

Junior Achievement of Arizona Budget Future Models				Assumption that COVID-19 Vaccine is approved and available by the start of the school year.					
	Budget FY 19-20	Preliminary Final FY 19-20	Budget FY 20-21	FY 21-22		FY 23-24		FY 25-26	
				Model - 1 Year Assumptions	Model - 1 Year - Amounts	Model - 3 Year Assumptions	Model - 3 Year - Amounts	Model - 5 Year Assumptions	Model - 5 Year - Amounts
CAZ K12 Student Numbers	52,575	34,239	36,283	45%	52,610	5%	55,241	2%	56,346
SAZ K12 Students Numbers	9,376	7,800	7,100	35%	9,585	6%	10,160	2%	10,363
Total K-12 Student Numbers	61,951	42,039	43,383		62,195		65,401		66,709
JABT Student Numbers	21,210	17,800	5,300	150%	13,250.0	50%	19,875	2%	20,273
JAFP Student Numbers	3,065	2,100	700	150%	1,750.0	30%	2,275	2%	2,321
Total Capstone Students	24,275	19,900	6,000		15,000		22,150		22,593
Total Students	86,226	61,939	49,383		77,195		87,551		89,302
	Budget FY 19-20	Forecast FY 19-20	Budget FY 20-21						
Revenues									
Corporate Gifts	1,338,975	1,356,061	1,103,000	5.0%	1,158,150	5%	1,216,058	10%	1,337,663
Individual Giving	436,608	353,446	395,000	10.0%	434,500	50%	651,750	61%	1,049,318
Foundation Gifts	158,000	212,453	199,000	50.0%	298,500	20%	358,200	10%	394,020
Government	35,505	38,846	463,000	19/20 Budget	35,505	5%	37,280	5%	39,144
Amort of LT Op Pledges	4,700	5,631	2,750	0.0%	2,750		2,750		2,750
Special Events Revenue	1,482,000	957,700	850,000	25.0%	1,062,500	25%	1,328,125	1%	1,341,406
Other Income	53,538	65,716	65,304	0.0%	65,304	2%	66,610	2%	67,942
Gain on Investments	-	17,004	-		-		-		-
Other Fees (new category - net)					100,000	10%	110,000	10%	121,000
Experiential Education Fees	431,800	282,171	67,672	150%	169,180	55%	262,229	2%	267,474
Total Revenues and Gains	3,941,127	3,289,027	3,145,726		3,326,389.0		4,033,001.8		4,620,717.1
	3,941,127	3,307,604	2,745,726						
Expenses									
Salaries	2,029,712	2,081,490	1,675,494		1,977,215	8%	2,135,585	3%	2,199,652
Payroll Taxes	133,477	148,803	118,625		149,674	8%	161,648	3%	166,498
Insurance & Pension	253,668	257,941	253,738		268,485	13%	303,388	10%	333,727
Salaries & benefits	2,416,857	2,488,233	2,047,857		2,395,375		2,600,621		2,699,877
Taxes & Insurance	37,730	36,827	39,424	0.0%	39,424	2%	40,212	1%	40,615
Outside Services	124,280	67,119	104,145	0.0%	104,145	5%	109,352	2%	111,539
Administrative Interest	24,170	25,117	18,848		11,500		26,587		20,733
Lease Expense	26,354	26,315	27,124	2.0%	27,666	5%	29,050	5%	29,050
Utilities	35,847	29,302	31,423	0.0%	31,423	2%	32,051	2%	32,692
Maintenance & Repair	112,993	103,095	114,670	12.0%	128,430	15%	147,695	1%	149,172
Supplies	20,174	29,230	19,835	40.0%	27,769	5%	29,157	5%	30,615
Dues & Subscriptions	9,984	13,984	14,742	2.0%	15,037	5%	15,788	5%	16,578
Postage	48,422	29,818	29,444	40.0%	41,221	15%	47,404	5%	49,775
Telephone	13,380	18,384	17,940	0.0%	17,940	5%	18,837	5%	19,779
Training	44,865	34,111	15,120	2.0%	15,422	15%	17,736	5%	18,623
Travel	30,910	16,326	12,755	20.0%	15,306	20%	18,367	5%	19,286
Depreciation Leased Equip	25,667	27,746	27,746	5.0%	29,133	5%	30,590	5%	32,119
Business Mtgs/Meals	12,920	9,920	6,295	40.0%	8,813	10%	9,694	10%	10,664
Miscellaneous	20,170	30,240	28,905	2.0%	29,483	5%	30,957	5%	32,505
Operating Expenses	587,866	497,534	508,415		542,713		603,479		613,743
Volunteer Recruiting/Recog	630	334	295	20.0%	354	5%	372	5%	390
Stipends/Marketing	20,100	15,488	16,200	20.0%	19,440	5%	20,412	5%	21,433
Scholarship/Annual Meeting Exp	275	4,721	4,060	0.0%	4,060	5%	4,263	5%	4,476
K-12 Young Ambassadors	3,000	-	-		-		-		-
Program Materials	163,543	119,885	163,670	25.0%	149,856	5%	157,349	5%	165,216
Program & Support Fee	269,620	237,263	266,655	0.0%	266,655	-5%	253,323	30%	329,319
Program Expenses	457,168	377,691	450,880		440,365		435,718		520,834
Board/Donor Recog & Cultivat	1,425	3,123	620	0.0%	620	5%	651	5%	684
Campaigns	-	-	-		-		-		-
Special Events Expenses	303,755	235,601	191,235	10.0%	210,359	20%	252,430	2%	257,479
Public Relations	22,474	21,508	10,860	5.0%	11,403	10%	12,543	5%	13,170
Uncollectible Accounts	9,500	5,489	8,500	0.0%	8,500	0%	8,500	10%	9,350
Development Expenses	337,154	265,721	211,215		230,882		274,125		280,683
Total Expenses	3,799,045	3,629,178	3,218,367		3,609,334		3,913,942		4,115,137
Income before GIK/Non-Cash Items	142,082	(340,151)	(72,641)		(282,945)		119,059		505,580
	142,082	(354,903)	(472,641)						
Gift-In-Kind									
Gift-In-Kind Revenue	244,839	583,586	149,900						
Gift-In-Kind Expenses	(244,239)	(557,103)	(149,900)						
Net Gift-in-Kind	600	26,483	-						
Income before Non-Cash Items	142,682	(313,668)	(72,641)		(282,945)		119,059		505,580
Special Projects Contributions		297,500	200,000	5.0%	210,000		250,000		
Depreciation	(122,379)	(97,171)	(109,299)	5.0%	(148,000)		(143,000)		(133,000)
Amortization	-	-	-		-		-		-
Unrealized Gain/(Loss) on Inv	-	11,360	-		-		-		-
Loss on Disposal of Asset	-	-	-		-		-		-
Loss on Inventory Valuation	-	-	-		-		-		-
Special Projects & Non-Cash Items	(122,379)	211,690	90,701		62,000		107,000		(133,000)
Net Surplus (Loss)	20,303	(101,978)	18,060		(220,945)		226,059		372,580

Based on P/Y rev