



**JUNIOR ACHIEVEMENT OF ARIZONA, INC.
STATE BOARD ANNUAL RETREAT
Thursday, February 9, 2023
9:00 AM – 1:00 PM
JA Office, 636 W. Southern Ave., Tempe, AZ
OR**

log-in to the Zoom meeting here: <https://us02web.zoom.us/j/85256542394>

AGENDA

9:00 AM	Welcome	Art Perez
9:05 AM	Call to Order; Opening Comments Approval of December Meeting Minutes (Vote) Review Agenda	Art Perez
9:10 AM	Balanced Scorecard Financial Review & Year-End Forecast	Katherine Cecala Amy Schaefer
9:15 AM	JA Key Updates	Leadership Team
9:25 AM	Exploring JA's Vision ATLAS Update Strategic Framework and Priorities <ul style="list-style-type: none"> • 3DE • Money on the Move • JA Inspire Strategic Discussions <ul style="list-style-type: none"> • Programmatic Priorities: Numbers of Students, Which Students (Age/Grade, Income Level, Geography), Types of Programs (Depth/Impact) • Volunteers • Delivery Method – In-person, Digital 	All
11:00 AM	Five-Year Economic Model	Katherine, Amy, All
12:00 PM	Lunch	
12:15 PM	Revenue Development <ul style="list-style-type: none"> • Individuals, Corporations, Foundations • Special Events • Governmental 	Sam Alpert Joss Francheterre Anne Landers

12:45 PM Other Business, Wrap Up

Art Perez 

1:00 PM Adjourn

**JUNIOR ACHIEVEMENT OF ARIZONA, INC.
STATE BOARD OF DIRECTORS MEETING MINUTES
December 15, 2022
11:30 AM – 1:00 PM
MS TEAMS Videoconference**

State Board Members:

Member	Present Y/N
Art Perez - Chair	Y
Brad Harper	N
Cary Smith	Y

Member	Present Y/N
Charlie Smith	Y
Gayle Petrillo	N
Frank Marino	Y

Member	Present Y/N
Karen Quick	Y
Patricia Waterkotte	Y
Pete Rathwell	Y

JAAZ Staff Members:

Member	Present Y/N
Katherine Cecala	Y
Elizabeth Clements	N

Member	Present Y/N
Amy Schaefer	Y
Joss Francheterre	N
Colleen Cox	Y

Member	Present Y/N
Anne Landers	Y
Sam Alpert	N

CALL TO ORDER AND WELCOME

The meeting of the State Board of Directors was called to order by Mr. Perez at 11:40 AM.

APPROVAL OF MINUTES OF OCTOBER MEETING

Members reviewed the minutes from the 10/27/22 Board Meeting.

Motion to approve the Minutes of the 10/27/22 meeting was made by Ms. Quick.

Motion seconded by Mr. Cary Smith.

Motion unanimously approved.

BALANCED SCORECARD AND FINANCIAL REVIEW

Ms. Katherine Cecala presented the October 2022 Balanced Scorecard and the October 2022 financial statements.

Motion to approve the Financial Statements was made by Ms. Karen Quick.

Motion seconded by Mr. Charlie Smith.

Motion unanimously approved.

JAAZ UPDATES

Ms. Cecala gave an update about JAAZ activities. We still have several open positions, most urgent are the JA BizTown manager and coordinator positions, if you know of any good candidates, please send them our way. JAO was very successful event and was the highest earning in our history. The JA Heroes event was very successful and included a passing of the torch from Chuck Zaepfel to Paloma Santiago. Paloma laid out her plans to the SAZ Board at the SAZ Board meeting. We have a new representative from JA USA, Katie Keane. She is replacing our current JA USA contact who is retiring.

PRIORITY INITIATIVES

Outreach to Under-resourced Communities

DRAFT

Ms. Cecala announced that we applied for a \$425K transportation-related grant from A for Arizona, and were awarded a \$400K grant. This is to fund the new mobile budgeting program that we are creating to bring to Arizona's remote and under-resourced communities.

JA INSPIRE UPDATE

While the balanced scorecard shows 1,317 students completed at the end of October, there are more than 40K students in the pipeline. We are well on the way to the goal of 75K students for the fiscal year. The vFairs platform, which is what we use for JA Inspire, has nominated us for an award for the best multi-employer job fair.

3DE INSTRUCTIONAL MODEL

We had our kickoff meeting with staff from 3DE. It was a very productive meeting, and the 3DE leaders stated that the level of thinking and discussion at JAAZ is very thorough and where most other areas are 6 months to a year after kickoff. We do not have a firm commitment from a district yet but are very close with at least 2 districts.

OTHER BUSINESS

No further business was brought before the board.

ADJOURNMENT

With no further business coming before the members the meeting was adjourned by Mr. Perez at 12:15 PM.

Minutes prepared by Amy Schaefer






December 15, 2022

JAAZ Balanced Scorecard




1/31/2023

Programs





Number of students

	Annual Goal	YTD Goal	YTD Actual	YTD Status	Notes
K-12 Total	42,950	21,350	24,211		
CAZ Students	30,450	15,150	17,455		
SAZ Students	12,500	6,200	6,756		
Capstone (JABT+JAFP)	21,980	9,600	7,233		forecasted to meet
JA Inspire	75,000	37,500	-		

Quality/Impact -- Student knowledge gain

K-12	20%	20%	47%		
Capstone	25%	25%	0%		too early in year
JA Inspire	20%	0%	0%		too early in year

Educator Satisfaction






K-12 Educator Recommend	90%	90%	99%		
Capstone Educator Recommend	95%	95%	0%		
JA Inspire	90%	90%	0%		too early in year
	>52%	52%	0%		too early in year

Free & Reduced Lunch Percentage

Resources

Actual Financial Perf compared to Budget

Revenue

Total	\$6,167,882	\$3,399,271	\$3,132,667		
CAZ Revenue	\$5,736,482	\$3,081,771			
SAZ Revenue	\$431,400	\$317,500	\$202,540		
	\$596,400	\$387,931			
JA Inspire	\$1,245,982	\$630,305			

Individual Giving

JA Inspire

Internal

Employee Satisfaction

Board Satisfaction

Overhead

Audit -- Clean

>85%	>85%	94%	2 per year, Dec & June
>85%	>85%	100%	annual - March
<25%	<25%	34.4%	annual - Oct
Clean	Clean	Clean	annual - Oct

External

Brand Awareness:

Website traffic

Social media

Users/month on average	4,000	4,000	9,450
Audience across four platforms	9,145	8,830	10,285

Media coverage

JA/staff focus or mention
Average open rate;
Annual goal is industry standard

50	28	38
19.00%	19.00%	31.06%

We have lots of other mentions on stories about current/past board members, etc, not included here

Email open - nonfundraising

Board Metrics

updated 12/31/22

Board Giving:

incl's SPEV personal portion

tracked on calendar year

All Boards Total
CAZ Board
SAZ Board

	2022 Calendar Year Goal	2022 Calendar YTD Goal	2022 Actual Rec'd
All Boards Total	\$95,000	\$95,000	\$106,406
CAZ Board	\$60,000	\$60,000	\$48,604
SAZ Board	\$20,000	\$20,000	\$15,557

Board Attendance:

(68 unique members)

tracked on fiscal year

State (10 members)
CAZ (42 members)
SAZ (23 members)

	2022 Fiscal Year Goal	Fiscal YTD Goal	
State (10 members)	75%	75%	75%
CAZ (42 members)	75%	75%	57%
SAZ (23 members)	75%	75%	62%

Junior Achievement of Arizona, Inc.
Statement of Financial Position
December 31, 2022

	Current Month	Last Month	Change		
ASSETS					
Current Assets					
Cash & Equivalents	\$ 1,432,495.21	1,387,792.44	44,702.77	3%	1
Operating Pledges Receivable	2,788,510.86	2,564,273.14	224,237.72	9%	2
Allowance for doubtful pledges	(10,500.00)	(10,500.00)	0.00	0%	3
Due (to)/from Foundations	51.00	10.00	41.00	410%	4
Advances & Other Receivables	75,336.96	64,955.09	10,381.87	16%	5
Prepaid Expenses	69,735.00	93,386.74	(23,651.74)	-25%	6
Other Assets-Deposits	0.00	0.00	0.00		
Spec Events GIK Inventory	3,000.00	3,000.00	0.00	0%	7
Total Current Assets	4,358,629.03	4,102,917.41	255,711.62		
Property and Equipment					
Land	457,700.00	457,700.00	0.00	0%	8
Land Improvements	351,340.38	351,340.38	0.00	0%	9
Building	3,395,065.65	3,378,170.74	16,894.91	1%	10
Sponsor Improvements-JABiztown	85,876.35	80,110.00	5,766.35	7%	11
Equipment-Original Value	332,832.29	332,832.29	0.00	0%	12
Furniture & Fixtures	167,732.74	167,732.74	0.00	0%	13
Less Accumulated Depreciation	(2,561,751.45)	(2,548,340.63)	(13,410.82)	1%	14
Total Property and Equipment	2,228,795.96	2,219,545.52	9,250.44		
Other Assets					
Work in Progress	0.00	13,898.35	(13,898.35)	-100%	15
Investments	2,341,350.72	2,304,350.81	36,999.91	2%	16
Deposit - LT	5,108.26	5,108.26	0.00	0%	17
Cash Surrender Value Life Ins	31,125.28	30,567.84	557.44	2%	18
LT Operating Pledges Receivable	632,900.00	590,400.00	42,500.00	7%	19
Discount on LT Operating Pledg	(37,292.16)	(33,536.89)	(3,755.27)	11%	20
LT Capital Pledges Receivable	0.00	0.00	0.00		21
Discount on LT Capital Pledges	0.00	0.00	0.00		
Total Other Assets	2,973,192.10	2,910,788.37	62,403.73		
Total Assets	\$ 9,560,617.09	9,233,251.30	327,365.79		

Junior Achievement of Arizona, Inc.
Statement of Financial Position
December 31, 2022

	Current Month	Last Month	Change		
LIABILITIES AND CAPITAL					
Current Liabilities					
Accounts Payable	\$ 33,063.80	44,375.95	(11,312.15)	-25%	22
Life Insurance	0.00	(90.50)	90.50	-100%	23
Withholding	(54.83)	85.58	(140.41)	-164%	24
Payroll Suspense	0.00	0.00	0.00		25
Scholarships Payable	6,146.50	6,146.50	0.00	0%	26
Accrued Liabilities	151,629.89	163,021.93	(11,392.04)	-7%	27
Deferred Revenue	18,919.52	5,669.52	13,250.00	234%	28
Lease Payable-Copier/Pr - Curr	3,003.54	5,990.48	(2,986.94)	-50%	29
Total Current Liabilities	212,708.42	225,199.46	(12,491.04)		
Long-Term Liabilities					
Lease Payable-Copiers/Printers	0.01	0.01	0.00	0%	30
Loan Payable - LT	12,500.00	15,000.00	(2,500.00)	-17%	31
Loan from Foundation - LT	303,445.68	303,445.68	0.00		
Total Long-Term Liabilities	315,945.69	318,445.69	(2,500.00)		
Total Liabilities	528,654.11	543,645.15	(14,991.04)		
Net Assets					
Fund Balance	8,110,524.47	8,110,524.47	0.00		
Net Surplus (Deficit)	921,438.51	579,081.68	342,356.83		
Total Net Assets	9,031,962.98	8,689,606.15	342,356.83		
Total Liabilities & Net Assets	\$ 9,560,617.09	9,233,251.30	327,365.79		

M Line	Month				Prior Yr Actual	Mo Actual	\$ Variance to Prior Year
	Actual	Budget (Revised)	\$ Variance to Budget	% Variance to Budget			
1	176,273	223,333	(47,061)	213,487	223,487	(47,214)	
2	349,179	183,833	(34,654)	219,115	183,833	(69,936)	
3	28,387	125,167	(96,779)	142,500	125,167	(114,113)	
4	341,088	539,504	(198,417)	-	341,088		
5	(3,755)	500	(4,255)	510	510	(4,266)	
6	44,050	77,888	(33,838)	70,903	70,903	(26,853)	
7	18,567	30,500	(11,933)	28,727	28,727	(10,160)	
8	9,929	-	9,929	(19)	(19)	9,948	
9	25,430	42,659	(17,229)	25,065	25,065	365	
	789,147	1,223,384	(434,237)	710,288	710,288	78,859	
10	204,046	193,187	10,858	149,719	149,719	54,326	
11	12,584	14,301	(1,716)	9,005	9,005	3,580	
12	25,132	23,780	1,353	20,826	20,826	4,307	
	241,762	231,267	10,495	179,550	179,550	62,212	
13	1,473	4,099	(2,626)	3,519	3,519	(2,045)	
14	1,252	16,282	(15,030)	5,815	5,815	(4,563)	
15	84	163	(79)	606	606	(521)	
16	2,481	2,404	77	2,147	2,147	334	
17	1,690	1,835	(145)	1,700	1,700	(10)	
18	15,004	15,690	(686)	13,826	13,826	1,178	
19	(9,906)	2,917	(12,822)	1,247	1,247	(11,153)	
20	3,445	1,834	1,611	1,792	1,792	2,253	
21	2,385	7,152	(4,767)	7,130	7,130	(4,745)	
22	1,708	1,620	88	1,773	1,773	(65)	
23	-	5,350	(5,350)	-	-	2,097	
24	2,486	834	1,651	389	389	2,097	
25	-	-	-	2,312	2,312	(2,312)	
26	998	678	320	353	353	645	
27	4,485	4,051	435	3,940	3,940	545	
	27,586	64,909	(37,324)	45,948	45,948	(18,363)	

Junior Achievement of AZ
Statement of Activities
December 31, 2022

M Line	Year to Date				Year Yr Actual	YTD Variance to Prior Year	SOA Line
	Actual	Budget (Revised)	\$ Variance to Budget	% Variance to Budget			
	945,927	823,000	122,927	795,196	150,731	1	15%
	272,753	370,088	(97,345)	353,052	(80,298)	2	-26%
	50,887	343,500	(292,613)	604,400	(553,513)	3	-85%
	1,118,891	1,027,474	91,417	54,508	1,064,383	4	9%
	(3,317)	12,450	(15,767)	12,773	(16,090)	5	-12%
	744,209	687,927	56,282	694,782	49,427	6	8%
	82,971	82,595	376	77,419	5,552	7	0%
	32,739	-	32,739	9,422	23,317	8	-37%
	140,415	223,955	(83,540)	103,335	37,080	9	-5%
	3,385,476	3,570,998	(185,523)	2,704,886	680,590		
	1,269,939	1,264,627	5,313	1,016,736	253,203	10	0%
	79,599	91,999	(12,400)	63,310	16,289	11	-13%
	160,379	147,131	13,248	127,817	32,561	12	9%
	1,509,917	1,503,756	6,161	1,207,864	302,053		
	21,523	23,943	(2,420)	21,531	(8)	13	-10%
	67,031	101,143	(34,113)	74,829	(7,798)	14	-34%
	1,706	2,160	(454)	4,372	(2,666)	15	-21%
	13,216	14,133	(917)	12,721	495	16	-6%
	17,176	17,610	(434)	16,852	324	17	-2%
	79,219	115,924	(36,705)	54,830	24,389	18	-32%
	10,734	23,190	(12,456)	17,729	(7,005)	19	-54%
	18,076	9,196	8,880	5,337	12,738	20	97%
	6,299	13,760	(7,461)	12,227	(5,928)	21	-54%
	9,757	9,730	27	9,971	(214)	22	0%
	3,707	21,900	(18,193)	1,016	2,692	23	-85%
	13,088	16,003	(2,915)	2,467	10,621	24	-18%
	693	693	-	13,873	(13,180)	25	0%
	7,351	8,679	(1,328)	5,093	2,258	26	-15%
	12,839	18,565	(5,726)	18,045	(5,205)	27	-31%
	282,405	396,619	(114,214)	270,892	11,513		

Junior Achievement of Arizona, Inc.
Statement of Financial Position
December 31, 2022

M Line	Actual	Budget (Revised)	\$ Variance to Budget	Prct Yr Mo Actual	\$ Variance to Prior Year	SOA Line
28	-	50	(50)	43	(43)	28
29	-	1,780	(1,780)	1,910	(1,910)	29
30	4,836	-	4,836	-	4,836	30
31	19,690	14,710	4,980	9,509	10,381	31
32	28,803	28,803	0	33,778	(4,975)	33
	53,329	45,343	7,987	45,041	8,289	
34	5,217	1,025	4,192	3,333	1,884	34
35	-	-	-	-	-	35
36	96,290	125,605	(27,315)	121,715	(25,424)	36
37	19,633	25,300	(5,667)	18,763	870	37
38	-	-	-	-	-	38
	121,140	149,930	(28,790)	143,810	(22,670)	
	443,817	491,449	(47,632)	414,349	29,468	
39	345,330	731,935	(386,605)	295,939	49,391	39
40	2,665	3,600	(935)	4,581	(1,916)	40
41	(2,665)	(3,600)	935	(4,581)	1,916	41
	-	-	-	-	-	
	345,330	731,935	(386,605)	295,939	49,391	
42	-	-	-	-	-	42
43	(13,411)	(13,938)	527	(12,828)	(582)	43
44	-	-	-	-	-	44
45	10,438	-	10,438	21,863	(11,426)	45
46	-	-	-	-	-	46
47	-	-	-	-	-	47
	(2,973)	(13,938)	10,965	9,035	(12,008)	
	342,357	717,997	(375,640)	304,974	37,383	

Actual	Budget (Revised)	\$ Variance to Budget	Prct Yr Actual	\$ Variance to Prior Year	SOA Line
-	120	(120)	108	(108)	28
7,120	7,120	-	9,550	(2,430)	29
4,984	7,300	(2,316)	3,147	3,147	30
128,119	202,620	(74,501)	64,405	63,714	31
115,568	115,212	356	135,113	(19,545)	33
255,791	352,372	(76,581)	212,323	43,468	
9,221	3,078	6,142	3,994	5,227	34
198,628	160,111	38,517	167,190	31,437	36
90,671	145,435	(54,764)	77,613	13,058	37
298,519	308,625	(10,105)	248,797	49,723	38
2,346,632	2,541,372	(194,739)	1,989,975	406,758	
1,038,843	1,029,627	9,217	765,011	273,832	
10,757	362,600	(351,843)	4,905	5,852	40
(10,757)	(362,600)	351,843	(20,138)	9,381	41
-	-	-	(15,233)	15,233	
1,038,843	1,029,627	9,217	749,778	289,065	
(79,898)	(85,176)	5,279	(77,878)	(2,019)	42
(37,507)	-	(37,507)	3,229	(40,736)	43
-	-	-	-	-	44
-	-	-	-	-	45
-	-	-	-	-	46
-	-	-	-	-	47
(117,405)	(85,176)	(32,229)	(74,649)	(42,755)	
921,439	944,450	(23,012)	675,129	246,310	

Statement of Activities
December 31, 2022

Volunteer Recruiting/Recog
Sustends/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
Surplus before GIK/Non-Cash Items
Gift-In-Kind
Gift-In-Kind Revenue
Gift-In-Kind Expenses
Net Gift-In-Kind
Surplus before Non-Cash Items
Special Projects Contributions
Depreciation
Amortization
Unrealized Gain/(Loss) on Inv
Loss on Disposal of Asset
Loss on Inventory Valuation
Non-Cash Items
Net Surplus (Deficit)

Junior Achievement of Arizona
 Variance Analysis
 Financial Statements as of December 2022

Topic	Line Ref	Variance/ Change	Percentage	Explanation (YTD variance or change > 10% and \$10,000)
Advances & Other Receivables	SFP 5	10,382	16%	JABT Invoicing activity.
Work in Progress	SFP 15	(13,898)	-100%	Capitalized signage.
Accounts Payable	SFP 22	(11,312)	-25%	JAO invoices paid.
Deferred Revenue	SFP 28	13,250	234%	JABT Invoicing activity.
Corporate Gifts	SOA 1	122,927	15%	American Express \$150K.
Individual Giving	SOA 2	(97,345)	-26%	Set an aggressive individual goal for the year, currently behind goal, team continues to work to meet the goal.
Foundation Gifts	SOA 3	(292,613)	-85%	Set a big goal, lots of asks out, we will know more in the spring.
Amort of LT Op Pledges	SOA 5	(15,767)	-127%	Tied to long-term pledge activity, new long-term pledges creates a higher negative balance.
Experiential Education Fees	SOA 19	(83,540)	-37%	JAIN is behind goal for booth fees, expect to remain behind through year-end.
Outside Services	SOA 14	(34,113)	-34%	JA Inspire various services budgeted throughout year but exact timing unknown. Parking lot repairs were budgeted for the fall at \$35K but will not be done until the spring.
Maintenance & Repair	SOA 18	(36,705)	-32%	Laptop and computer purchases will be coming later than budgeted.
Supplies	SOA 19	(12,466)	-54%	Budgeted throughout year as exact timing & trainings sometimes unknown, hope to catch up in the spring.
Training	SOA 23	(18,193)	-83%	
Program Materials	SOA 31	(74,501)	-37%	JA USA changed the way we purchase kits, but timing is not what we expected, think we will catch up in the spring with the many JA Days ahead.
Special Events Expense	SOA 36	38,517	24%	SMC was not budgeted to be in-person, should be over all year.
Public Relations	SOA 37	(54,764)	-38%	Planning a website redo, will be done in spring/summer will use up this budget depending on timing.

Junior Achievement of Arizona, Inc.
Statement of Financial Position
December 31, 2022

Junior Achievement of Arizona, Inc.
Current Month Cash Flow and Cash Position Projection

	Actual Dec-2022	Cash Flow Forecast Dec-2022	Variances	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Jul-2023	Aug-2023	Sep-2023	Oct-2023	Nov-2023	Dec-2023	Jan-2024
Beginning Cash	3,682,143	3,682,143	-	3,773,846	4,928,846	5,013,846	5,273,846	5,378,846	5,338,846	5,288,846	5,098,846	5,018,846	5,228,846	5,218,846	5,408,846	5,438,846
Cash Receipts																
Operations	534,666	880,000	(345,334)	1,590,000	510,000	635,000	635,000	375,000	350,000	350,000	350,000	625,000	325,000	525,000	530,000	300,000
ERC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Project	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Receipts	534,666	880,000	(345,334)	1,590,000	510,000	635,000	635,000	375,000	350,000	350,000	350,000	625,000	325,000	525,000	530,000	300,000
Cash Expenditures																
Operations	452,964	330,000	122,964	425,000	425,000	375,000	530,000	415,000	400,000	540,000	400,000	415,000	335,000	335,000	500,000	350,000
Capital AC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Project	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Expenditures	452,964	330,000	122,964	425,000	425,000	375,000	530,000	415,000	400,000	540,000	400,000	415,000	335,000	335,000	500,000	350,000
Ending Cash & Cash Equivalents	3,773,846	4,212,143	(438,297)	4,928,846	5,013,846	5,273,846	5,378,846	5,338,846	5,288,846	5,098,846	5,018,846	5,228,846	5,218,846	5,408,846	5,438,846	5,388,846
Composition of Ending Cash																
From Operations	3,773,846			4,928,846	5,013,846	5,273,846	5,378,846	5,338,846	5,288,846	5,098,846	5,018,846	5,228,846	5,218,846	5,408,846	5,438,846	5,388,846
From Special Project	(0)			(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Subtotal	3,773,846			4,928,846	5,013,846	5,273,846	5,378,846	5,338,846	5,288,846	5,098,846	5,018,846	5,228,846	5,218,846	5,408,846	5,438,846	5,388,846
Amount drawn from Foundation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ending Cash & Cash Equiv. incl LOC	3,773,846			4,928,846	5,013,846	5,273,846	5,378,846	5,338,846	5,288,846	5,098,846	5,018,846	5,228,846	5,218,846	5,408,846	5,438,846	5,388,846
Foundation Accounts - Unrestricted***	622,455			622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455
Total Affiliated Cash & Cash Equivalents	4,396,301			5,551,301	5,636,301	5,896,301	6,001,301	5,961,301	5,911,301	5,721,301	5,641,301	5,851,301	5,841,301	6,031,301	6,061,301	6,011,301
JAAZ Investments (cash equivalents)	2,441,351			3,841,351	3,841,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351	4,341,351
Foundations	622,455			622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455	622,455
JAAZ Cash	1,432,495			1,087,495	1,172,495	1,432,495	1,037,495	997,495	947,495	757,495	677,495	887,495	877,495	1,067,495	1,007,495	1,047,495
Breakdown of JAAZ Cash:																
Patty Cash	500	500		500	500	500	500	500	500	500	500	500	500	500	500	500
Investment Acct Cash	85,275	85,275		85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275	85,275
NEAZ Money Market Swap	1,345,435			1,001,720	1,086,720	1,346,720	951,720	911,720	861,720	671,720	591,720	801,720	791,720	981,720	1,011,720	981,720
NEAZ Checking	1,284			1,007,495	1,172,495	1,432,495	1,037,495	997,495	947,495	757,495	677,495	887,495	877,495	1,067,495	1,007,495	1,047,495
Total Cash	1,432,495			1,087,495	1,172,495	1,432,495	1,037,495	997,495	947,495	757,495	677,495	887,495	877,495	1,067,495	1,007,495	1,047,495

*** Foundation Investments exclude future earnings or losses

	Junior Achievement of Arizona			
		Forecast FY 2022-23		
	Approved Budget FY 22-23	Forecast FY 22-23	Variance	
JA Inspire Event	75,000	55,000	(20,000)	
CAZ K12 Classroom	31,050	31,050	-	
K12 Full Program Online Videos	2,640	2,640	-	
K12 Online Resources	12,600	12,600	-	
JA SSMC	810	810	-	
SAZ K12 Students Classroom	12,000	12,000	-	
Total K12 Student Numbers	59,100	59,100	-	
JABT	17,955	17,955	-	
JABT Adventures	650	650	-	
JAFP	3,000	3,000	-	
JAFP Virtual	375	375	-	
Total Capstone Students	21,980	21,980	-	
Total Students	156,080	136,080	(20,000)	All programs look to be on track to reach goals
	Budget FY 22-23	Forecast FY 22-23	Variance	
Revenues				
Corporate Gifts	1,727,000	2,323,900	596,900	34.56%
Individual Giving	596,400	539,100	(57,300)	-9.61%
Foundation Gifts	745,000	622,400	(122,600)	-16.46%
Government	1,993,500	2,084,900	91,400	4.58%
Amort of LT Op Pledges	5,200	(17,900)	(23,100)	-444.23%
Special Events Revenue	1,106,000	1,133,300	27,300	2.47%
Other Income	102,100	102,000	(100)	-0.10%
Gain on Investments	-	32,700	32,700	
Experiential Education Fees	438,800	333,400	(105,400)	-24.02%
Total Revenues and Gains	6,714,000	7,153,800	439,800	6.55%
Expenses				
Salaries	2,619,800	2,687,700	67,900	2.59%
Payroll Taxes	189,000	177,900	(11,100)	-5.87%
Insurance & Pension	306,500	317,500	11,000	3.59%
Salaries & benefits	3,115,300	3,183,100	67,800	2.18%
Taxes & Insurance	47,600	45,200	(2,400)	-5.04%
Outside Services	166,400	266,600	100,200	60.22%
Administrative Interest	12,400	11,900	(500)	-4.03%
Lease Expense	27,000	26,100	(900)	-3.33%
Utilities	35,200	37,400	2,200	6.25%
Maintenance & Repair	181,800	182,600	800	0.44%
Supplies	46,400	81,200	34,800	75.00%
Dues & Subscriptions	20,000	28,900	8,900	44.50%

Postage	20,200	10,300	(9,900)	-49.01%
Telephone	19,400	17,800	(1,600)	-8.25%
Training	36,600	18,400	(18,200)	-49.73%
Travel	32,100	32,500	400	1.25%
Depreciation Leased Equip	12,200	12,200	-	0.00%
Business Mtgs/Meals	14,700	14,800	100	0.68%
Miscellaneous	86,800	81,000	(5,800)	-6.68%
Operating Expenses	758,800	866,900	108,100	14.25%
Volunteer Recruiting/Recog	200	100	(100)	
Stipends/Marketing	17,800	13,200	(4,600)	-25.84%
Scholarship/Annual Meeting Exp	34,800	27,000	(7,800)	
K-12 Young Ambassadors	-	-	-	
Program Materials	228,500	210,900	(17,600)	-7.70%
Program & Support Fee	288,000	288,400	400	0.14%
Program Expenses	569,300	539,600	(29,700)	-5.22%
Board	7,000	13,200	6,200	88.57%
Campaigns	-	-	-	
Special Events Expenses	248,000	269,900	21,900	8.83%
Public Relations	274,800	282,000	7,200	2.62%
Uncollectible Accounts	8,900	8,900	-	0.00%
Development Expenses	538,700	574,000	35,300	6.55%
Total Expenses	4,982,100	5,163,600	181,500	3.64%
Income before GIK/Non-Cash Items	1,731,900	1,990,200	258,300	14.91%
Gift-In-Kind				
Gift-In-Kind Revenue	411,500	59,700	(351,800)	-85.49%
Gift-In-Kind Expenses	(411,500)	(59,700)	351,800	85.49%
Net Gift-in-Kind	-	-	-	
Income before Non-Cash Items	1,731,900	1,990,200	258,300	14.91%
Special Projects Contributions	-	-	-	
Depreciation	(173,900)	(168,700)	5,200	-2.99%
Amortization	-	-	-	
Unrealized Gain/(Loss) on Investments	-	37,500	37,500	
Loss on Disposal of Asset	-	-	-	
Loss on Inventory Valuation	-	-	-	
Special Projects & Non-Cash Items	(173,900)	(131,200)	42,700	-24.55%
Net Surplus (Loss)	1,558,000	1,859,000	301,000	19.32%

Junior Achievement of Arizona Strategic Framework (August 2022)

	Strategic Priority	Objectives & Strategies
Programs	<p>Deliver Impactful and Relevant Programs to Arizona Students who need them most</p>	<p>Serve greater percentage of diverse students (more diverse than AZ), with emphasis on reaching under-served and geographically-diverse communities</p> <p>Maximize accessibility of programs, with attention to the digital divide and other barriers</p> <p>Increase programs that can be delivered/accessed in non-traditional educational settings</p> <p>Deliver and scale digital programs with excellence</p> <p>Increase percentage of 7th-12th grade students</p> <p>Focus on providing culturally appropriate, inclusive curriculum</p> <p>Increase Free & Reduced Lunch percentage</p> <p>Continually increase program IMPACT and RELEVANCE for the future</p>
Resources	<p>Increase Financial Resources to Improve Financial Stability and Sustainability (break even or better)</p>	<p>Achieve annual REVENUE that exceeds expenses by 10%</p> <p>Attract funding to support program innovation</p> <p>Retain and grow corporate, foundation, and government donors</p> <p>Grow Major Gifts (including Planned Giving)</p> <p>Increase individual donations – grow number of donors, and retain & grow funding from existing donors;</p> <p>Convert special event attendees into donors/supporters</p> <p>Increase net revenue percentage from existing and new Special Events</p> <p>Leverage donor information; ensure accuracy and usability; optimize CRM</p>
Internal	<p>Drive Internal Excellence Effectively steward resources; create a high-performing culture; embrace culture of innovative thinking; improve technology and space</p>	<p>Attract and retain the best people; be the employer of choice; improve diversity</p> <p>Demand/drive a culture of respect and commitment to DEI</p> <p>Develop an exceptional board -- be board "seat of choice"; better engage members; improve diversity</p> <p>Ensure we have skilled volunteers to deliver programs – improve recruitment, retention and diversity</p> <p>Continue to improve technology for remote work and delivering digital programs</p> <p>Transform space – efficient/effective; green; cool; progressive</p> <p>Improve operational efficiency (programmatic expenses as compared to supporting expenses)</p> <p>Manage/reduce risk; ensure compliance</p>
External	<p>Increase Brand Value Drive key audiences to action</p>	<p>Leverage digital communications to cast the widest net most efficiently</p> <p>Position JAAZ as a top-tier charity; top-of-mind awareness</p> <p>Take bold brand stances around JA's unique contribution for AZ students</p> <p>Position JAAZ as the "best in class" around critical thinking, money management and work readiness</p> <p>Empower board, staff and key constituents to serve as ambassadors for JAAZ in the community</p>



Junior Achievement of Arizona Strategic Framework and Key Priorities 2022/23

Key Priorities

- JA Inspire – significant expansion
- 3DE – plan, fundraise
- Outreach to Under-Resourced Communities – rural, tribal, foster, detention
 - JA Mobile Budgeting Program
- Major Individual Giving – increase major gifts and planned giving

Programs

Deliver Impactful and Relevant Programs to Arizona Students who need them most

- Strategic Partnerships – programmatic, influence, resources
- JEDI – low-income, ethnic diversity, Spanish language
- 3DE
- JA Inspire – significant expansion
- Outreach to under-resourced communities with limited access to JA; e.g., rural, tribal, foster, detention
- Pop-Up JA BizTown – exploration
- Pop-up/Mobile Budgeting (Finance Park/Map for Success)
- Volunteers – double from 2500 to 5000

Resources

Increase Financial Resources to Improve Financial Stability and Sustainability and Capacity to Innovate

- Individual Fundraising – Major Gifts over \$5K, Summit Society, Recurring Giving
- Southern Arizona, JA BizTown Shops
- Government Funding

Internal

Drive Internal Excellence -- Effectively steward resources; create a high-performing culture; embrace culture of innovative thinking; improve technology and space

- Staff Development – expertise, effectiveness, capabilities
- Board Development – increase engagement, diversity
- Staff Satisfaction and Retention
- Attracting Incredible Staff

External

Increase Brand Value -- Drive key audiences to action

- Streamline/Simplify how think of JA – robust work readiness and financial literacy
- Increase awareness of JA as expert
- Positioning with governmental stakeholders



Junior Achievement of Arizona 2021/22 Key Accomplishments

JA Arizona had the most successful and exciting year in our history.

- Served 108,000 primarily low-income students – highest number ever
- Achieved Net Surplus of \$2.7 million \$2.5 million combined with Foundation
- Raised \$7 million in revenue, highest year ever
- Being viewed as a key strategic expert in the marketplace much more than ever before
- Have 100% (94% for year) staff job satisfaction and satisfaction with JA Arizona – we have an amazing team!

Education/Programs

- Students Served: Over 108,000 served during 21-22 which is the highest student number ever served in AZ despite a slow start in the fall semester due to in-person volunteering restrictions.
- Educator Recommendation Rating: The Education team's exceptional customer service resulted in impressive educator recommendation ratings of 98% (K-12) and 100% (JABT/JAFP).
- JAAZ Website: Launched two new website sections to diversify our student base (Spanish and Deaf) and redeveloped and launched Career Speaker section.
- Foster Youth: Served 660 foster youth during the 21-22 school year.
- Knowledge Gain: K-12 CAZ student knowledge growth was 29% (45% over goal) and JAFP's was 40% (60% over goal).
- JABT/JAFP: Exceeded student goal by 14% (17,195 students served).
- K-12 Goals: Both CAZ (39,188) & SAZ (11,301) exceeded their K-12 student number goals *and* they marketed and delivered JA Inspire to 8,242 additional students (76% of total JAI students served).
- Summer Program: Partnered with Governor's office and Boys & Girls Club to reach 3,788 summer students and bring in a revenue of \$40,400.
- Retention Rate: JA BizTown/JA Finance Park team successfully marketed our programs to previous school partners obtaining a 92% school retention rate.

Accounting

- Paid off EIDL loan (\$150K)
- Clean audit opinion
- Submitted 990 timely

- PPP2 loan forgiven \$405,029
- First submissions for GEER and ESSER grants reimbursements submitted, approved and received
- Request for proposals for investments – new relationships established
- Monthly financials available for the boards and the grant submissions
- Budget ready in a timely manner
- Five-year economic model updated
- Maintained Guidestar Platinum Award demonstrating our commitment to transparency
- Maintained three-Star Charity Navigator Rating (100% on Accountability Transparency; 85.33% on Financials due to overhead costs and fundraising efficiency)

Development

- Best fundraising year in history - \$4.9MM raised
- Highest individual giving ever
- (6) Six-Figure gifts including a \$500K investment from Halle – one of our highest philanthropic gifts ever (maybe top 2 – other than Mihaylo)
- Best SAZ fundraising year ever
- Exceeded JAI fundraising goal
- Secured (5) new JABT shops
- Great statewide teamwork

Special Events

- SPEV. Department managing all Sarah's previous events (thanks to Bri) without hiring a replacement.
- Very successful SMC fundraising as a Virtual event (\$175K)
- JAO 2021- highest fundraising event in JA AZ history - \$440,000
- Transitioned 4.01k back to an 'in person' event
- Brought back Bottles for BizTown, after a year without it because of Covid, and nearly doubled the revenue.
- A very successful HYBRID version of 18 Under 18

Human Resources, IT

- Maintained high staff survey results
 - No "red" (less than 80% approval) for entire fiscal year
 - 100% completion rate
 - 100\$ agree for teamwork encouraged
 - 11 of 18 categories above 90%
- Maintained 3-tiered medical plan with JA paying 95% employee premium and 10% dependent premium
- Maintained work from home for staff with work from office when needed/desired
- Threw a very successful virtual holiday party
- Maintained presence on JA USA JEDI Network Council
- Hired new JABT and JAI team

- Created more open and collaborative spaces in office
- Created 2 jump/shared workstations

Positioning/Strategic Partnerships

- Secured two multi-million dollar government grants to infuse core programming and JA Inspire innovation
- Formed the Arizona Career Readiness Coalition with like-minded organizations to collaborate on career readiness programs, influence career readiness standards and elevate JA's perception in the community
- Governor's ask US to offer summer program; we decided to partner with Boys & Girls Club instead – win-win for positioning and strategic partnerships!

JAI Inspire

- Hired team – highly capable, new expertise
- Served more than 10K students in a very short window of time; set the stage for serving 75K this school year!

Marketing

- Exceeded all marketing goals for the 6th year in a row (and increased goals over prior year)
- Secured more than 100 media placements!
- Added 7,644 new contacts to email marketing systems
- Grew aggregate social reach by 8% with all platforms growing by 10-20% except Twitter (8%)
- Updated various brand elements to align with new brand; many other items in progress

Junior Achievement of Arizona													
Future Economic Models													
Keep EE at \$15 Keep EE at \$15 Keep EE at \$15 Keep EE at \$15 Keep EE at \$18													
2 Managers, Coordinator, Communications Specialist													
Coordinator													
Edu Coordinator (w/ JABT), Money on the Move													
Manager (CAZ/ SAZ)													
Receptionist, Manager													
Executive Assistant Marketing/Design													
3 Coordinators													
Dev/SPEV Coordinator													
District Director													
5%													
5%													
4%													
4%													
3%													
3%													
Initiation rate													
	Actual FY 21-22	Change to PY	Current Year Forecast FY 22-23	Change to PY	Year 1 Budget FY 23-24	Change to PY	Year 2 Budget FY 24-25	Change to PY	Year 3 Budget FY 25-26	Change to PY	Year 4 Budget FY 26-27	Change to PY	Year 5 Budget FY 27-28
JA Inspire	15,000	267%	55,000	64%	90,000	33%	120,000	21%	145,000	17%	170,000	18%	200,000
CAZ K12 Classroom	27,000	15%	31,050	10%	34,160	10%	37,570	10%	41,330	10%	45,450	10%	50,000
Money on the Move	2,400	108%	5,000	-89%	550	1000%	6,050	10%	6,655	-42%	3,850	109%	8,053
K12 Full Program Online Videos	12,000	-71%	3,500	10%	3,850	10%	4,235	10%	4,659	228%	15,300	-63%	5,637
K12 Online Resources	600	35%	810	26%	1,020	25%	1,270	24%	1,580	25%	1,980	25%	2,475
JA Student Stock Market Challenge	-		-		-		300	100%	600	100%	1,200	88%	2,250
3DE Arizona	10,000	20%	12,000	7%	12,840	7%	13,740	7%	14,700	15%	16,900	10%	18,590
SAZ K12 Students Classroom	52,000	1%	52,360	4%	54,520	20%	65,465	10%	72,124	21%	87,580	3%	90,204
Total K12 Student Numbers	13,300	33%	17,660	16%	20,500	0%	20,500	0%	20,500	0%	20,500	0%	20,500
JA BizTown (JABT)	500	-84%	80	213%	250	100%	500	340%	2,200	50%	3,300	-62%	1,250
JABT Adventures	2,500	42%	3,550	4%	3,700	8%	4,000	0%	4,000	0%	4,000	0%	4,000
JA Finance Park (JAFFP)	300	-30%	210	138%	500	60%	800	59%	1,270	73%	2,200	-9%	2,000
JAFP Virtual	16,600	30%	21,500	16%	24,950	3%	25,800	8%	27,970	7%	30,000	-8%	27,750
Total JABT/JAFP Students	83,600	54%	128,860	32%	169,470	25%	211,265	16%	245,094	17%	287,580	11%	317,954
Total Students													
	Actual FY 21-22	Change to PY	Forecast FY 22-23	Change to PY	Year 1 Budget FY 23-24	Change to PY	Year 2 Budget FY 24-25	Change to PY	Year 3 Budget FY 25-26	Change to PY	Year 4 Budget FY 26-27	Change to PY	Year 5 Budget FY 27-28
Revenues													
Corporate Gifts	2,072,900	2%	2,123,900	-23%	1,629,100	23%	1,998,100	6%	2,120,500	6%	2,246,500	5%	2,351,400
Individual Giving	550,100	2%	559,600	17%	657,200	10%	722,900	10%	795,200	10%	874,800	12%	979,700
Foundation Gifts	1,349,400	-67%	447,400	154%	1,137,100	4%	1,180,800	13%	1,328,900	-49%	681,800	9%	740,000
Government	1,652,120	42%	2,340,700	-65%	820,200	-58%	341,000	6%	362,100	234%	1,210,300	2%	1,235,800
PPP/ERC	426,380	-100%	-	-	-	-	-	-	-	-	-	-	-
Amort of LT Op Pledges	(600)	2883%	(17,900)	-50%	(9,000)	2%	(9,200)	2%	(9,400)	2%	(9,600)	2%	(9,800)
Special Events Revenue	940,200	19%	1,114,200	0%	1,117,500	2%	1,141,500	2%	1,166,600	2%	1,192,800	2%	1,219,600
Other Income	120,400	-5%	114,000	2%	115,800	2%	118,300	2%	120,900	2%	123,500	1%	125,200
Gain on Investments	3,300		32,700		-		-		-		-		-
Experiential Education Fees	310,500	23%	383,400	54%	589,200	48%	872,400	30%	1,130,800	23%	1,387,700	5%	1,462,700
Total Revenues and Gains	7,424,700	-4%	7,098,000	-15%	6,057,100	5%	6,365,800	10%	7,015,600	10%	7,707,800	5%	8,104,600
without PPP	6,998,320												
Expenses													
Salaries	2,186,700	23%	2,693,000	15%	3,100,800	7%	3,302,500	8%	3,577,100	7%	3,820,800	3%	3,947,300
Payroll Taxes	150,600	18%	177,900	24%	220,600	6%	234,700	8%	254,500	7%	272,200	3%	281,100

Business Mtg/Meals								
Miscellaneous								
Operating Expenses								
Volunteer Recruiting/Recog								
Stipends/Marketing								
Scholarship/Annual Meeting Exp								
Program Materials								
Program & Support Fee								
Program Expenses								
Board/Donors								
Campaigns								
Special Events Expenses								
Public Relations								
Uncollectible Accounts								
Development Expenses								
Total Expenses								
Income before GIK/Non-Cash Items								
GIK/In-Kind								
GIK/In-Kind Revenue								
GIK/In-Kind Expenses								
Net GIK/In-Kind								
Income before Non-Cash Items								
Special Projects Contributions								
Depreciation								
Amortization								
Unrealized Gain/(Loss) on Investments								
Loss on Disposal of Asset								
Loss on Inventory Valuation								
Special Projects & Non-Cash Items								
Net Surplus (Loss)								
Forecast FY 22-23								
Budget FY 23-24								
Budget FY 24-25								
Budget FY 25-26								
Budget FY 26-27								
Budget FY 27-28								
Current Cash Reserves - January 2023								

5,000,000

Sam's Piper Fellowship Grant project budgeted here - \$50K

3DE expenses of \$625K posted here

3DE expenses of \$1.1M posted here

3DE expenses of \$1.7M posted here

2 A/C, 3 new Shops, Schuster - \$75K

2 A/C, 2 New Shops, JAB12 - \$35K

2 New Shops, Bull Pen \$61K

3 New Shops \$12K

Program Business Model Analysis

PROGRAM IMPACT									
Program Name	Brief Description of Program & Clients Served	Main Funding Source(s)	Staff Time	Mission Impact	# Served	Demand Trend	Lifecycle		
			H, M, L	H, M, L		↑, ↓, →			
JA BizTown (4th-6th Grade)	JA BizTown® is an engaging, hands-on program that introduces students to economic concepts, workplace skills, and personal and business finances. This program includes in-classroom curriculum and a half day experiential visit.	Fees, direct and allocation of general contributions	H	H	18,605	→	Mature		
JA BizTown Adventures (4th-6th Grade)	JA BizTown® is an engaging, hands-on program that introduces students to economic concepts, workplace skills, and personal and business finances. This program includes in-classroom curriculum and a virtual simulation.	Direct and allocation of general contributions	M	H	80	↓	Decline		
JA Finance Park (7th-12th Grade)	JA Finance Park teaches students about personal finance including learning about balancing a family budget, interest rates, education, and saving. This program includes in-classroom curriculum and a half day experiential visit.	Fees, direct and allocation of general contributions	H	H	3,375	→	Mature		
JA Finance Park Virtual (7th-12th Grade)	JA Finance Park teaches students about personal finance including learning about balancing a family budget, interest rates, education, and saving. This program includes in-classroom curriculum and a virtual budget experience.	Direct and allocation of general contributions	M	H	200	↓	Decline		
JA You're Hired (9th-12th Grade)	JA You're Hired equips students with the essential skills to successfully enter the workforce.	Direct and allocation of general contributions	H	H	100	↑	Mature		
JA Inspire (6th-12th Grade)	JA Inspire Virtual is a re-imagined, virtual Career Exploration fair that allows Arizona middle and high school students to explore the careers of the future and equip them with critical work readiness skills, ultimately preparing them for success.	Direct and allocation of general contributions	H	M	55000	↑	Startup		

<p>JA Student Stock Market Challenge</p>	<p>The JA Student Stock Market teaches students about the stock market as an integral part of the free enterprise system and offers a taste of what it's like to build a portfolio, manage risk, and experience its performance. This program includes in-classroom curriculum and a virtual statewide event.</p>	<p>M</p>	<p>H</p>	<p>810</p>	<p>↓</p>	<p>Mature</p>
<p>K-12 Elementary School Programs (K-5th Grade)</p>	<p>These eight elementary programs build upon each other and teach financial literacy, work readiness and entrepreneur skills. Programs: K-JA Ourselves, 1st-JA Our Families, 2nd-JA Our Community, 3rd-JA Our City, 4th-JA Our Region, 5th-JA Our Nation, JA Map Your Success, and 3rd-5th-JA More than Money</p>	<p>H</p>	<p>H</p>	<p>24,000</p>	<p>↑</p>	<p>Mature</p>
<p>K-12 Middle School Programs (6th-8th Grade)</p>	<p>These seven middle school programs focus on teaching financial literacy, work readiness or entrepreneur skills. Programs: JA It's My Business, JA Global Marketplace, JA It's My Future, JA STEM Summit, JA Map Your Success, JA Smart Money, and JA Economics for Success</p>	<p>H</p>	<p>M</p>	<p>5,600</p>	<p>↑</p>	<p>Growth</p>
<p>K-12 High School Programs (9th-12th Grade)</p>	<p>These nine middle school programs focus on teaching financial literacy, work readiness or entrepreneur skills. Programs: JA Launch Lesson, JA Career Success, JA Titan, JA Personal Finance, JA Exploring Economics, JA Economics, JA Job Shadow, JA STEM Summit, and JA Be Entrepreneurial</p>	<p>H</p>	<p>M</p>	<p>2640</p>	<p>→</p>	<p>Growth</p>

JAAZ Contributed Revenue

* Tax credit/Major Funding to be filled in by Anne/Rose/Sam

	# of Donors										Trend	Staff Time H, M, L	Revenue	
	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2015/16	2021/22	2020/21			2019/20	2018/19
CAZ Individual	678	688	900	844					\$474,315.84	\$414,077.06	\$376,608.14	\$286,455.47		
SAZ Individual	175	166	100	82					\$65,737.28	\$70,790.78	\$60,000.00	\$26,543.26		
Total Individual Giving	841	846	926	844	1115	863	627	627	\$540,053.12	\$484,867.84	\$436,608.14	\$312,998.73		
Tax Credit Giving??	295	296	325	234	275	0	0	0	\$162,662.74	\$159,673.47	\$150,000.00	\$119,064.00		
Major Gifts	17	13	15	11	9	11	8	8	\$212,021.03	\$117,335.79	\$100,000.00	\$62,643.29		
CAZ Foundations	15	14	12	12					\$870,000.00	\$368,211.83	\$129,000.00	\$651,300.01		
SAZ Foundations	8	5	5	4					\$429,400.00	\$69,800.00	\$29,000.00	\$154,000.00		
Total Foundations	23	19	17	16	16	9	17	17	\$1,299,400.00	\$438,011.83	\$158,000.00	\$805,300.01		
CAZ Corporations	120	109	150	137					\$1,613,609.00	\$1,035,904.79	\$1,211,475.28	\$1,496,662.00		
SAZ Corporations	21	14	20	16					\$221,077.86	\$92,701.07	\$127,500.00	\$47,741.00		
Total Corporations	138	119	170	147	178	191	212	212	\$1,834,686.86	\$1,128,605.86	\$1,338,975.28	\$1,544,403.00		
CAZ Government	4	4	5	5					\$47,810.57	\$357,372.35	\$35,505.00	\$52,091.00		
SAZ Government	0	0	0	0					\$0.00	\$0.00	\$0.00	\$0.00		
Total Government	4	4	5	5	4	6	4	4	\$47,810.57	\$357,372.35	\$35,505.00	\$52,091.00		
CAZ Total	817	815	1067	998					\$3,005,735.41	\$2,175,566.03	\$1,752,588.42	\$2,486,508.48		
SAZ Total	204	185	125	102					\$716,215.14	\$233,291.85	\$216,500.00	\$228,284.26		
TOTAL	1006	988	192	1094	1313	1069	860	860	\$3,721,950.55	\$2,408,857.88	\$1,969,088.42	\$2,714,792.74		
Earned Revenue											\$431,800.00	\$440,088.00		
Gift-in-Kind									\$98,647.15	\$409,228.69	\$244,638.55	\$514,970.49		

Fundraising Cost % = Expenses DIVIDED BY Revenue

Ideally want a low %

Return on Investment = Gain from Investment (i.e., Surplus/Deficit) MINUS Expenses DIVIDED BY Expenses

Ideally want a high %

JAAZ Special Event Revenue

# of Events	Participation (# of attendees)												Demand ↑ ↓ →	Staff Time H, M, L	Revenue					
	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20			2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22
	JA Bowl-A-Thon/Virtual																			
Central BAT/Virtual																				
SAZ BAT/Virtual																				
<i>See comments</i>																				
JA Gopher's Dream Day																				
JA Open Golf Tournament																				
4.01K																				
Additional Events																				
Bottles for BizTown-BFB																				
SAZ IA Heroes																				
Stock Market Challenge (Adult) Statewide as of 21/22																				
Total Major Special Events																				
Other Events																				
CAZ Third-Party Events																				
SAZ Third-Party Events																				
Total Other Events																				
Total Fundraising Events																				
Total Events																				

SAZ 76,369 45,700 75,033 83,542 120,840
 CAZ 1,119,830 865,809 933,711 885,353 984,778 1,130,976

Fundraising Cost (want low) % Expenses DIVIDED BY Revenue
 Return on Investment (want h Gain from Investment (i.e., Surplus/Deficit) MINUS Expenses DIVIDED BY Expenses

JAAZ Special Event Revent

calculated

	Direct Expenses						Indirect Expenses						Total Expenses						
	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19
JA Bowl-A-Thons/Virtual																			
Central BAT/Virtual	3,316	15,130	38,086	81,008	73,731	44,651	8,880	8,004	8,807	12,410	65,043	66,717	73,981	62,797	30,879	10,617	12,123	27,540	101,129
SAZ BAT/Virtual	1,174	6,270	11,212	10,831	10,453	13,615	10,122	-	2,946	31,144	3,756	3,837	3,415	3,306	10,650	2,735	4,120	37,413	14,968
Golf Tournaments																			
JA Golfer's Dream Day	26,595	6,116	42,354	35,522	52,851	45,937	18,424	24,012	17,614	24,820	63,043	44,478	49,320	41,864	51,663	63,256	44,209	30,936	105,397
JA Open Golf Tournament	161,467	113,420	111,732	113,074	116,313	113,646	41,591	54,428	44,035	62,051	75,652	66,717	73,981	62,797	214,620	204,252	205,502	175,471	187,384
4,01K	8,882	14,381	2,647				16,041	16,008	8,807	12,410					34,185	16,008	17,689	26,791	2,647
Additional Events																			
Bottles for BizTown-BFB	61	3,691	1,904	2,346	-	890	7,676	8,004	8,807	12,410	21,014	22,239		4,186	13,705	11,697	8,868	16,101	22,919
SAZ JA Heroes							5,579	-							8,879	3,147			
Stock Market Challenge (Adult) Statewide as of 21/22	671	20,292	2,647	19,203	9,026	22,764	15,252	24,012	35,228	24,820	21,014	22,239	24,660	20,932	44,378	30,262	35,899	45,112	23,661
Total Major Special Events	202,166	179,300	213,202	303,527	309,088	287,006	123,566	134,470	126,245	180,065	247,523	270,706	312,237	274,117	408,960	341,975	328,410	359,365	460,724
Other Events																			
CAZ Third-Party Events	44	140	375	-	-	-	22	800	881	1,241	2,101				56	853	925	1,381	2,477
SAZ Third-Party Events																			
Total Other Events	44	140	375	-	-	-	22	800	881	1,241	2,101				56	853	925	1,381	2,477
Total Fundraising Events	202,210	179,440	213,577	303,527	309,088	287,006	123,588	135,270	127,125	181,306	249,624	270,706	312,237	274,117	409,016	342,828	329,335	360,746	463,201
Total Events	240,628	235,868	288,020	345,687	368,074	343,935	123,588	135,270	220,846	259,490	381,304	337,423	386,218	336,913	409,016	342,828	461,474	495,358	669,324

Fundraising Cost (want low) %
Return on Investment (want h

JAAZ Special Event Revent

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	Surplus/ Deficit							Direct Fundraising Cost %											
	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
<i>JA Bowl-A-Thons/Virtual</i>																			
Central BAT/Virtual	147,726	147,712	107,448	38,161	680	9,962	53,533	55,419	118,582	76,180	53,910	32%	23%	15%	19%	24%	30%	33%	28%
SAZ BAT/Virtual	14,668	13,868	16,921	18,061	19,004	52,380	22,622	51,705	45,814	41,836	39,503	2%	13%	2%	10%	17%	18%	19%	24%
Golf Tournaments																			
JA Golfer's Dream Day	80,000	102,171	85,801	77,959	43,579	31,586	(22,556)	(11,530)	40,808	57,182	37,081	26%	37%	35%	73%	45%	29%	33%	36%
JA Open Golf Tournament	179,791	190,294	176,442	350,799	234,838	261,116	199,575	182,513	216,119	176,578	217,045	31%	34%	35%	30%	30%	29%	32%	29%
4.01K	-	-	-	75,815	57,558	64,840	48,393	(2,647)	-	-	-	16%	0%	11%	19%				
Additional Events																			
Battles for BizTown-BFB	24,585	-	5,076	27,237	31,305	(5,188)	8,347	3,009	(7,476)	-	(4,076)	15%	9%	2%	15%	7%	14%		89%
SAZ JA Heroes				38,779	20,714							7%	13%						
Stock Market Challenge (Adult) Statewide as of 21/22	41,442	33,686	43,696	140,428	145,357	89,435	102,308	122,681	106,004	117,715	105,299	16%	4%	1%	14%	2%	13%	6%	15%
Total Major Special Events	574,233	621,326	561,123	767,239	553,035	504,131	412,243	398,531	513,853	459,304	447,804	24%	25%	24%	23%	25%	28%	29%	28%
Other Events																			
CAZ Third-Party Events	-	-	-	19,944	15,545	6,032	21,611	2,873	-	-	-	0%	0%	1%	1%	7%			
SAZ Third-Party Events	-	-	-	-	100	265	290	-	-	-	-	0%	0%	0%	0%				
Total Other Events	-	-	-	19,944	15,645	6,297	21,901	2,873	-	-	-	0%	0%	1%	1%	7%			
Total Fundraising Events	574,233	621,326	561,123	787,183	568,681	510,428	434,144	401,404	513,853	459,304	447,804	24%	24%	24%	23%	25%	28%	29%	28%
Total Events	683,110	754,292	680,848	787,183	568,681	544,002	462,342	398,997	568,706	482,544	461,078	24%	24%	24%	25%	27%	28%	30%	30%

547,269 463,621 398,997 568,706 482,544 461,078

Fundraising Cost (want low) %
Return on Investment (want h

JAAZ Special Event Revent

calculated

	Total Fundraising Cost % (Total Cost to Raise a Dollar)											ROI %					Lifecycle
	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2022/23 Forecast	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	
<i>JA Bowl-A-Thons/Virtual</i>																	
Central BAT/Virtual	45%	94%	55%	34%	65%	55%	66%	67%	124%	6%	82%	194%	55%	80%	52%	50%	
SAZ BAT/Virtual	37%	13%	7%	62%	22%	24%	25%	30%	170%	695%	1271%	60%	345%	312%	302%	233%	
Golf Tournaments																	
JA Golfer's Dream Day	40%	59%	58%	368%	112%	66%	64%	70%	151%	69%	71%	-73%	-11%	51%	56%	43%	
JA Open Golf Tournament	38%	47%	44%	47%	51%	45%	52%	45%	163%	115%	127%	114%	97%	120%	93%	123%	
4.01K	31%	22%	21%	36%					222%	360%	367%	181%					
Additional Events																	
Bottles for BizTown-BFB	33%	27%	241%	66%	88%	144%		508%	199%	268%	-59%	52%	13%	-30%		-80%	
SAZ JA Heroes	19%	13%							437%	658%							
Stock Market Challenge (Adult) Statewide as of 21/22	24%	17%	29%	31%	16%	28%	22%	30%	316%	480%	249%	227%	518%	256%	349%	236%	
Total Major Special Events	35%	38%	39%	46%	54%	53%	57%	56%	188%	162%	154%	115%	87%	89%	74%	80%	
Other Events																	
CAZ Third-Party Events	0%	5%	13%	6%	45%				35635%	1822%	652%	1565%	116%				
SAZ Third-Party Events		0%	0%	0%													
Total Other Events																	
Total Fundraising Events	34%	38%	39%	45%	54%	53%	57%	56%	192%	166%	155%	120%	87%	89%	74%	80%	
Total Events			46%	52%	63%	55%	61%	60%	192%	166%	118%	93%	60%	83%	64%	68%	

calculated

Fundraising Cost (want low) %
Return on Investment (want h