

Junior Achievement of Arizona					
Budget					
FY 2021-22					
	Forecast FY 20-21	Budget FY 21-22	Change	% Change	
CAZ K12 Student Numbers	44,000	31,500	(12,500)		
K-12 Online Resources, Videos, etc.		13,000	13,000	58%	
JA Inspire Event		25,000	25,000		
SAZ K12 Students Numbers	7,100	8,520	1,420	20%	
Total K-12 Student Numbers	51,100	78,020	26,920	53%	
JABT Student Numbers		11,000	11,000		
JABT Virtual	2,900	1,000	(1,900)		
JAFP Student Numbers		2,000	2,000		
JAFP Virtual	2,900	600	(2,300)		
Total Capstone Students	5,800	14,600	8,800	152%	
Total Students	56,900	92,620	35,720	63%	
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	Forecast FY 20-21	Budget FY 21-22	Change	% Change	Assumption
Revenues					
Corporate Gifts	1,125,751	1,215,000	89,249	7.93%	Hopeful that corporate philanthropy will start to come back and that new shops will be sold.
Individual Giving	429,373	545,000	115,627	26.93%	Focus continuing in this area and building on past years efforts.
Foundation Gifts	206,012	310,000	103,988	50.48%	Hard to predict when we might come up in their cycles but also are always trying to find new grants.
Government	42,870	41,500	(1,370)	-3.20%	
PPP	426,000	405,029	(20,971)	-4.92%	
Amort of LT Op Pledges	11,045	6,260	(4,785)	-43.32%	Assumes some multi-year pledges, against the existing discounts that need to be amortized.
Special Events Revenue	1,146,693	1,376,750	230,057	20.06%	JA Inspire
Other Income	55,240	58,683	3,443	6.23%	
Gain on Investments	16,967	-	(16,967)		
Experiential Education Fees	-	195,000	195,000		1800 @\$15 JAFP 8400 @ \$15 - no virtual students
Total Revenues and Gains	3,459,951	4,153,222	693,272	20.04%	
		3,748,193		Without PPP	
Expenses					
Salaries	1,657,260	2,012,901	355,640	21.46%	Back to full salaries, market increases, hire JA Inspire director hire back 4 PT coordinators and PT receptionist, merit 2%
Payroll Taxes	121,214	144,717	23,503	19.39%	
Insurance & Pension	243,088	269,872	26,784	11.02%	
Salaries & benefits	2,021,562	2,427,489	405,927	20.08%	
Taxes & Insurance	37,512	35,521	(1,990)	-5.31%	
Outside Services	84,122	27,162	(56,960)	-67.71%	Moved marketing expenses to PR Line
Administrative Interest	19,117	14,909	(4,208)	-22.01%	Based on copier lease amortization schedule.
Lease Expense	22,457	22,837	380	1.69%	
Utilities	20,935	33,953	13,018	62.18%	Expected to be higher due to office reopening and BizTowns reopening.
Maintenance & Repair	81,724	123,572	41,847	51.21%	Increase due to renewed cleaning and other activities that were not needed during pandemic closure.
Supplies	14,580	20,745	6,165	42.29%	

Dues & Subscriptions	14,553	17,897	3,344	22.98%	
Postage	20,196	10,858	(9,339)	-46.24%	Moved marketing expenses to PR Line
Telephone	18,472	11,832	(6,640)	-35.95%	
Training	9,604	21,250	11,647	121.27%	Assume increase in training opportunities and activity back toward per pandemic levels.
Travel	1,919	5,070	3,151	164.22%	
Depreciation Leased Equip	27,746	13,873	(13,873)	-50.00%	Copier Depreciation complete until 2022
Business Mtgs/Meals	2,386	3,634	1,248	52.33%	Hope to be getting back to more meetings.
Miscellaneous	31,484	32,725	1,241	3.94%	
Operating Expenses	406,806	395,838	(10,967)	-2.70%	
Volunteer Recruiting/Recog	-	70	70		
Stipends/Marketing	13,800	19,200	5,400	39.13%	Returning to more pre-pandemic levels.
Scholarship/Annual Meeting Exp	-	-	-		
Program Materials	25,342	89,620	64,278	253.64%	Increase in students & live lessons.
Program & Support Fee	266,663	353,309	86,646	32.49%	
Program Expenses	305,805	462,199	156,394	51.14%	
Board	4,188	5,030	842	20.12%	SAZ grant
Campaigns	-	-	-		
Special Events Expenses	237,742	241,301	3,559	1.50%	
Public Relations	43,484	209,045	165,562	380.75%	All marketing expenses moved to this line. Increasing to progress along with strategic plan and Atlas results.
Uncollectible Accounts	8,500	8,500	-	0.00%	
Development Expenses	293,914	463,876	169,963	57.83%	
Total Operating Expenses	3,028,086	3,749,403	721,316	23.82%	
Income before GIK/Non-Cash Items	431,864	403,820	(28,045)	-6.49%	
		(1,209)	(451,045)		
Gift-In-Kind					
Gift-In-Kind Revenue	42,154	170,100	127,946	303.52%	JABT
Gift-In-Kind Expenses	(56,567)	(170,100)	(113,533)	-200.71%	JABT
Net Gift-in-Kind	(14,412)	-	14,412		
Income before Non-Cash Items	417,452	403,820	(13,632)	-3.27%	
Special Projects Contributions	19,299	21,000	1,701	8.82%	
Depreciation	(106,015)	(139,206)	(33,191)	31.31%	See capital budget.
Amortization	-	-	-		
Unrealized Gain/(Loss) on Inv	109,523	-	(109,523)		
Loss on Disposal of Asset	(724)	-	724		
Loss on Inventory Valuation	-	-	-		
Special Projects & Non-Cash Items	22,082	(118,206)	(140,288)	-635.30%	
Net Surplus (Loss)	439,534	285,614	(153,921)	-35.02%	
		(119,415)	(576,921)		