$ 796,933</u>	<u>\$ 198,117</u>	<u>\$ 995,050</u>

GRAND STAIRCASE ESCALANTE PARTNERS, INC.**Statement of Functional Expenses
For the Year Ended December 31, 2024**

Expense category	Program	Management & General	Fundraising	Total
Advertising	\$ -	\$ 727	\$ -	\$ 727
Contractual expenses	186,633	-	-	186,633
Donations and assistance to others	603	-	-	603
Depreciation expense	32,308	-	-	32,308
Fees and licenses	4,207	5,184	7,438	16,829
Field supplies and equipment	16,916	370	-	17,286
Insurance	-	6,305	-	6,305
Interest	-	5,331	-	5,331
Occupancy	980	11,525	-	12,505
Office supplies and expense	9,647	2,472	5,979	18,098
Other	7,434	540	35	8,009
Payroll taxes and insurance	36,475	5,950	4,857	47,282
Payroll benefits	8,800	10,647	-	19,447
Printing, copying and postage	1,282	87	2,942	4,311
Professional fees	63,185	20,778	-	83,963
Salaries and wages	400,438	72,140	64,395	536,973
Telephone and internet	-	4,915	-	4,915
Travel and meetings	38,338	14,858	1,040	54,236
Vehicle expense	14,259	-	-	14,259
Total	\$ 821,505	\$ 161,829	\$ 86,686	\$ 1,070,020

GRAND STAIRCASE ESCALANTE PARTNERS, INC.**Statement of Functional Expenses
For the Year Ended December 31, 2023**

Expense category	Program	Management & General	Fundraising	Total
Advertising	\$ -	\$ 2,473	\$ -	\$ 2,473
Contractual expenses	123,259	-	-	123,259
Donations and assistance to others	500	-	-	500
Depreciation expense	27,220	-	-	27,220
Fees and licenses	2,763	3,601	8,988	15,352
Field supplies and equipment	13,316	383	-	13,699
Insurance	-	3,236	-	3,236
Interest	-	5,538	-	5,538
Occupancy	-	11,836	-	11,836
Office supplies and expense	20,792	560	1,802	23,154
Other	7,878	149	-	8,027
Payroll taxes and insurance	29,832	1,951	5,567	37,350
Payroll benefits	6,600	11,870	-	18,470
Printing, copying and postage	1,633	254	5,563	7,450
Professional fees	271,189	42,656	-	313,845
Salaries and wages	318,105	44,153	49,108	411,366
Telephone and internet	-	3,584	-	3,584
Travel and meetings	18,570	8,388	253	27,211
Vehicle expense	19,165	199	-	19,364
Total	\$ 860,822	\$ 140,831	\$ 71,281	\$ 1,072,934

GRAND STAIRCASE ESCALANTE PARTNERS, INC.
Statements of Cash Flows
For the Years Ended December 31, 2024 and 2023

	<u>2024</u>	<u>2023</u>
Cash flows from operating activities:		
Change in net assets	\$ (125,332)	\$ (84,896)
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation expense	32,308	27,220
Changes in operating assets and liabilities:		
Decrease (increase) in receivables	12,503	24,089
Increase (decrease) in accounts payable	6,175	(18,433)
Increase (decrease) in accrued payroll	5,212	(1,742)
Increase (decrease) in grant advances	(36,974)	18,645
Net cash flows from operating activities	<u>(106,108)</u>	<u>(35,117)</u>
Cash flows from investing activities:		
Acquisition of property and equipment	<u>(30,937)</u>	<u>-</u>
Net cash flows from investing activities	<u>(30,937)</u>	<u>-</u>
Cash flows from financing activities:		
Payments on long-term debt	<u>(4,976)</u>	<u>(4,769)</u>
Cash flows from financing activities	<u>(4,976)</u>	<u>(4,769)</u>
Change in cash and cash equivalents	(142,021)	(39,886)
Cash and cash equivalents, beginning of year	<u>816,468</u>	<u>856,354</u>
Cash and cash equivalents, end of year	<u><u>\$ 674,447</u></u>	<u><u>\$ 816,468</u></u>
Supplemental disclosures		
Interest paid	\$ 5,331	5,538

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

Notes to Financial Statements

December 31, 2024 and 2023

NOTE 1. Significant Accounting Policies

Organization and Nature of Activities

The Grand Staircase Escalante Partners, Inc. (the Organization), a 501(c)(3) non-profit organization, was established in 2004. According to the mission statement, the Organization is committed to honoring the past and safeguarding the future of Grand Staircase-Escalante National Monument and its connected landscapes and watersheds through science, conservation, and education. The Organization's vision is to honor the land. Learn its lessons.

The Organization meets this mission by working with the Bureau of Land Management (BLM), other agencies, universities and other partner organizations on conservation, restoration, education and research projects within the Monument and on public lands within the greater landscape region of the Monument and with other units of the Conservation Lands System that are managed by the BLM. The Organization has the following strategies to guide its efforts:

- Science: Expanding our knowledge and understanding of the natural wonders, biodiversity, and unique ecosystems with which this landscape is endowed by actively supporting and participating in scientific and historical investigation. This includes conducting climate change research as well as launching a climate change mitigation campaign aimed at raising awareness and inspiring action related to the protection of Grand Staircase-Escalante National Monument and all public lands.
- Conservation: Ensuring that Grand Staircase-Escalante's assets—culture, ecology, history, recreation, and science—are recognized, sustained, and enhanced for posterity through collaborative on-the-ground restoration work and invasive species removal.
- Education: Providing places and spaces where adults and youth can meet, exchange ideas, and participate in learning activities, resulting in the building of knowledge and expertise needed to advance local, national, and international interests in the Grand Staircase-Escalante region.

Vacancies in the board of directors are filled by majority vote of the remaining board members. The Organization is managed according to the articles of incorporation, bylaws and policies and procedures with the operations manual.

The Organization's major source of revenues consists of grants and contributions.

Date of Management's Review

In preparing these financial statements, the Organization has evaluated events and transactions for potential recognition or disclosure through April 2, 2025, the date the financial statements were available to be issued.

Income Taxes

No provision has been made for federal income taxes because the Organization is exempt from federal income tax as a public charity organization under Section 501(c)(3) of the Internal Revenue Code. The Organization has implemented accounting guidance associated with accounting for uncertainty in income taxes. There was no impact to the Organization's financial statements as a result of the implementation of this guidance. The Organization's Form 990, *Return of Organization Exempt from Income Tax*, for the years ending 2020 through 2024 are subject to examination by the IRS, generally for three years after they were filed.

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

Notes to Financial Statements

December 31, 2024 and 2023

NOTE 1. Significant Accounting Policies (Continued)

Cash and Cash Equivalents and Credit Risk

The Organization's cash and cash equivalents are considered to be cash-on-hand, demand deposits and short-term investments with original maturities of three months or less from the date of acquisition for purposes of the statement of cash flows. Financial instruments that potentially subject the Organization to credit risk consist principally of cash at financial institutions. At times, the balances in cash accounts may have been in excess of FDIC insurance limits.

Promises to Give and Grants Receivable

Contributions are recognized when the donor makes a promise to give to the Organization that is, in substance, unconditional. Contributions that are restricted by the donor are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions.

Conditional contributions, including certain grants, are recognized when the Organization overcomes the donor/grantor stipulations that represents a barrier to being entitled to the assets transferred or promised. A transfer of assets that is a conditional contribution is recognized as an advance until the conditions have been substantially met or explicitly waived by the donor/grantor.

All receivables are due within one year from the dates of the financial statements. Management considers all receivables to be collectible; therefore, an allowance is not considered necessary.

Property and Equipment

The Organization capitalizes property and equipment with estimated useful lives greater than two years. Assets with lesser lives are expensed. Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair value. Such donations are reported as unrestricted contributions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service. The Organization reclassifies net assets with donor restrictions to net assets without donor restrictions at that time. Property and equipment are depreciated using the straight-line method: Buildings and improvements over estimated useful lives of 10 to 30 years and equipment and vehicles over estimated useful lives of five to seven years.

Leases

The provisions of ASC 842 defines leases as contracts, or portions of contracts, granting "control" of an identifiable asset for a specific period of time in exchange for payment. The term "control" carries a distinct meaning in this definition. In order to demonstrate control of an asset, an entity must be able to obtain "substantially all" of the economic benefit from the asset's use and direct its use throughout the period of the contract. As of December 31, 2024, the Organization had no items that qualify as leases under ASC 842.

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

Notes to Financial Statements

December 31, 2024 and 2023

NOTE 1. Significant Accounting Policies (Continued)

Revenue Recognition

Program service fees, including private landowner contracts, are recognized when the related services are performed. For private landowner contracts, the Organization receives payment (and recognizes revenue) once the related contract item obligation is completed and inspected (see Note 4 regarding related board designations). The Organization recognizes a liability for payments received in advance, if any, of performing the related services.

Contributions

Contributions received are recorded as net assets with donor restrictions or net assets without donor restrictions depending on the existence or nature of any donor restrictions.

Contributed Services and Facility Use

Except as noted below, no amounts have been reflected in the financial statements for donated services. The Organization generally pays for services requiring specific expertise. However, individuals volunteer their time and perform a variety of tasks that assist the Organization, but these services do not meet the criteria for recognition as contributed services.

A professional law firm provided legal services relating to the Organization's programs and exempt purpose for the years ended December 31, 2024 and 2023. The services relate to the Monument's protected status, advocacy for long-term protection of the Monument and enhanced cooperation with the BLM. The Organization recognized revenue and associated expense (i.e. professional fees) for this in-kind donation that totaled \$62,802 and \$294,117 for the years ended December 31, 2024 and 2023, respectively.

Cost Allocation

The financial statements report certain categories of expenses that are attributable to more than one program or supporting function. Therefore, these expenses require allocation on a reasonable basis that is consistently applied. The expenses that are allocated include salaries and wages, payroll taxes, insurance, and some other shared expenses which are allocated on the basis of estimates of time and effort. Generally, professional fees are allocated directly. However, the donated legal services mentioned above are allocated 90% to program and 10% to management and general, based on management's estimates.

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

Notes to Financial Statements

December 31, 2024 and 2023

NOTE 1. Significant Accounting Policies (Continued)

Advertising

The Organization expenses advertising costs as they are incurred.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

NOTE 2. Liquidity and Availability of Financial Assets

The following reflects the Organization's financial assets available within one year of the balance sheet date, reduced by amounts not available for general use because of contractual or donor-imposed restrictions within one year of the balance sheet date. Amounts with contractual or donor restrictions are deemed available for general expenditures even though the resources must be used in a particular manner. The Organization is substantially supported by restricted grants and contributions that relate to the primary and ongoing activities of the Organization, and the Organization expects to use the majority of the restricted resources in the normal course of operations within one year of the financial statement date.

	<u>2024</u>	<u>2023</u>
Cash and cash equivalents	\$ 674,447	\$ 816,468
Receivables	24,676	37,179
Subtotal	699,123	853,647
Less those unavailable for general expenditures within one year, due to:		
Board designations:		
Restoration - private landowner contracts (see Note 4 for details)	-	(80,442)
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 699,123</u>	<u>\$ 773,205</u>

The Organization typically has significant cash to meet the cash needs for general expenditures. The Organization has set aside a cash reserve (no formal board designation; part of cash and cash equivalents and included above), which is expected to continue to grow. This reserve is meant for emergencies and is not needed for general operating expenditures.

GRAND STAIRCASE ESCALANTE PARTNERS, INC.
Notes to Financial Statements
December 31, 2024 and 2023

NOTE 3. Restrictions on Net Assets

As of December 31, 2024 and 2023, net assets with donor restrictions consist of the following:

	<u>2024</u>	<u>2023</u>
Wander Project- Education & Stewardship	\$ 763	\$ 17,250
NFWF SSV	847	-
CLF – Administration/Advocacy	14,480	15,392
Catalyst Charitable Fund	15,723	12,500
Cross Charitable	20,000	20,000
BEP/BLM Tribal Co-Stew	-	723
Utah Humanities	-	6,800
Forever Our Rivers Foundation - Conservation	49,152	22,507
Maki Foundation – Conservation/Advocacy	2,743	4,105
Sweetgrass Foundation - Advocacy	-	1,758
Dee Foundation - Conservation	-	9,895
Forever Mighty - Education & Stewardship	5,750	6,750
Utah Division of Arts & Museums- Education & Stewardshi	-	6,589
Volunteer Program	6,963	17
UDNR-WRI	1,121	-
Patagonia – Conservation/Administration	-	15,000
Advocacy Program - Advocacy	-	210
Wright Ingram	-	9,143
Outreach Program	210	-
Conservation Program - Conservation	16	161
Enbridge	15,000	-
The Conservation Alliance	9,349	49,317
Total net assets with donor restrictions	<u><u>\$ 142,117</u></u>	<u><u>\$ 198,117</u></u>

GRAND STAIRCASE ESCALANTE PARTNERS, INC.**Notes to Financial Statements****December 31, 2024 and 2023****NOTE 4. Board-Designated Net Assets**

Board-designated net assets are net assets without donor restrictions subject to self-imposed limits by action of the Organization. Board-designated net assets consist of the following at December 31, 2024 and 2023:

	<u>2024</u>	<u>2023</u>
Restoration - private landowner contracts	\$ -	\$ 80,442
Net assets - without donor restrictions - board designated	<u>\$ -</u>	<u>\$ 80,442</u>

The Boulder Escalante restoration private landowner contracts designation is to be used for specific private landowner contracts (see Note 1). The designation is to ensure that these projects are funded through their contractual obligation and beyond until restoration can be achieved. Restoration is defined as less than 5% invasive canopy cover and recruitment of native plants, which may take multiple years of intervention to achieve. As of December 31, 2024, the restoration work under these contracts has been completed, and the Board has lifted the designation.

NOTE 5. Long-Term Liabilities

The following is a summary of changes in long-term debt for the years ended December 31, 2024 and 2023.

	<u>Balance 12/31/2023</u>	<u>Additions</u>	<u>Retirements</u>	<u>Balance 12/31/2024</u>	<u>Current Portion</u>
Zions building loan	\$ 118,561	\$ -	\$ (4,976)	\$ 113,585	\$ 5,223
Total long-term debt	<u>\$ 118,561</u>	<u>\$ -</u>	<u>\$ (4,976)</u>	<u>\$ 113,585</u>	<u>\$ 5,223</u>

	<u>Balance 12/31/2022</u>	<u>Additions</u>	<u>Retirements</u>	<u>Balance 12/31/2023</u>	<u>Current Portion</u>
Zions building loan	\$ 123,330	\$ -	\$ (4,769)	\$ 118,561	\$ 4,976
Total long-term debt	<u>\$ 123,330</u>	<u>\$ -</u>	<u>\$ (4,769)</u>	<u>\$ 118,561</u>	<u>\$ 4,976</u>

GRAND STAIRCASE ESCALANTE PARTNERS, INC.

Notes to Financial Statements

December 31, 2024 and 2023

NOTE 5. Long-Term Liabilities (Continued)

Debt service requirements to maturity are as follows:

Year	Principal	Interest	Total
2025	\$ 5,223	\$ 5,084	\$ 10,307
2026	5,466	4,841	10,307
2027	5,721	4,586	10,307
2028	5,975	4,332	10,307
2029	6,266	4,041	10,307
2030-2034	35,979	15,555	51,534
2035-2039	45,183	6,352	51,535
2040	3,772	44	3,816
Total	<u>\$ 113,585</u>	<u>\$ 44,835</u>	<u>\$ 158,420</u>

Long-term debt consists of the following:

\$135,000 loan from Zions First National Bank for the purchase of a building in Escalante, Utah. Interest rate of 4.5 percent per annum with principal and interest payments due monthly. The term of the note is borrower will pay in 240 payments of \$859. First payment is due June 28, 2020. Final payment will be due on May 28, 2040. Secured by property.

\$ 113,585

Total long-term debt

\$ 113,585

NOTE 6. Retirement Plan

The Organization maintains a 401k Retirement Plan. The Organization may make matching contributions to the plan, although not required. Employees must make elective deferrals to the plan to receive a matching contribution. The percentage of the elective deferrals to be matched will be determined by the organization at the end of the plan year. Employees must be eligible and employed on December 31 to receive a matching contribution. For the years ended December 31, 2024 and 2023, employer contributions were \$9,247 and \$8,829, respectively.

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