

Junior Achievement of Arizona, Inc.
Statement of Financial Position
November 30, 2021

	Current Month	Last Month	Change	% Change	SFP Line
ASSETS					
Current Assets					
Cash & Equivalents	\$ 889,322.26	868,762.03	20,560.23	2%	1
Operating Pledges Receivable	636,915.33	575,518.41	61,396.92	11%	2
Allowance for doubtful pledges	(9,500.00)	(9,500.00)	0.00	0%	3
Due (to)/from Foundations	137.00	137.00	0.00	0%	4
Advances & Other Receivables	358,752.47	365,562.32	(6,809.85)	-2%	5
Prepaid Expenses	71,083.64	74,176.39	(3,092.75)	-4%	6
Other Assets-Deposits	0.00	0.00	0.00		7
Spec Events GIK Inventory	3,000.00	3,000.00	0.00	0%	8
Total Current Assets	1,949,710.70	1,877,656.15	72,054.55		
Property and Equipment					
Land	457,700.00	457,700.00	0.00	0%	9
Land Improvements	351,340.38	351,340.38	0.00	0%	10
Building	3,324,975.74	3,324,975.74	0.00	0%	11
Sponsor Improvements-JABiztown	113,464.17	113,464.17	0.00	0%	12
Equipment-Original Value	297,484.90	297,484.90	0.00	0%	13
Furniture & Fixtures	175,568.27	175,568.27	0.00	0%	14
Less Accumulated Depreciation	(2,429,926.14)	(2,414,604.97)	(15,321.17)	1%	15
Total Property and Equipment	2,290,607.32	2,305,928.49	(15,321.17)		
Other Assets					
Work in Progress	20,372.00	20,372.00	0.00	0%	16
Investments	2,238,005.84	2,265,135.01	(27,129.17)	-1%	17
Deposit - LT	5,108.26	5,108.26	0.00	0%	18
Cash Surrender Value Life Ins	29,276.71	29,276.71	0.00	0%	19
LT Operating Pledges Receivable	544,182.41	473,571.33	70,611.08	15%	20
Discount on LT Operating Pledg	(21,100.33)	(21,143.51)	43.18	0%	21
LT Capital Pledges Receivable	0.00	0.00	0.00		22
Discount on LT Capital Pledges	0.00	0.00	0.00		23
Total Other Assets	2,815,844.89	2,772,319.80	43,525.09		
Total Assets	\$ 7,056,162.91	6,955,904.44	100,258.47		

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	Current Month	Last Month	Change	% Change	SFP Line
LIABILITIES AND CAPITAL					
Current Liabilities					
Accounts Payable	\$ 49,001.31	78,926.54	(29,925.23)	-38%	24
Life Insurance	(90.50)	(90.50)	0.00		25
Withholding	(40.50)	(19.04)	(21.46)	113%	26
Payroll Suspense	0.00	0.00	0.00		27
Scholarships Payable	122.50	122.50	0.00	0%	28
Accrued Liabilities	298,575.94	240,161.42	58,414.52	24%	29
Deferred Revenue	14,600.00	15,100.00	(500.00)	-3%	30
Lease Payable-Copier/Pr - Curr	30,156.91	29,331.78	825.13	3%	31
Total Current Liabilities	392,325.66	363,532.70	28,792.96		
Long-Term Liabilities					
Interest Payable - LT	556.64	1,536.68	(980.04)	-64%	32
Lease Payable-Copiers/Printers	5,990.49	8,890.42	(2,899.93)	-33%	33
Loan Payable - LT	580,029.00	580,029.00	0.00	0%	34
Loan from Foundation - LT	303,445.68	303,445.68	0.00	0%	35
Total Long-Term Liabilities	890,021.81	893,901.78	(3,879.97)		
Total Liabilities	1,282,347.47	1,257,434.48	24,912.99		
Capital					
Fund Balance	5,403,660.43	5,403,660.43	0.00		
Net Surplus (Deficit)	370,155.01	294,809.53	75,345.48		
Total Capital	5,773,815.44	5,698,469.96	75,345.48		
Total Liabilities & Capital	\$ 7,056,162.91	6,955,904.44	100,258.47		

M Line	Month				
	Actual	Budget (Revised)	\$ Variance to Budget	Prior Yr Actual	\$ Variance to Prior Year
1	103,841	60,000	43,841	59,018	44,823
2	39,164	44,000	(4,836)	29,421	9,743
3	135,000	15,000	120,000	5,750	129,250
4	19,008	-	19,008	-	19,008
	-	-	-	-	-
5	43	900	(857)	993	(949)
6	65,702	52,683	13,019	58,538	7,164
7	3,470	1,400	2,070	1,281	2,189
8	21	-	21	6,062	(6,040)
9	19,395	20,116	(721)	-	19,395
	385,645	194,099	191,546	161,063	224,583
10	144,810	161,889	(17,079)	123,272	21,539
11	8,730	(39,886)	48,616	7,558	1,172
12	20,627	21,837	(1,210)	18,828	1,799
	174,167	143,840	30,327	149,658	24,510
13	3,362	3,250	112	3,063	299
14	4,678	1,181	3,497	6,868	(2,189)
15	945	1,334	(389)	1,576	(631)
16	2,147	1,851	296	1,746	401
17	1,999	2,782	(783)	1,311	688
18	6,755	9,739	(2,984)	6,168	587
19	1,626	1,505	121	2,611	(986)
20	744	1,637	(893)	1,089	(345)
21	781	915	(134)	1,572	(791)
22	1,309	1,561	(252)	1,526	(216)
23	10	1,300	(1,290)	750	(740)
24	460	1,050	(590)	25	436
25	2,312	2,312	-	2,312	-
26	155	264	(109)	131	24
27	984	3,115	(2,131)	3,656	(2,672)
	28,268	33,796	(5,528)	34,404	(6,136)
28	-	-	-	-	-
29	1,910	1,600	310	1,600	310
30	2,147	-	2,147	-	2,147
31	7,039	1,990	5,049	4	7,035
32	33,778	35,576	(1,798)	26,666	7,113
	44,874	39,166	5,708	28,270	16,604
34	-	550	(550)	465	(465)
35	-	-	-	-	-
36	9,429	8,116	1,313	7,116	2,313
37	10,028	11,515	(1,487)	473	9,555
38	-	-	-	-	-
	19,457	20,181	(724)	8,054	11,403
	266,766	236,983	29,784	220,385	46,381

**Junior Achievement of AZ
Statement of Activities
November 2021**

Revenues

Corporate Gifts
Individual Giving
Foundation Gifts
Government
PPP
Amort of LT Op Pledges
Special Events
Other Income
Gain on Investments
Experiential Education Fees

Total Revenues and Gains

Expenses

Salaries
Payroll Taxes
Insurance & Pension
Salaries & benefits
Taxes & Insurance
Outside Services
Administrative Interest
Lease Expense
Utilities
Maintenance & Repair
Supplies
Dues & Subscriptions
Postage
Telephone
Training
Travel
Depreciation Leased Equip
Business Mtgs/Meals
Miscellaneous

Operating Expenses

Volunteer Recruiting/Recog
Stipends/Marketing
Scholarship/Annual Meeting Exp
Program Materials
Franchise Fee

Program Expenses

Board/Donor Recog & Cultivatio
Campaigns
Special Events Expense
Public Relations
Uncollectible Accounts

Development Expenses

Total Expenses

Year to Date					SOA Line
Actual	Budget (Revised)	\$ Variance to Budget	Prior Yr Actual	\$ Variance to Prior Year	
571,709	385,000	186,709	335,507	236,202	1 48%
133,936	159,000	(25,064)	127,937	5,999	2 -16%
461,900	95,000	366,900	89,786	372,115	3 386%
54,508	24,000	30,508	28,952	25,556	4 127%
-	405,029	(405,029)	-	-	5 -100%
12,263	20,600	(8,337)	21,303	(9,040)	6 -40%
623,879	521,138	102,741	508,291	115,588	7 20%
48,692	42,963	5,729	35,967	12,725	8 13%
9,441	-	9,441	16,967	(7,526)	
78,270	36,529	41,741	-	78,270	9 114%
1,994,598	1,689,259	305,339	1,164,710	829,888	18%
867,017	833,002	34,015	630,536	236,481	10 4%
54,306	(327,805)	382,110	41,594	12,712	11 -117%
106,992	112,254	(5,262)	96,382	10,610	12 -5%
1,028,314	617,451	410,863	768,511	259,803	67%
18,013	16,272	1,741	15,392	2,621	13 11%
69,014	15,578	53,436	20,735	48,279	14 343%
3,766	7,065	(3,299)	8,445	(4,679)	15 -47%
10,574	9,609	965	9,075	1,499	16 10%
15,152	17,183	(2,031)	10,825	4,327	17 -12%
41,004	47,683	(6,679)	33,584	7,421	18 -14%
16,482	8,370	8,112	6,417	10,065	19 97%
4,145	7,539	(3,393)	5,330	(1,185)	20 -45%
5,097	4,628	469	5,080	17	21 10%
8,197	7,805	392	7,621	576	22 5%
1,016	7,650	(6,634)	3,968	(2,952)	23 -87%
2,078	1,930	148	71	2,006	24 8%
11,561	11,561	-	11,561	-	25 0%
4,740	1,024	3,716	511	4,229	26 363%
14,104	10,753	3,352	13,122	983	27 31%
224,944	174,649	50,294	151,736	73,207	29%
65	-	65	-	65	28
7,640	8,000	(360)	8,000	(360)	29 -5%
3,147	-	3,147	-	3,147	30
55,095	55,620	(525)	48,422	6,674	31 -1%
101,335	106,728	(5,393)	79,997	21,338	33
167,282	170,348	(3,066)	136,418	30,864	
661	820	(159)	523	138	34 -19%
-	-	-	-	-	35
45,476	45,412	64	33,428	12,048	36 0%
58,850	49,213	9,637	5,616	53,234	37 20%
-	-	-	-	-	38
104,987	95,445	9,542	39,566	65,420	10%
1,525,526	1,057,893	467,633	1,096,231	429,295	44%

M Line						Statement of Activities November 2021					SOA Line		
	Actual	Budget (Revised)	\$ Variance to Budget	Prior Yr Actual	\$ Variance to Prior Year	Actual	Budget (Revised)	\$ Variance to Budget	Prior Yr Actual	\$ Variance to Prior Year			
39	118,879	(42,884)	161,763	(59,323)	178,202	Surplus before GIK/Non-Cash Items	469,072	631,366	(162,294)	68,479	400,593	-26%	
						Gift-In-Kind							
40	-	10,000	(10,000)	-	-	Gift-In-Kind Revenue	324	90,000	(89,676)	-	324	40	-100%
41	-	(10,000)	10,000	-	-	Gift-In-Kind Expenses	(15,557)	(90,000)	74,443	(14,412)	(1,145)	41	83%
	-	-	-	-	-	Net Gift-in-Kind	(15,233)	-	(15,233)	(14,412)	(821)		
	118,879	(42,884)	161,763	(59,323)	178,202	Surplus before Non-Cash Items	453,839	631,366	(177,527)	54,066	399,773		-28%
42	-	6,000	(6,000)	6,314	(6,314)	Special Projects Contributions	-	18,000	(18,000)	17,580	(17,580)	42	-100%
43	(13,009)	(11,843)	(1,166)	(8,098)	(4,911)	Depreciation	(65,050)	(57,056)	(7,994)	(40,554)	(24,496)	43	14%
44	-	-	-	-	-	Amortization	-	-	-	-	-	44	
45	(30,524)	-	(30,524)	53,882	(84,406)	Unrealized Gain/(Loss) on Inv	(18,634)	-	(18,634)	77,914	(96,548)	45	
46	-	-	-	-	-	Loss on Disposal of Asset	-	-	-	(724)	724	46	
47	-	-	-	-	-	Loss on Inventory Valuation	-	-	-	-	-	47	
	(43,533)	(5,843)	(37,690)	52,098	(95,631)	Non-Cash Items	(83,684)	(39,056)	(44,628)	54,216	(137,900)		-114%
	75,345	(48,727)	124,073	(7,225)	82,570	Net Surplus (Deficit)	370,155	592,310	(222,155)	108,282	261,873		38%

Junior Achievement of Arizona
Variance Analysis
Financial Statements as of November 2021

Topic	Line Ref	Variance/ Change	Percentage	Explanation (YTD variance or change > 10% and \$10,000)
Cash & Equivalents	SFP 1	(6,810)	-2%	Three payrolls in October, JAO expenses.
Operating Pledges Receivable	SFP 2	(3,093)	-4%	New pledges of note 100+ Women Tucson \$29.5K, Desert Tree Farm \$23.4K, City of Chandler \$30K, UA Local 469 \$12.5K, Hillman "earned" revenue moved from Long-Term \$63K.
LT Operating Pledges Receivable	SFP 17	-	0%	Moved \$63K to Operating Pledges Receivable for "earned" portion of Hillman Grant.
Accounts Payable	SFP 23	-	0%	Invoice for JAO gifts purchased.
Corporate Gifts	SOA 1	186,709	48%	Taco Bell \$53K, Discover \$57K, Aerotek \$25K.
Individual Giving	SOA 2	(25,064)	-16%	Slow start to year and always knew it was a very ambitious goal.
Foundation Gifts	SOA 3	366,900	386%	Hillman grant and 100+Women grant.
Government	SOA 4	30,508	127%	City of Chandler came in higher than expected at \$30K, usually comes in at \$10-\$15K.
PPP	SOA 5	(405,029)	-100%	Have received forgiveness yet for PPP2 (\$405K), application submitted, timing.
Special Events	SOA 7	102,741	20%	JAO is \$41K ahead of budget, part timing. BATs are \$13,193 ahead of budget. Bottles for BizTown is \$9K ahead of budget.
Experiential Education Fees	SOA 19	41,741	114%	JABT & JAFP are getting more students than expected, should be over budget all year.
Payroll Taxes	SOA 11	382,110	-117%	Will be off all year, will not qualify for 3rd or 4th quarter ERC as we had expected. ERC for July - Oct was budgeted at \$278K, if we had not planned on ERC, payroll taxes through Oct would have been budgeted at \$41K.
Outside Services	SOA 14	53,436	343%	Direct hire fee \$28K. vFairs for JA Inspire deposit of \$9K, timing, was budgeted in Dec. for full amount. Fundraising Consultant paid for by Hillman Foundation and not budgeted \$2K.