

**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**2022**

Department of the Treasury  
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**Open to Public Inspection**

**A** For the **2022** calendar year, or tax year beginning **07/01/2022** and ending **06/30/2023**

**B** Check if applicable:

- Address change
- Name change
- Initial return
- Final return/terminated
- Amended return
- Application pending

**C** Name of organization **JUNIOR ACHIEVEMENT OF ARIZONA**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
**636 West Southern Avenue**

City or town, state or province, country, and ZIP or foreign postal code  
**Tempe, AZ 85282-4508**

**F** Name and address of principal officer: **Katherine K Cecala**  
**636 W Southern Ave, Tempe, AZ 85282**

**D** Employer identification number  
**86-0184349**

**E** Telephone number  
**480-377-8500**

**G** Gross receipts \$ **9,284,598**

**H(a)** Is this a group return for subordinates?  Yes  No  
**H(b)** Are all subordinates included?  Yes  No  
If "No," attach a list. See instructions.

**H(c)** Group exemption number **1116**

**I** Tax-exempt status:  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**J** Website: [www.jaaz.org](http://www.jaaz.org)

**K** Form of organization:  Corporation  Trust  Association  Other

**L** Year of formation: **1963**

**M** State of legal domicile: **AZ**

**Part I Summary**

|                                    |   |  |   |                                  |
|------------------------------------|---|--|---|----------------------------------|
| <b>Activities &amp; Governance</b> | <b>1</b>  | Briefly describe the organization's mission or most significant activities: <u>To prepare Arizona youth to succeed in work and life by giving them the skills to think critically, manage their money, thrive in their careers, and pursue entrepreneurship.</u> |   |                                  |
|                                    | <b>2</b>  | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.  |   |                                  |
|                                    | <b>3</b>  | Number of voting members of the governing body (Part VI, line 1a)  | <b>3</b>                                      | <b>9</b>                         |
|                                    | <b>4</b>  | Number of independent voting members of the governing body (Part VI, line 1b)  | <b>4</b>                                      | <b>9</b>                         |
|                                    | <b>5</b>  | Total number of individuals employed in calendar year 2022 (Part V, line 2a)   | <b>5</b>                                      | <b>36</b>                        |
|                                    | <b>6</b>  | Total number of volunteers (estimate if necessary)   | <b>6</b>                                      | <b>7,445</b>                     |
|                                    | <b>7a</b>   | Total unrelated business revenue from Part VIII, column (C), line 12   | <b>7a</b>                                     | <b>0</b>                         |
| <b>b</b>                           | Net unrelated business taxable income from Form 990-T, Part I, line 11    | <b>7b</b>  | <b>0</b>                                      |                                  |
| <b>Revenue</b>                     | <b>8</b>  | Contributions and grants (Part VIII, line 1h)  | <b>Prior Year</b><br>7,030,440                | <b>Current Year</b><br>6,687,043 |
|                                    | <b>9</b>  | Program service revenue (Part VIII, line 2g)   | 310,521                                       | 319,435                          |
|                                    | <b>10</b>   | Investment income (Part VIII, column (A), lines 3, 4, and 7d)  | 79,764  | 174,779                          |
|                                    | <b>11</b>   | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)   | -187,244                                      | -272,755                         |
|                                    | <b>12</b>   | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)   | 7,233,481                                     | 6,908,502                        |
| <b>Expenses</b>                    | <b>13</b>   | Grants and similar amounts paid (Part IX, column (A), lines 1–3)   | 11,400  | 12,275                           |
|                                    | <b>14</b>   | Benefits paid to or for members (Part IX, column (A), line 4)  | 0   | 0                                |
|                                    | <b>15</b>   | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)  | 2,606,147                                     | 3,382,753                        |
|                                    | <b>16a</b>  | Professional fundraising fees (Part IX, column (A), line 11e)  | 0   | 0                                |
|                                    | <b>b</b>  | Total fundraising expenses (Part IX, column (D), line 25)  | 1,148,190                                     |                                  |
|                                    | <b>17</b>   | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)   | 1,498,494                                     | 1,759,368                        |
| <b>18</b>                          | Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) | 4,116,041  | 5,154,396                                     |                                  |
| <b>19</b>                          | Revenue less expenses. Subtract line 18 from line 12                      | 3,117,440  | 1,754,106                                     |                                  |
| <b>Net Assets or Fund Balances</b> | <b>20</b>   | Total assets (Part X, line 16)   | <b>Beginning of Current Year</b><br>8,907,412 | <b>End of Year</b><br>10,715,236 |
|                                    | <b>21</b>   | Total liabilities (Part X, line 26)  | 796,887                                       | 785,594                          |
|                                    | <b>22</b>   | Net assets or fund balances. Subtract line 21 from line 20   | 8,110,525                                     | 9,929,642                        |

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

Signature of officer: Katherine K Cecala, President Date: \_\_\_\_\_

Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name: \_\_\_\_\_ Preparer's signature: \_\_\_\_\_ Date: \_\_\_\_\_ Check  if self-employed PTIN: \_\_\_\_\_

Firm's name: \_\_\_\_\_ Firm's EIN: \_\_\_\_\_

Firm's address: \_\_\_\_\_ Phone no.: \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**Part III** Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III  Yes  No

**1** Briefly describe the organization's mission:

Junior Achievement of Arizona (JAAZ) equipped 170,002 students, Kindergarten through Young Adults, this year with the knowledge and skills needed to succeed in work and life. Through our 7,117 programmatic volunteers, JAAZ's critical programs help kids see their potential and gives them the skills and knowledge they need to step into that potential. Students are prepared to think critically, manage their money, thrive in their careers, and ultimately pursue the future they deserve.

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 1,158,656 including grants of \$ 12,275 ) (Revenue \$ 0 )

K-12 In-Class programs: Through JA's proven in-classroom programs, JAAZ empowered 78,938 students, K-12, in 145 schools to own their future success. Our hands-on, age-appropriate programs were delivered by 2,994 unique corporate and community volunteer mentors. Volunteers donated \$2,441,682 in time to deliver our in-classroom programs. This volunteer donation is not reflected in the expenses of Part IX but is noted here to reflect the efficiencies gained through our volunteer delivery model. Including the value of all program volunteers in our expenses increases our program expense ratio to 82% reflecting the efficiency gained by leveraging the expertise of these volunteers. Our traditional in-classroom programs give students important knowledge and skills around financial literacy, work readiness, entrepreneurship and preparing them to think critically. Our survey shows that 95% of educators would recommend the programs to fellow educators. Furthermore, elementary school students who receive Junior Achievement programs demonstrate significantly higher (27% higher) critical thinking and problem-solving skills than their counterparts.

**4b** (Code: ) (Expenses \$ 1,286,777 including grants of \$ 0 ) (Revenue \$ 262,280 )

JA BizTown program: JAAZ's JA BizTown is an experiential program that requires 4-6th grade students to participate in 14-20 hours of classroom instruction where they work together to create business plans, calculate operating costs, design a marketing campaign, apply for jobs, vote for city officials, and explore careers. Upon completion of the program, students who participate in JA BizTown experience an overall 23% percent knowledge gain (on average) in financial literacy and work readiness skills. Of the educators whose students participated in JA BizTown, 97% indicate that they would recommend the JA BizTown program to fellow teachers. This year, 18,629 students from 163 schools participated in the JA BizTown program. JAAZ partnered with 473 business, and 3,277 parent and teacher volunteers who delivered the JA BizTown program, donating \$1,159,398 in their time. Including the value of all program volunteers in our expenses increases our program expense ratio to 82% reflecting the efficiency gained by leveraging the expertise of these volunteers.

**4c** (Code: ) (Expenses \$ 859,033 including grants of \$ 0 ) (Revenue \$ 21,500 )

4c. JA Inspire is JAAZ's premier career exploration and readiness program that allows students, 5th grade through post-secondary, to explore careers of the future. This year, 68,820 students from 338 schools and community partners participated in the innovative program. JA Inspire is a dynamic experience where learners participate in guided or self-led career readiness and exploration curriculum, a career inventory, badging experience and engage with Arizona employers across all industries/career clusters through nine virtual career exhibit halls. The activities teach students to develop a career plan, interviewing techniques, important soft skills, and more. These lessons can be implemented in a variety of ways to better fit the needs of educators and students, aligning to many of the major education competency standards and career readiness credentials. This program provides valuable context for career and educational pathway planning and critical work readiness skills. Student survey results showed 89% found a career that matches their skills and interests, 72% learned about a new career pathway or more about one they were interested in, 62% would recommend JA Inspire to a friend: and students demonstrated a 39% knowledge gain post-participation.

**4d** Other program services (Describe on Schedule O.) See Schedule O, Statement 1  
(Expenses \$ 249,702 including grants of \$ 0 ) (Revenue \$ 35,655 )

**4e** Total program service expenses 3,554,168

**Part IV Checklist of Required Schedules**

|   | Yes                                 | No                                  |
|---|-------------------------------------|-------------------------------------|
| <b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions . . . . .  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV . . . . .</i>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>10</b> Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi endowments? <i>If "Yes," complete Schedule D, Part V . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.  |                                     |                                     |
| <b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>b</b> Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>c</b> Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>d</b> Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? . . . . .  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV . . . . .</i> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .   | <input type="checkbox"/>            | <input type="checkbox"/>            |
| <b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

**Part IV Checklist of Required Schedules** *(continued)*

|   | Yes                                 | No                                  |
|---|-------------------------------------|-------------------------------------|
| <b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?  | <input type="checkbox"/>            | <input type="checkbox"/>            |
| <b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?   | <input type="checkbox"/>            | <input type="checkbox"/>            |
| <b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?  | <input type="checkbox"/>            | <input type="checkbox"/>            |
| <b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):  |                                     |                                     |
| <b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

|   | Yes                                 | No                       |
|---|-------------------------------------|--------------------------|
| <b>1a</b> Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable  | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable  | <input type="checkbox"/>            | <input type="checkbox"/> |
| <b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

| <b>Part V Statements Regarding Other IRS Filings and Tax Compliance</b> <i>(continued)</i> |   | Yes        | No |   |   |
|--|---|------------|----|---|---|
| <b>2a</b>  | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return   | <b>2a</b>  | 36 |   |   |
| <b>b</b>   | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?  | <b>2b</b>  |    | ✓ |   |
| <b>3a</b>  | Did the organization have unrelated business gross income of \$1,000 or more during the year?   | <b>3a</b>  |    |   | ✓ |
| <b>b</b>   | If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>  | <b>3b</b>  |    |   |   |
| <b>4a</b>  | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?    | <b>4a</b>  |    |   | ✓ |
| <b>b</b>   | If "Yes," enter the name of the foreign country _____<br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).  |            |    |   |   |
| <b>5a</b>  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?   | <b>5a</b>  |    |   | ✓ |
| <b>b</b>   | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?  | <b>5b</b>  |    |   | ✓ |
| <b>c</b>   | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?   | <b>5c</b>  |    |   |   |
| <b>6a</b>  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                       | <b>6a</b>  |    | ✓ |   |
| <b>b</b>   | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?   | <b>6b</b>  |    | ✓ |   |
| <b>7</b>   | <b>Organizations that may receive deductible contributions under section 170(c).</b>  |            |    |   |   |
| <b>a</b>   | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?   | <b>7a</b>  |    | ✓ |   |
| <b>b</b>   | If "Yes," did the organization notify the donor of the value of the goods or services provided?   | <b>7b</b>  |    | ✓ |   |
| <b>c</b>   | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?  | <b>7c</b>  |    |   | ✓ |
| <b>d</b>   | If "Yes," indicate the number of Forms 8282 filed during the year   | <b>7d</b>  |    |   |   |
| <b>e</b>   | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?   | <b>7e</b>  |    |   | ✓ |
| <b>f</b>   | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?  | <b>7f</b>  |    |   | ✓ |
| <b>g</b>   | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?  | <b>7g</b>  |    |   | ✓ |
| <b>h</b>   | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?  | <b>7h</b>  |    |   | ✓ |
| <b>8</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?  | <b>8</b>   |    |   |   |
| <b>9</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b>  |            |    |   |   |
| <b>a</b>   | Did the sponsoring organization make any taxable distributions under section 4966?  | <b>9a</b>  |    |   |   |
| <b>b</b>   | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?   | <b>9b</b>  |    |   |   |
| <b>10</b>  | <b>Section 501(c)(7) organizations.</b> Enter:  |            |    |   |   |
| <b>a</b>   | Initiation fees and capital contributions included on Part VIII, line 12  | <b>10a</b> |    |   |   |
| <b>b</b>   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities   | <b>10b</b> |    |   |   |
| <b>11</b>  | <b>Section 501(c)(12) organizations.</b> Enter:   |            |    |   |   |
| <b>a</b>   | Gross income from members or shareholders   | <b>11a</b> |    |   |   |
| <b>b</b>   | Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)   | <b>11b</b> |    |   |   |
| <b>12a</b>   | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?   | <b>12a</b> |    |   |   |
| <b>b</b>   | If "Yes," enter the amount of tax-exempt interest received or accrued during the year   | <b>12b</b> |    |   |   |
| <b>13</b>  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>   |            |    |   |   |
| <b>a</b>   | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note:</b> See the instructions for additional information the organization must report on Schedule O.  | <b>13a</b> |    |   |   |
| <b>b</b>   | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans   | <b>13b</b> |    |   |   |
| <b>c</b>   | Enter the amount of reserves on hand  | <b>13c</b> |    |   |   |
| <b>14a</b>   | Did the organization receive any payments for indoor tanning services during the tax year?  | <b>14a</b> |    |   | ✓ |
| <b>b</b>   | If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>  | <b>14b</b> |    |   |   |
| <b>15</b>  | Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?<br>If "Yes," see the instructions and file Form 4720, Schedule N.                  | <b>15</b>  |    |   | ✓ |
| <b>16</b>  | Is the organization an educational institution subject to the section 4968 excise tax on net investment income?<br>If "Yes," complete Form 4720, Schedule O.  | <b>16</b>  |    |   | ✓ |
| <b>17</b>  | <b>Section 501(c)(21) organizations.</b> Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953?<br>If "Yes," complete Form 6069. | <b>17</b>  |    |   |   |

**Part VI Governance, Management, and Disclosure.** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

|           |  | Yes | No |
|-----------|--|-----|----|
| <b>1a</b> | Enter the number of voting members of the governing body at the end of the tax year . . . . .<br>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O. |     |    |
|           | <b>1a</b> 9  |     |    |
| <b>b</b>  | Enter the number of voting members included on line 1a, above, who are independent . . . . .   |     |    |
|           | <b>1b</b> 9  |     |    |
| <b>2</b>  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .  |     | ✓  |
| <b>3</b>  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? . . . . .  |     | ✓  |
| <b>4</b>  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .   |     | ✓  |
| <b>5</b>  | Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .   |     | ✓  |
| <b>6</b>  | Did the organization have members or stockholders? . . . . .   |     | ✓  |
| <b>7a</b> | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .   |     | ✓  |
| <b>b</b>  | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .  |     | ✓  |
| <b>8</b>  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:  |     |    |
| <b>a</b>  | The governing body? . . . . .  | ✓   |    |
| <b>b</b>  | Each committee with authority to act on behalf of the governing body? . . . . .  | ✓   |    |
| <b>9</b>  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O . . . . .   |     | ✓  |

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

|            |  | Yes | No |
|------------|--|-----|----|
| <b>10a</b> | Did the organization have local chapters, branches, or affiliates? . . . . .   | ✓   |    |
| <b>b</b>   | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .   | ✓   |    |
| <b>11a</b> | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .  | ✓   |    |
| <b>b</b>   | Describe on Schedule O the process, if any, used by the organization to review this Form 990.  |     |    |
| <b>12a</b> | Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .  | ✓   |    |
| <b>b</b>   | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .  | ✓   |    |
| <b>c</b>   | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done . . . . .   | ✓   |    |
| <b>13</b>  | Did the organization have a written whistleblower policy? . . . . .  | ✓   |    |
| <b>14</b>  | Did the organization have a written document retention and destruction policy? . . . . .   | ✓   |    |
| <b>15</b>  | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?   |     |    |
| <b>a</b>   | The organization's CEO, Executive Director, or top management official . . . . .   | ✓   |    |
| <b>b</b>   | Other officers or key employees of the organization . . . . .  |     | ✓  |
|            | If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.   |     |    |
| <b>16a</b> | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .  |     | ✓  |
| <b>b</b>   | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . . |     |    |

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed None
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records.

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A)<br>Name and title                        | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position<br>(do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|--|--|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
|  |  | Individual trustee or director   | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |   |  |   |
| Katherine K Cecala<br>President              | 60.00<br>0.25  |  |                       | ✓       | ✓            |                              |        | 339,760   | 0  | 29,074  |
| Sam Alpert<br>Chief Development Officer      | 45.00<br>0.00  |  |                       |         | ✓            |                              |        | 192,943   | 0  | 19,763  |
| Elizabeth Clements<br>VP People & Technology | 50.00<br>0.00  |  |                       |         | ✓            |                              |        | 149,582   | 0  | 17,042  |
| Anne Landers<br>Chief Operating Officer      | 55.00<br>0.00  |  |                       |         | ✓            |                              |        | 145,573   | 0  | 16,348  |
| Joss Francheterre<br>SR VP Major Gifts       | 45.00<br>0.00  |  |                       |         |              | ✓                            |        | 143,394   | 0  | 18,204  |
| Amy Schaefer<br>VP Finance                   | 42.00<br>2.00  |  |                       | ✓       |              | ✓                            |        | 112,335   | 0  | 14,864  |
| Colleen Cox<br>Sr. VP. Education             | 50.00<br>0.00  |  |                       |         |              | ✓                            |        | 111,957   | 0  | 14,778  |
| Frank Marino<br>Member                       | 1.00<br>0.50   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Karen Quick<br>Member                        | 4.00<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Brad Harper<br>Vice Chair                    | 1.00<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Charlie Smith<br>Vice Chair                  | 2.00<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Arturo Perez<br>Chair                        | 5.00<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Cary Smith<br>Treasurer/Secretary            | 2.00<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |
| Gayle Petrillo<br>Member                     | 0.50<br>0.00   | ✓  |                       |         |              |                              |        | 0   | 0  | 0   |

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

| (A)<br>Name and title  | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC/1099-NEC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
|  |  | Individual trustee or director  | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |   |  |   |
| Patricia Watterkotte<br>Member                                 | 1.00<br>0.00   | <input checked="" type="checkbox"/>   |                       |         |              |                              |        | 0   | 0  | 0   |
| Pete Rathwell<br>Member  | 1.00<br>1.00   | <input checked="" type="checkbox"/>   |                       |         |              |                              |        | 0   | 0  | 0   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
|  |  |   |                       |         |              |                              |        |   |  |   |
| <b>1b Subtotal</b>   |  |   |                       |         |              |                              |        | 1,195,544   | 0  | 130,073   |
| <b>c Total from continuation sheets to Part VII, Section A</b> |  |   |                       |         |              |                              |        |   |  |   |
| <b>d Total (add lines 1b and 1c)</b>                           |  |   |                       |         |              |                              |        | 1,195,544   | 0  | 130,073   |

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 7

|  | Yes                                 | No                                  |
|--|-------------------------------------|-------------------------------------|
| <b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>                       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A)<br>Name and business address | (B)<br>Description of services | (C)<br>Compensation |
|----------------------------------|--------------------------------|---------------------|
| None                             |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 0



**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

|  |  |   |   | (A)<br>Total revenue | (B)<br>Related or exempt<br>function revenue | (C)<br>Unrelated<br>business revenue | (D)<br>Revenue excluded<br>from tax under<br>sections 512-514 |   |   |
|--|--|---|---|----------------------|--|--------------------------------------|---|---|---|
| <b>Contributions, Gifts, Grants,<br/>and Other Similar Amounts</b> | <b>1a</b>  | Federated campaigns . . . . .   | <b>1a</b> 58,254  |                      |  |                                      |   |   |   |
|  | <b>b</b>   | Membership dues . . . . .   | <b>1b</b> 0   |                      |  |                                      |   |   |   |
|  | <b>c</b>   | Fundraising events . . . . .  | <b>1c</b> 1,031,681   |                      |  |                                      |   |   |   |
|  | <b>d</b>   | Related organizations . . . . .   | <b>1d</b> 44,276  |                      |  |                                      |   |   |   |
|  | <b>e</b>   | Government grants (contributions)   | <b>1e</b> 2,164,458   |                      |  |                                      |   |   |   |
|  | <b>f</b>   | All other contributions, gifts, grants,<br>and similar amounts not included above         | <b>1f</b> 3,388,374   |                      |  |                                      |   |   |   |
|  | <b>g</b>   | Noncash contributions included in<br>lines 1a-1f . . . . .                                | <b>1g</b> \$ 257,354  |                      |  |                                      |   |   |   |
|  | <b>h</b>   | <b>Total.</b> Add lines 1a-1f . . . . .   |   | 6,687,043            |  |                                      |   |   |   |
|  | <b>Program Service<br/>Revenue</b>                     |   |   |                      | Business Code                                |                                      |   |   |   |
| <b>2a</b>  |  |   |   |                      |  |                                      |   |   |   |
| <b>b</b>   |  |   |   |                      |  |                                      |   |   |   |
| <b>c</b>   |  |   |   |                      |  |                                      |   |   |   |
| <b>d</b>   |  |   |   |                      |  |                                      |   |   |   |
| <b>e</b>   |  |   |   |                      |  |                                      |   |   |   |
| <b>f</b>   |  | All other program service revenue . .   |   |                      | 319,435                                      | 319,435                              | 0   | 0 |   |
| <b>g</b>   | <b>Total.</b> Add lines 2a-2f . . . . .                |   |   | 319,435              |  |                                      |   |   |   |
| <b>Other Revenue</b>   | <b>3</b>   | Investment income (including dividends, interest, and<br>other similar amounts) . . . . . |   | 127,946              | 0  | 0                                    | 127,946   |   |   |
|  | <b>4</b>   | Income from investment of tax-exempt bond proceeds  |   | 0                    | 0  | 0                                    | 0   |   |   |
|  | <b>5</b>   | Royalties . . . . .   |   | 0                    | 0  | 0                                    | 0   |   |   |
|  | <b>6a</b>  | <b>6a</b>   |   |                      |  |                                      |   |   |   |
|  |  |   | (i) Real  | (ii) Personal        |  |                                      |   |   |   |
|  |  |   | Gross rents . . . . .   | 0                    |  |                                      |   |   | 0 |
|  | <b>b</b>   | <b>6b</b>   | Less: rental expenses . . . . .   |                      | 0  | 0                                    |   |   |   |
|  | <b>c</b>   | <b>6c</b>   | Rental income or (loss) . . . . .   |                      | 0  | 0                                    |   |   |   |
|  | <b>d</b>   | Net rental income or (loss) . . . . .   |   | 0                    | 0  | 0                                    | 0   |   |   |
|  | <b>7a</b>  | <b>7a</b>   |   |                      |  |                                      |   |   |   |
|  |  |   | (i) Securities  | (ii) Other           |  |                                      |   |   |   |
|  |  |   | Gross amount from<br>sales of assets<br>other than inventory . . . . .  | 1,990,676            |  |                                      |   |   | 0 |
|  |  |   | Less: cost or other basis<br>and sales expenses . . . . .   | 1,943,843            |  |                                      |   |   | 0 |
|  | <b>c</b>   | <b>7c</b>   | Gain or (loss) . . . . .  |                      | 46,833                                       | 0                                    |   |   |   |
|  | <b>d</b>   | Net gain or (loss) . . . . .  |   | 46,833               | 0  | 0                                    | 46,833  |   |   |
|  | <b>8a</b>  | <b>8a</b>   |   |                      |  |                                      |   |   |   |
|  |  |   | Gross income from fundraising<br>events (not including \$ 1,031,681<br>of contributions reported on line<br>1c). See Part IV, line 18 . . . . . | 144,405              |  |                                      |   |   |   |
| Less: direct expenses . . . . .                                    |  |   | 427,737   |                      |  |                                      |   |   |   |
| <b>c</b>   | Net income or (loss) from fundraising events . . . . . |   | -283,332  |                      | 0  | -283,332                             |   |   |   |
| <b>9a</b>  | <b>9a</b>  |   |   |                      |  |                                      |   |   |   |
|  |  | Gross income from gaming<br>activities. See Part IV, line 19 . . . . .                    | 11,977  |                      |  |                                      |   |   |   |
|  |  | Less: direct expenses . . . . .   | 4,516   |                      |  |                                      |   |   |   |
| <b>c</b>   | Net income or (loss) from gaming activities . . . . .  |   | 7,461   | 0                    | 0  | 7,461                                |   |   |   |
| <b>10a</b>   | <b>10a</b>   |   |   |                      |  |                                      |   |   |   |
|  |  | Gross sales of inventory, less<br>returns and allowances . . . . .                        | 0   |                      |  |                                      |   |   |   |
|  |  | Less: cost of goods sold . . . . .  | 0   |                      |  |                                      |   |   |   |
| <b>c</b>   | Net income or (loss) from sales of inventory . . . . . |   | 0   | 0                    | 0  | 0                                    |   |   |   |
| <b>Miscellaneous<br/>Revenue</b>                                   |  |   |   | Business Code        |  |                                      |   |   |   |
|  | <b>11a</b>   | Life Insurance Cash Surrender Value   | 900099  | 1,388                | 0  | 0                                    | 1,388   |   |   |
|  | <b>b</b>   | Snack Reimbursements  | 900099  | 1,299                | 0  | 0                                    | 1,299   |   |   |
|  | <b>c</b>   | Rebate - storage pod  | 900099  | 230                  | 230  | 0                                    | 0   |   |   |
|  | <b>d</b>   | All other revenue . . . . .   |   | 199                  | 0  | 0                                    | 199   |   |   |
| <b>e</b>   | <b>Total.</b> Add lines 11a-11d . . . . .              |   |   | 3,116                |  |                                      |   |   |   |
| <b>12</b>  | <b>Total revenue.</b> See instructions . . . . .       |   |   | 6,908,502            | 319,665                                      | 0                                    | -98,206   |   |   |

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| <b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b> |   | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|---|-----------------------|---------------------------------|--|-----------------------------|
| <b>1</b>  | Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .  | 750                   | 750                             |  |                             |
| <b>2</b>  | Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .   | 11,525                | 11,525                          |  |                             |
| <b>3</b>  | Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .  | 0                     | 0                               |  |                             |
| <b>4</b>  | Benefits paid to or for members . . . . .   | 0                     | 0                               |  |                             |
| <b>5</b>  | Compensation of current officers, directors, trustees, and key employees . . . . .  | 1,406,159             | 795,031                         | 208,604                                | 402,524                     |
| <b>6</b>  | Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .  | 0                     | 0                               | 0                                      | 0                           |
| <b>7</b>  | Other salaries and wages . . . . .  | 1,576,818             | 1,125,469                       | 104,443                                | 346,906                     |
| <b>8</b>  | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .  | 50,583                | 28,480                          | 5,216                                  | 16,887                      |
| <b>9</b>  | Other employee benefits . . . . .   | 155,662               | 112,324                         | 8,285                                  | 35,053                      |
| <b>10</b>   | Payroll taxes . . . . .   | 193,531               | 127,687                         | 18,100                                 | 47,744                      |
| <b>11</b>   | Fees for services (nonemployees):   |                       |                                 |  |                             |
| <b>a</b>  | Management . . . . .  | 0                     | 0                               | 0                                      | 0                           |
| <b>b</b>  | Legal . . . . .   | 0                     | 0                               | 0                                      | 0                           |
| <b>c</b>  | Accounting . . . . .  | 17,335                | 0                               | 17,335                                 | 0                           |
| <b>d</b>  | Lobbying . . . . .  | 0                     | 0                               | 0                                      | 0                           |
| <b>e</b>  | Professional fundraising services. See Part IV, line 17 . . . . .   | 0                     |                                 |  | 0                           |
| <b>f</b>  | Investment management fees . . . . .  | 11,589                | 0                               | 11,589                                 | 0                           |
| <b>g</b>  | Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) . . . . .   | 193,672               | 164,670                         | 4,936                                  | 24,066                      |
| <b>12</b>   | Advertising and promotion . . . . .   | 0                     | 0                               | 0                                      | 0                           |
| <b>13</b>   | Office expenses . . . . .   | 189,704               | 129,693                         | 23,057                                 | 36,954                      |
| <b>14</b>   | Information technology . . . . .  | 53,564                | 39,443                          | 4,020                                  | 10,101                      |
| <b>15</b>   | Royalties . . . . .   | 0                     | 0                               | 0                                      | 0                           |
| <b>16</b>   | Occupancy . . . . .   | 55,454                | 50,985                          | 1,785                                  | 2,684                       |
| <b>17</b>   | Travel . . . . .  | 39,856                | 28,723                          | 3,568                                  | 7,565                       |
| <b>18</b>   | Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .  | 0                     | 0                               | 0                                      | 0                           |
| <b>19</b>   | Conferences, conventions, and meetings . . . . .  | 37,484                | 14,672                          | 1,680                                  | 21,132                      |
| <b>20</b>   | Interest . . . . .  | 14,334                | 7,814                           | 2,065                                  | 4,455                       |
| <b>21</b>   | Payments to affiliates . . . . .  | 163,826               | 163,826                         | 0                                      | 0                           |
| <b>22</b>   | Depreciation, depletion, and amortization . . . . .   | 167,611               | 147,104                         | 12,417                                 | 8,090                       |
| <b>23</b>   | Insurance . . . . .   | 45,587                | 41,033                          | 1,753                                  | 2,801                       |
| <b>24</b>   | Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.) . . . . .   |                       |                                 |  |                             |
| <b>a</b>  | <u>Program Materials</u> . . . . .  | 273,535               | 273,535                         | 0                                      | 0                           |
| <b>b</b>  | <u>Marketing</u> . . . . .  | 160,655               | 67,807                          | 10,835                                 | 82,013                      |
| <b>c</b>  | <u>Non-cash contributions</u> . . . . .   | 149,557               | 145,410                         | 1,346                                  | 2,801                       |
| <b>d</b>  | <u>Uncollectible pledges</u> . . . . .  | 59,950                | 0                               | 0                                      | 59,950                      |
| <b>e</b>  | All other expenses . . . . .  | 125,655               | 78,187                          | 11,004                                 | 36,464                      |
| <b>25</b>   | <b>Total functional expenses.</b> Add lines 1 through 24e . . . . .   | 5,154,396             | 3,554,168                       | 452,038                                | 1,148,190                   |
| <b>26</b>   | <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . . |                       |                                 |  |                             |

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

|   |  | (A)               |            | (B)         |
|---|--|-------------------|------------|-------------|
|   |  | Beginning of year |            | End of year |
| <b>Assets</b>   | <b>1</b> Cash—non-interest-bearing . . . . .   | 2,029,767         | <b>1</b>   | 837,892     |
|   | <b>2</b> Savings and temporary cash investments . . . . .  | 34,173            | <b>2</b>   | 101,435     |
|   | <b>3</b> Pledges and grants receivable, net . . . . .  | 2,121,946         | <b>3</b>   | 2,857,389   |
|   | <b>4</b> Accounts receivable, net . . . . .  | 16,004            | <b>4</b>   | 18,132      |
|   | <b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . . | 0                 | <b>5</b>   | 0           |
|   | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) . . . . .   | 0                 | <b>6</b>   | 0           |
|   | <b>7</b> Notes and loans receivable, net . . . . .   | 0                 | <b>7</b>   | 0           |
|   | <b>8</b> Inventories for sale or use . . . . .   | 3,000             | <b>8</b>   | 6,850       |
|   | <b>9</b> Prepaid expenses and deferred charges . . . . .   | 94,108            | <b>9</b>   | 95,216      |
|   | <b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .   | 4,794,349         |            |             |
|   | <b>b</b> Less: accumulated depreciation . . . . .  | 2,510,143         | <b>10c</b> | 2,284,206   |
|   | <b>11</b> Investments—publicly traded securities . . . . .   | 2,354,704         | <b>11</b>  | 4,477,174   |
|   | <b>12</b> Investments—other securities. See Part IV, line 11 . . . . .   | 0                 | <b>12</b>  | 0           |
|   | <b>13</b> Investments—program-related. See Part IV, line 11 . . . . .  | 0                 | <b>13</b>  | 0           |
|   | <b>14</b> Intangible assets . . . . .  | 0                 | <b>14</b>  | 0           |
|   | <b>15</b> Other assets. See Part IV, line 11 . . . . .   | 35,554            | <b>15</b>  | 36,942      |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) . . . . . | 8,907,412  | <b>16</b>         | 10,715,236 |             |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses . . . . .  | 442,991           | <b>17</b>  | 418,325     |
|   | <b>18</b> Grants payable . . . . .   | 0                 | <b>18</b>  | 0           |
|   | <b>19</b> Deferred revenue . . . . .   | 13,205            | <b>19</b>  | 10,345      |
|   | <b>20</b> Tax-exempt bond liabilities . . . . .  | 0                 | <b>20</b>  | 0           |
|   | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .  | 0                 | <b>21</b>  | 0           |
|   | <b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .     | 0                 | <b>22</b>  | 0           |
|   | <b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .   | 19,745            | <b>23</b>  | 45,978      |
|   | <b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .   | 17,500            | <b>24</b>  | 7,500       |
|   | <b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D . . . . .  | 303,446           | <b>25</b>  | 303,446     |
|   | <b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .   | 796,887           | <b>26</b>  | 785,594     |
| <b>Net Assets or Fund Balances</b>  | <b>Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.</b>   |                   |            |             |
|   | <b>27</b> Net assets without donor restrictions . . . . .  | 6,312,121         | <b>27</b>  | 8,034,780   |
|   | <b>28</b> Net assets with donor restrictions . . . . .   | 1,798,404         | <b>28</b>  | 1,894,862   |
|   | <b>Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.</b>  |                   |            |             |
|   | <b>29</b> Capital stock or trust principal, or current funds . . . . .   |                   | <b>29</b>  |             |
|   | <b>30</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .   |                   | <b>30</b>  |             |
|   | <b>31</b> Retained earnings, endowment, accumulated income, or other funds . . . . .   |                   | <b>31</b>  |             |
|   | <b>32</b> Total net assets or fund balances . . . . .  | 8,110,525         | <b>32</b>  | 9,929,642   |
| <b>33</b> Total liabilities and net assets/fund balances . . . . .            | 8,907,412  | <b>33</b>         | 10,715,236 |             |

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

|           |  |           |           |
|-----------|--|-----------|-----------|
| <b>1</b>  | Total revenue (must equal Part VIII, column (A), line 12)  | <b>1</b>  | 6,908,502 |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)   | <b>2</b>  | 5,154,396 |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1   | <b>3</b>  | 1,754,106 |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                      | <b>4</b>  | 8,110,525 |
| <b>5</b>  | Net unrealized gains (losses) on investments   | <b>5</b>  | 65,011    |
| <b>6</b>  | Donated services and use of facilities   | <b>6</b>  | 0         |
| <b>7</b>  | Investment expenses  | <b>7</b>  | 0         |
| <b>8</b>  | Prior period adjustments   | <b>8</b>  | 0         |
| <b>9</b>  | Other changes in net assets or fund balances (explain on Schedule O)   | <b>9</b>  | 0         |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B)) | <b>10</b> | 9,929,642 |

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

|   | Yes | No |
|---|-----|----|
| <b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.  |     |    |
| <b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |     | ✓  |
| <b>b</b> Were the organization's financial statements audited by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:<br><input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                 | ✓   |    |
| <b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.  | ✓   |    |
| <b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?   | ✓   |    |
| <b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits.  | ✓   |    |

**SCHEDULE A  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
Attach to Form 990 or Form 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

|  |   |
|--|---|
| Name of the organization<br><b>JUNIOR ACHIEVEMENT OF ARIZONA</b> | Employer identification number<br><b>86-0184349</b> |
|--|---|

**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vii)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10  An organization that normally receives (1) more than 33<sup>1</sup>/<sub>3</sub>% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33<sup>1</sup>/<sub>3</sub>% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1-10 above (see instructions)) | (iv) Is the organization listed in your governing document? |    | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|---|---|----|---|---|
|                                    |          |   | Yes   | No |   |   |
| (A)                                |          |   |   |    |   |   |
| (B)                                |          |   |   |    |   |   |
| (C)                                |          |   |   |    |   |   |
| (D)                                |          |   |   |    |   |   |
| (E)                                |          |   |   |    |   |   |
| <b>Total</b>                       |          |   |   |    |   |   |

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in)  | (a) 2018  | (b) 2019  | (c) 2020  | (d) 2021  | (e) 2022  | (f) Total  |
|--|-----------|-----------|-----------|-----------|-----------|------------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .  | 4,133,171 | 3,695,318 | 4,325,937 | 7,030,440 | 6,687,042 | 25,871,908 |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .   | 0         | 0         | 0         | 0         | 0         | 0          |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .   | 0         | 0         | 0         | 0         | 0         | 0          |
| <b>4 Total.</b> Add lines 1 through 3 . . . . .  | 4,133,171 | 3,695,318 | 4,325,937 | 7,030,440 | 6,687,042 | 25,871,908 |
| <b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . . |           |           |           |           |           | 0          |
| <b>6 Public support.</b> Subtract line 5 from line 4   |           |           |           |           |           | 25,871,908 |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)   | (a) 2018  | (b) 2019  | (c) 2020  | (d) 2021  | (e) 2022  | (f) Total                |
|---|-----------|-----------|-----------|-----------|-----------|--------------------------|
| <b>7</b> Amounts from line 4 . . . . .  | 4,133,171 | 3,695,318 | 4,325,937 | 7,030,440 | 6,687,042 | 25,871,908               |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .  | 11,313    | 32,674    | 27,160    | 76,438    | 127,946   | 275,531                  |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .   | 0         | 0         | 0         | 0         | 0         | 0                        |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .   | 14,189    | 7,659     | 9,109     | 11,518    | 53,051    | 95,526                   |
| <b>11 Total support.</b> Add lines 7 through 10   |           |           |           |           |           | 26,242,965               |
| <b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .   |           |           |           |           | 12        | 578,885                  |
| <b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . |           |           |           |           |           | <input type="checkbox"/> |

**Section C. Computation of Public Support Percentage**

|   |           |                                     |
|---|-----------|-------------------------------------|
| <b>14</b> Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)) . . . . .   | <b>14</b> | 98.59 %                             |
| <b>15</b> Public support percentage from 2021 Schedule A, Part II, line 14 . . . . .  | <b>15</b> | 98.83 %                             |
| <b>16a 33 1/3% support test—2022.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . .   |           | <input type="checkbox"/>            |
| <b>b 33 1/3% support test—2021.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . .  |           | <input checked="" type="checkbox"/> |
| <b>17a 10%-facts-and-circumstances test—2022.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . .    |           | <input type="checkbox"/>            |
| <b>b 10%-facts-and-circumstances test—2021.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here</b> . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . . |           | <input type="checkbox"/>            |
| <b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .  |           | <input type="checkbox"/>            |

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in)   | (a) 2018 | (b) 2019 | (c) 2020 | (d) 2021 | (e) 2022 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")   |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513   |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .  |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5 . . . . .   |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .  |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .         |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b . . . . .  |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6.) . . . . .  |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in)  | (a) 2018 | (b) 2019 | (c) 2020 | (d) 2021 | (e) 2022 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6 . . . . .   |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .   |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .   |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b . . . . .   |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on . . . . .  |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .  |          |          |          |          |          |           |
| <b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .   |          |          |          |          |          |           |
| <b>14 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . <input type="checkbox"/> |          |          |          |          |          |           |

**Section C. Computation of Public Support Percentage**

|   |           |   |
|---|-----------|---|
| <b>15</b> Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f)) . . . . . | <b>15</b> | % |
| <b>16</b> Public support percentage from 2021 Schedule A, Part III, line 15 . . . . .                       | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|   |           |   |
|---|-----------|---|
| <b>17</b> Investment income percentage for <b>2022</b> (line 10c, column (f), divided by line 13, column (f)) . . . . .   | <b>17</b> | % |
| <b>18</b> Investment income percentage from <b>2021</b> Schedule A, Part III, line 17 . . . . .   | <b>18</b> | % |
| <b>19a 33 1/3% support tests—2022.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . . <input type="checkbox"/>         |           |   |
| <b>b 33 1/3% support tests—2021.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . . <input type="checkbox"/> |           |   |
| <b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . . . . . <input type="checkbox"/>   |           |   |

**Part IV Supporting Organizations**

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

|     |  | Yes | No |
|-----|--|-----|----|
| 1   | Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>   |     |    |
| 2   | Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>  |     |    |
| 3a  | Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>   |     |    |
| 3b  | Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>  |     |    |
| 3c  | Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>   |     |    |
| 4a  | Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>  |     |    |
| 4b  | Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>   |     |    |
| 4c  | Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>  |     |    |
| 5a  | Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> |     |    |
| 5b  | <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?   |     |    |
| 5c  | <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?  |     |    |
| 6   | Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| 7   | Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>   |     |    |
| 8   | Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>   |     |    |
| 9a  | Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| 9b  | Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| 9c  | Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| 10a | Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>   |     |    |
| 10b | Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>  |     |    |



**Part IV Supporting Organizations** (continued)

|           |   | Yes | No |
|-----------|---|-----|----|
| <b>11</b> | Has the organization accepted a gift or contribution from any of the following persons?   |     |    |
| <b>a</b>  | A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization? |     |    |
|           | <b>11a</b>  |     |    |
| <b>b</b>  | A family member of a person described on line 11a above?  |     |    |
|           | <b>11b</b>  |     |    |
| <b>c</b>  | A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in <b>Part VI</b> .                             |     |    |
|           | <b>11c</b>  |     |    |

**Section B. Type I Supporting Organizations**

|          |  | Yes | No |
|----------|--|-----|----|
| <b>1</b> | Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. |     |    |
|          | <b>1</b>   |     |    |
| <b>2</b> | Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.   |     |    |
|          | <b>2</b>   |     |    |

**Section C. Type II Supporting Organizations**

|          |   | Yes | No |
|----------|---|-----|----|
| <b>1</b> | Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). |     |    |
|          | <b>1</b>  |     |    |

**Section D. All Type III Supporting Organizations**

|          |  | Yes | No |
|----------|--|-----|----|
| <b>1</b> | Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? |     |    |
|          | <b>1</b>   |     |    |
| <b>2</b> | Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).   |     |    |
|          | <b>2</b>   |     |    |
| <b>3</b> | By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.  |     |    |
|          | <b>3</b>   |     |    |

**Section E. Type III Functionally Integrated Supporting Organizations**

|          |  |     |    |
|----------|--|-----|----|
| <b>1</b> | Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).  |     |    |
| <b>a</b> | <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.   |     |    |
| <b>b</b> | <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.  |     |    |
| <b>c</b> | <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a governmental entity (see instructions).  |     |    |
| <b>2</b> | Activities Test. <b>Answer lines 2a and 2b below.</b>  |     |    |
|          |  | Yes | No |
| <b>a</b> | Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI identify those supported organizations and explain</b> how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. |     |    |
|          | <b>2a</b>  |     |    |
| <b>b</b> | Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.  |     |    |
|          | <b>2b</b>  |     |    |
| <b>3</b> | Parent of Supported Organizations. <b>Answer lines 3a and 3b below.</b>  |     |    |
| <b>a</b> | Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in <b>Part VI</b> .   |     |    |
|          | <b>3a</b>  |     |    |
| <b>b</b> | Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.   |     |    |
|          | <b>3b</b>  |     |    |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1**  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| <b>Section A—Adjusted Net Income</b>  |  | (A) Prior Year | (B) Current Year (optional) |
|---------------------------------------|--|----------------|-----------------------------|
| <b>1</b>                              | Net short-term capital gain  | <b>1</b>       |                             |
| <b>2</b>                              | Recoveries of prior-year distributions   | <b>2</b>       |                             |
| <b>3</b>                              | Other gross income (see instructions)  | <b>3</b>       |                             |
| <b>4</b>                              | Add lines 1 through 3.   | <b>4</b>       |                             |
| <b>5</b>                              | Depreciation and depletion   | <b>5</b>       |                             |
| <b>6</b>                              | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | <b>6</b>       |                             |
| <b>7</b>                              | Other expenses (see instructions)  | <b>7</b>       |                             |
| <b>8</b>                              | <b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)  | <b>8</b>       |                             |
| <b>Section B—Minimum Asset Amount</b> |  | (A) Prior Year | (B) Current Year (optional) |
| <b>1</b>                              | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):  |                |                             |
| <b>a</b>                              | Average monthly value of securities  | <b>1a</b>      |                             |
| <b>b</b>                              | Average monthly cash balances  | <b>1b</b>      |                             |
| <b>c</b>                              | Fair market value of other non-exempt-use assets   | <b>1c</b>      |                             |
| <b>d</b>                              | <b>Total</b> (add lines 1a, 1b, and 1c)  | <b>1d</b>      |                             |
| <b>e</b>                              | <b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):   |                |                             |
| <b>2</b>                              | Acquisition indebtedness applicable to non-exempt-use assets   | <b>2</b>       |                             |
| <b>3</b>                              | Subtract line 2 from line 1d.  | <b>3</b>       |                             |
| <b>4</b>                              | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).   | <b>4</b>       |                             |
| <b>5</b>                              | Net value of non-exempt-use assets (subtract line 4 from line 3)   | <b>5</b>       |                             |
| <b>6</b>                              | Multiply line 5 by 0.035.  | <b>6</b>       |                             |
| <b>7</b>                              | Recoveries of prior-year distributions   | <b>7</b>       |                             |
| <b>8</b>                              | <b>Minimum Asset Amount</b> (add line 7 to line 6)   | <b>8</b>       |                             |
| <b>Section C—Distributable Amount</b> |  |                | Current Year                |
| <b>1</b>                              | Adjusted net income for prior year (from Section A, line 8, column A)  | <b>1</b>       |                             |
| <b>2</b>                              | Enter 0.85 of line 1.  | <b>2</b>       |                             |
| <b>3</b>                              | Minimum asset amount for prior year (from Section B, line 8, column A)   | <b>3</b>       |                             |
| <b>4</b>                              | Enter greater of line 2 or line 3.   | <b>4</b>       |                             |
| <b>5</b>                              | Income tax imposed in prior year   | <b>5</b>       |                             |
| <b>6</b>                              | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).  | <b>6</b>       |                             |
| <b>7</b>                              | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).                                |                |                             |

**Part V** Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D—Distributions |  | Current Year |
|-------------------------|--|--------------|
| <b>1</b>                | Amounts paid to supported organizations to accomplish exempt purposes  | <b>1</b>     |
| <b>2</b>                | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity              | <b>2</b>     |
| <b>3</b>                | Administrative expenses paid to accomplish exempt purposes of supported organizations  | <b>3</b>     |
| <b>4</b>                | Amounts paid to acquire exempt-use assets  | <b>4</b>     |
| <b>5</b>                | Qualified set-aside amounts (prior IRS approval required—provide details in <b>Part VI</b> )   | <b>5</b>     |
| <b>6</b>                | Other distributions (describe in <b>Part VI</b> ). See instructions.   | <b>6</b>     |
| <b>7</b>                | <b>Total annual distributions.</b> Add lines 1 through 6.  | <b>7</b>     |
| <b>8</b>                | Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions. | <b>8</b>     |
| <b>9</b>                | Distributable amount for 2022 from Section C, line 6   | <b>9</b>     |
| <b>10</b>               | Line 8 amount divided by line 9 amount   | <b>10</b>    |

| Section E—Distribution Allocations (see instructions)  | (i)<br>Excess Distributions | (ii)<br>Underdistributions<br>Pre-2022 | (iii)<br>Distributable<br>Amount for 2022 |
|--|-----------------------------|--|---|
| <b>1</b> Distributable amount for 2022 from Section C, line 6  |                             |  |   |
| <b>2</b> Underdistributions, if any, for years prior to 2022 (reasonable cause required—explain in <b>Part VI</b> ). See instructions.   |                             |  |   |
| <b>3</b> Excess distributions carryover, if any, to 2022   |                             |  |   |
| <b>a</b> From 2017 . . . . .   |                             |  |   |
| <b>b</b> From 2018 . . . . .   |                             |  |   |
| <b>c</b> From 2019 . . . . .   |                             |  |   |
| <b>d</b> From 2020 . . . . .   |                             |  |   |
| <b>e</b> From 2021 . . . . .   |                             |  |   |
| <b>f</b> Total of lines 3a through 3e  |                             |  |   |
| <b>g</b> Applied to underdistributions of prior years  |                             |  |   |
| <b>h</b> Applied to 2022 distributable amount  |                             |  |   |
| <b>i</b> Carryover from 2017 not applied (see instructions)  |                             |  |   |
| <b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.  |                             |  |   |
| <b>4</b> Distributions for 2022 from Section D, line 7: \$   |                             |  |   |
| <b>a</b> Applied to underdistributions of prior years  |                             |  |   |
| <b>b</b> Applied to 2022 distributable amount  |                             |  |   |
| <b>c</b> Remainder. Subtract lines 4a and 4b from line 4.  |                             |  |   |
| <b>5</b> Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions. |                             |  |   |
| <b>6</b> Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.                        |                             |  |   |
| <b>7</b> Excess distributions carryover to 2023. Add lines 3j and 4c.  |                             |  |   |
| <b>8</b> Breakdown of line 7:  |                             |  |   |
| <b>a</b> Excess from 2018 . . .  |                             |  |   |
| <b>b</b> Excess from 2019 . . .  |                             |  |   |
| <b>c</b> Excess from 2020 . . .  |                             |  |   |
| <b>d</b> Excess from 2021 . . .  |                             |  |   |
| <b>e</b> Excess from 2022 . . .  |                             |  |   |



SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization JUNIOR ACHIEVEMENT OF ARIZONA Employer identification number 86-0184349

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include Total number at end of year, Aggregate value of contributions, grants, and end of year, and Yes/No questions about donor advisement.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Form for Conservation Easements with multiple questions (1-9) and a table for 'Held at the End of the Tax Year' with rows 2a, 2b, 2c, 2d.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Form for Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets with questions 1a, 1b, 2, and 2a, 2b.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** *(continued)*

**3** Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):

- a**  Public exhibition
- b**  Scholarly research
- c**  Preservation for future generations
- d**  Loan or exchange program
- e**  Other .....

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  **Yes**  **No**

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  **Yes**  **No**

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

|   | Amount |
|---|--------|
| <b>1c</b> Beginning balance             |        |
| <b>1d</b> Additions during the year     |        |
| <b>1e</b> Distributions during the year |        |
| <b>1f</b> Ending balance                |        |

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  **Yes**  **No**

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

|   | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| <b>1a</b> Beginning of year balance                     | 1,095,309        | 1,349,126      | 1,046,468          | 1,084,501            | 1,103,227           |
| <b>b</b> Contributions                                  | 167              | 0              | 0                  | 0                    | 0                   |
| <b>c</b> Net investment earnings, gains, and losses     | 108,832          | -203,171       | 362,060            | 11,644               | 52,053              |
| <b>d</b> Grants or scholarships                         | 6,024            | 5,480          | 5,347              | 5,000                | 11,445              |
| <b>e</b> Other expenditures for facilities and programs | 43,788           | 27,025         | 37,103             | 28,217               | 60,151              |
| <b>f</b> Administrative expenses                        | 11,804           | 18,141         | 16,952             | 16,460               | 5,628               |
| <b>g</b> End of year balance                            | 1,142,692        | 1,095,309      | 1,349,126          | 1,046,468            | 1,078,056           |

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment 56.82 %
- b** Permanent endowment 29.98 %
- c** Term endowment 13.2 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** Unrelated organizations
- (ii)** Related organizations

|               | Yes | No |
|---------------|-----|----|
| <b>3a(i)</b>  |     | ✓  |
| <b>3a(ii)</b> | ✓   |    |
| <b>3b</b>     | ✓   |    |

**b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| <b>1a</b> Land   | 0                                    | 457,700                         |                              | 457,700        |
| <b>b</b> Buildings   | 0                                    | 3,364,827                       | 1,756,830                    | 1,607,997      |
| <b>c</b> Leasehold improvements  | 0                                    | 424,337                         | 416,348                      | 7,989          |
| <b>d</b> Equipment   | 0                                    | 355,875                         | 178,665                      | 177,210        |
| <b>e</b> Other   | 0                                    | 191,610                         | 158,300                      | 33,310         |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 |                              | 2,284,206      |

**Part VII Investments—Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category<br>(including name of security)             | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|---|----------------|--|
| (1) Financial derivatives . . . . .   |                |  |
| (2) Closely held equity interests . . . . .   |                |  |
| (3) Other _____   |                |  |
| (A) _____   |                |  |
| (B) _____   |                |  |
| (C) _____   |                |  |
| (D) _____   |                |  |
| (E) _____   |                |  |
| (F) _____   |                |  |
| (G) _____   |                |  |
| (H) _____   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) . . . . . |                |  |

**Part VIII Investments—Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment   | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|---|----------------|--|
| (1)   |                |  |
| (2)   |                |  |
| (3)   |                |  |
| (4)   |                |  |
| (5)   |                |  |
| (6)   |                |  |
| (7)   |                |  |
| (8)   |                |  |
| (9)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.) . . . . . |                |  |

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description   | (b) Book value |
|---|----------------|
| (1)   |                |
| (2)   |                |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) . . . . . |                |

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability   | (b) Book value |
|---|----------------|
| (1) Federal income taxes  | 0              |
| (2) <u>Loan from Foundation for JA of Arizona</u>                                   | 303,446        |
| (3)   |                |
| (4)   |                |
| (5)   |                |
| (6)   |                |
| (7)   |                |
| (8)   |                |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) . . . . . | 303,446        |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|          |  |           |          |           |
|----------|--|-----------|----------|-----------|
| <b>1</b> | Total revenue, gains, and other support per audited financial statements . . . . .                       |           | <b>1</b> | 7,281,904 |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part VIII, line 12:                                      |           |          |           |
| <b>a</b> | Net unrealized gains (losses) on investments . . . . .   | <b>2a</b> | 65,011   |           |
| <b>b</b> | Donated services and use of facilities . . . . .   | <b>2b</b> | 14,400   |           |
| <b>c</b> | Recoveries of prior year grants . . . . .  | <b>2c</b> | 0        |           |
| <b>d</b> | Other (Describe in Part XIII.) . . . . .   | <b>2d</b> | 293,991  |           |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b> . . . . .  | <b>2e</b> |          | 373,402   |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b> . . . . .   |           | <b>3</b> | 6,908,502 |
| <b>4</b> | Amounts included on Form 990, Part VIII, line 12, but not on line 1:                                     |           |          |           |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                               | <b>4a</b> | 0        |           |
| <b>b</b> | Other (Describe in Part XIII.) . . . . .   | <b>4b</b> | 0        |           |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b> . . . . .  | <b>4c</b> |          | 0         |
| <b>5</b> | Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) . . . . . |           | <b>5</b> | 6,908,502 |

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

|          |   |           |          |           |
|----------|---|-----------|----------|-----------|
| <b>1</b> | Total expenses and losses per audited financial statements . . . . .                                      |           | <b>1</b> | 5,408,278 |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part IX, line 25:   |           |          |           |
| <b>a</b> | Donated services and use of facilities . . . . .  | <b>2a</b> | 14,400   |           |
| <b>b</b> | Prior year adjustments . . . . .  | <b>2b</b> | 0        |           |
| <b>c</b> | Other losses . . . . .  | <b>2c</b> | 0        |           |
| <b>d</b> | Other (Describe in Part XIII.) . . . . .  | <b>2d</b> | 239,482  |           |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b> . . . . .   | <b>2e</b> |          | 253,882   |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b> . . . . .  |           | <b>3</b> | 5,154,396 |
| <b>4</b> | Amounts included on Form 990, Part IX, line 25, but not on line 1:  |           |          |           |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                                | <b>4a</b> | 0        |           |
| <b>b</b> | Other (Describe in Part XIII.) . . . . .  | <b>4b</b> | 0        |           |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b> . . . . .   | <b>4c</b> |          | 0         |
| <b>5</b> | Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) . . . . . |           | <b>5</b> | 5,154,396 |

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Schedule D, Part V, Line 4 - The Endowment Funds are to be used to support the programs of Junior Achievement of Arizona.

Schedule D, Part X, Line 2 - The Organization is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 43-1201(4) of the Arizona Revised Statutes. However, the Organization remains subject to income taxes on any net income that is derived from a trade or business, regularly carried on and not in furtherance of the purpose for which it was granted exemption. The Organization utilizes the provisions of FASC 740-10, which prescribes a recognition threshold and measurement process for financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. Based on the Organization's evaluation of the June 30, 2020 through 2022 income tax returns and positions expected to be taken in the June 30, 2023 income tax returns, the Organization did not engage in activities or take uncertain tax positions that would jeopardize its tax-exempt status, or generate unrelated business income, which would be subject to taxation. In the event the Organization is assessed interest or penalties by major tax jurisdictions, it will be included in the provision for income taxes in the consolidated financial statements.

Schedule D, Part XI, Line 2d - Other consists of \$64,722 Revenues of combined related organizations, net of eliminations; \$427,737 Special Events Expense; (\$58,587) Gift-in-kind inventory used in Special Events; \$4,516 Gaming Expenses; (\$144,405) Direct Costs of Benefits to Donors and \$8 Accumulated Rounding netted against revenues in the audited financial statements.

Schedule D, Part XII, Line 2d - Other consists of \$10,214 Expenses of combined related organizations, net of eliminations; \$427,737 Special Events Expense; (\$58,587) Gift-in-kind inventory used in Special Events; \$4,516 Gaming Expenses; (\$144,405) Direct Costs of Benefits to Donors and \$8 Accumulate Rounding netted against revenues in the audited financial statements.



**SCHEDULE G  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information Regarding Fundraising or Gaming Activities**

Complete if the organization answered "Yes" on Form 990, Part IV, line 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

Attach to Form 990 or Form 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

**Open to Public Inspection**

Name of the organization

JUNIOR ACHIEVEMENT OF ARIZONA

Employer identification number

86-0184349

**Part I Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a**  Mail solicitations
  - b**  Internet and email solicitations
  - c**  Phone solicitations
  - d**  In-person solicitations
  - e**  Solicitation of non-government grants
  - f**  Solicitation of government grants
  - g**  Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees, or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?  **Yes**  **No**
- b** If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization.

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? |    | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col. (i) | (vi) Amount paid to (or retained by) organization |
|---|---------------|--|----|-----------------------------------|---|---|
|   |               | Yes  | No |                                   |   |   |
| 1   |               |  |    |                                   |   |   |
| 2   |               |  |    |                                   |   |   |
| 3   |               |  |    |                                   |   |   |
| 4   |               |  |    |                                   |   |   |
| 5   |               |  |    |                                   |   |   |
| 6   |               |  |    |                                   |   |   |
| 7   |               |  |    |                                   |   |   |
| 8   |               |  |    |                                   |   |   |
| 9   |               |  |    |                                   |   |   |
| 10  |               |  |    |                                   |   |   |
| <b>Total</b>  |               |  |    |                                   |   |   |

- 3** List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

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**Part II Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

|  |   | (a) Event #1                        | (b) Event #2                             | (c) Other events | (d) Total events<br>(add col. (a) through col. (c)) |
|--|---|-------------------------------------|--|------------------|---|
|  |   | JAO Golf Tournament<br>(event type) | Stock Market Challenge 4<br>(event type) | (total number)   |   |
| Revenue  | <b>1</b> Gross receipts . . . . .   | 613,203                             | 211,617                                  | 351,266          | 1,176,086   |
|  | <b>2</b> Less: Contributions . . . . .  | 512,951                             | 196,417                                  | 322,313          | 1,031,681   |
|  | <b>3</b> Gross income (line 1 minus line 2) . . . . .                           | 100,252                             | 15,200                                   | 28,953           | 144,405   |
| Direct Expenses  | <b>4</b> Cash prizes . . . . .  | 0                                   | 0  | 1,252            | 1,252   |
|  | <b>5</b> Noncash prizes . . . . .   | 99,574                              | 424                                      | 2,365            | 102,363   |
|  | <b>6</b> Rent/facility costs . . . . .  | 59,770                              | 6,144                                    | 13,160           | 79,074  |
|  | <b>7</b> Food and beverages . . . . .   | 17,766                              | 9,361                                    | 8,156            | 35,283  |
|  | <b>8</b> Entertainment . . . . .  | 0                                   | 0  | 2,600            | 2,600   |
|  | <b>9</b> Other direct expenses . . . . .  | 62,977                              | 50,871                                   | 93,317           | 207,165   |
|  | <b>10</b> Direct expense summary. Add lines 4 through 9 in column (d) . . . . . |                                     |  |                  | 427,737   |
| <b>11</b> Net income summary. Subtract line 10 from line 3, column (d) . . . . . |   |                                     |  | -283,332         |   |

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

|   |   | (a) Bingo   | (b) Pull tabs/instant bingo/progressive bingo                       | (c) Other gaming | (d) Total gaming (add col. (a) through col. (c)) |
|---|---|---|---|------------------|--|
|   |   | <b>1</b> Gross revenue . . . . .                                    |   |                  |  |
| Direct Expenses   | <b>2</b> Cash prizes . . . . .                                      |   |   |                  |  |
|   | <b>3</b> Noncash prizes . . . . .                                   |   |   |                  |  |
|   | <b>4</b> Rent/facility costs . . . . .                              |   |   |                  |  |
|   | <b>5</b> Other direct expenses . . . . .                            |   |   |                  |  |
| <b>6</b> Volunteer labor . . . . .  | <input type="checkbox"/> Yes _____ %<br><input type="checkbox"/> No | <input type="checkbox"/> Yes _____ %<br><input type="checkbox"/> No | <input type="checkbox"/> Yes _____ %<br><input type="checkbox"/> No |                  |  |
| <b>7</b> Direct expense summary. Add lines 2 through 5 in column (d) . . . . .        |   |   |   |                  |  |
| <b>8</b> Net gaming income summary. Subtract line 7 from line 1, column (d) . . . . . |   |   |   |                  |  |

**9** Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

**a** Is the organization licensed to conduct gaming activities in each of these states? . . . . .  Yes  No

**b** If "No," explain: \_\_\_\_\_

\_\_\_\_\_

**10a** Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? . . . . .  Yes  No

**b** If "Yes," explain: \_\_\_\_\_

\_\_\_\_\_

- 11** Does the organization conduct gaming activities with nonmembers?  Yes  No
- 12** Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming?  Yes  No
- 13** Indicate the percentage of gaming activity conducted in:
- |                                      |            |   |
|--------------------------------------|------------|---|
| <b>a</b> The organization's facility | <b>13a</b> | % |
| <b>b</b> An outside facility         | <b>13b</b> | % |

**14** Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name .....

Address .....

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue?  Yes  No
- b** If "Yes," enter the amount of gaming revenue received by the organization \$ ..... and the amount of gaming revenue retained by the third party \$ .....
- c** If "Yes," enter name and address of the third party:

Name .....

Address .....

**16** Gaming manager information:

Name .....

Gaming manager compensation \$ .....

Description of services provided .....

Director/officer       Employee       Independent contractor

- 17** Mandatory distributions:
- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?  Yes  No
- b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ..... \$

**Part IV** **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

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**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Employer identification number

86-0184349

JUNIOR ACHIEVEMENT OF ARIZONA

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of noncash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|--|---------|---------------------------------|--------------------------|----------------------------------|---|---------------------------------------|------------------------------------|
| (1)  |         |                                 |                          |                                  |   |                                       |                                    |
| (2)  |         |                                 |                          |                                  |   |                                       |                                    |
| (3)  |         |                                 |                          |                                  |   |                                       |                                    |
| (4)  |         |                                 |                          |                                  |   |                                       |                                    |
| (5)  |         |                                 |                          |                                  |   |                                       |                                    |
| (6)  |         |                                 |                          |                                  |   |                                       |                                    |
| (7)  |         |                                 |                          |                                  |   |                                       |                                    |
| (8)  |         |                                 |                          |                                  |   |                                       |                                    |
| (9)  |         |                                 |                          |                                  |   |                                       |                                    |
| (10)   |         |                                 |                          |                                  |   |                                       |                                    |
| (11)   |         |                                 |                          |                                  |   |                                       |                                    |
| (12)   |         |                                 |                          |                                  |   |                                       |                                    |

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table
- 3 Enter total number of other organizations listed in the line 1 table

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance        | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|--|--------------------------|--------------------------|----------------------------------|---|---------------------------------------|
| 1 See Schedule I, Part IV, Statement 1 |                          |                          |                                  |   |                                       |
| 2                                      |                          |                          |                                  |   |                                       |
| 3                                      |                          |                          |                                  |   |                                       |
| 4                                      |                          |                          |                                  |   |                                       |
| 5                                      |                          |                          |                                  |   |                                       |
| 6                                      |                          |                          |                                  |   |                                       |
| 7                                      |                          |                          |                                  |   |                                       |

**Part IV Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Schedule I, Part I, Line 2 - Stipends are not paid until program completion is verified. Teachers, who coordinate the delivery of Junior Achievement programs at their campuses, report program status on a bi-weekly basis. This report shows which volunteers have been recruited, trained, started the Junior Achievement program and/or completed the program. All paperwork is cross referenced with that of the volunteers. Once program completion is verified, the stipend is then paid.

Description of Grants and Other Assistance to Individuals in the United States

|                                |  | Number of recipients | Amt. of cash grant | Amt. of non-cash asst. |
|--------------------------------|--|----------------------|--------------------|------------------------|
| <b>Type of grant</b>           | The amount of stipends paid to individuals on Schedule I, Part III, Line 1 represents only cash payments to teachers, while the grants expense listed on Form 990, Part III, Line 4a includes payments to schools as well as accrued expenses for stipends not yet paid at the end of the fiscal year.   | 26                   | 11,525             | 0                      |
| <b>Method of valuation</b>     | Cash   |                      |                    |                        |
| <b>Desc. of Non-Cash Asst.</b> | Stipends are not paid until program completion is verified. Teachers, who coordinate the delivery of Junior Achievement programs at their campuses, report See Schedule I, Part IV, Statement 1 program status on a bi-weekly basis. This report shows which volunteers have been recruited, trained, started the Junior Achievement program and/or completed the program. All paperwork is cross referenced with that of the volunteers. Once program completion is verified, the stipend is then paid. |                      |                    |                        |

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees  
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.  
Attach to Form 990.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

**Open to Public Inspection**

Employer identification number

86-0184349

JUNIOR ACHIEVEMENT OF ARIZONA

**Part I Questions Regarding Compensation**

|   | Yes       | No |
|---|-----------|----|
| <p><b>1a</b> Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.</p> <p> <input type="checkbox"/> First-class or charter travel                      <input type="checkbox"/> Housing allowance or residence for personal use<br/> <input type="checkbox"/> Travel for companions                                      <input type="checkbox"/> Payments for business use of personal residence<br/> <input type="checkbox"/> Tax indemnification and gross-up payments              <input type="checkbox"/> Health or social club dues or initiation fees<br/> <input type="checkbox"/> Discretionary spending account                              <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) </p> |           |    |
| <p><b>b</b> If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .</p>  | <b>1b</b> |    |
| <p><b>2</b> Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? . . . . .</p>  | <b>2</b>  |    |
| <p><b>3</b> Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.</p> <p> <input checked="" type="checkbox"/> Compensation committee                                      <input type="checkbox"/> Written employment contract<br/> <input type="checkbox"/> Independent compensation consultant                      <input checked="" type="checkbox"/> Compensation survey or study<br/> <input type="checkbox"/> Form 990 of other organizations                              <input checked="" type="checkbox"/> Approval by the board or compensation committee </p>   |           |    |
| <p><b>4</b> During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:</p>  |           |    |
| <p><b>a</b> Receive a severance payment or change-of-control payment? . . . . .</p>   | <b>4a</b> | ✓  |
| <p><b>b</b> Participate in or receive payment from a supplemental nonqualified retirement plan? . . . . .</p>   | <b>4b</b> | ✓  |
| <p><b>c</b> Participate in or receive payment from an equity-based compensation arrangement? . . . . .</p> <p>If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.</p>   | <b>4c</b> | ✓  |
| <p><b>Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.</b></p>  |           |    |
| <p><b>5</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:</p>  |           |    |
| <p><b>a</b> The organization? . . . . .</p>   | <b>5a</b> | ✓  |
| <p><b>b</b> Any related organization? . . . . .</p> <p>If "Yes" on line 5a or 5b, describe in Part III.</p>   | <b>5b</b> | ✓  |
| <p><b>6</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:</p>  |           |    |
| <p><b>a</b> The organization? . . . . .</p>   | <b>6a</b> | ✓  |
| <p><b>b</b> Any related organization? . . . . .</p> <p>If "Yes" on line 6a or 6b, describe in Part III.</p>   | <b>6b</b> | ✓  |
| <p><b>7</b> For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III . . . . .</p>   | <b>7</b>  | ✓  |
| <p><b>8</b> Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .</p>   | <b>8</b>  | ✓  |
| <p><b>9</b> If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .</p>  | <b>9</b>  |    |

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title |  | (B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)–(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|--------------------|--|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|                    |  | (i) Base compensation  | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| 1                  | Katherine K Cecala, President              | (i)  | 339,760                             | 0                                   | 0  | 29,074                  | 368,834                         | 0   |
|                    |  | (ii)   | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 2                  | Sam Alpert, Chief Development Officer      | (i)  | 192,943                             | 0                                   | 0  | 19,763                  | 212,706                         | 0   |
|                    |  | (ii)   | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 3                  | Elizabeth Clements, VP People & Technology | (i)  | 149,582                             | 0                                   | 0  | 9,490                   | 159,072                         | 0   |
|                    |  | (ii)   | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 4                  | Anne Landers, Chief Operating Officer      | (i)  | 145,573                             | 0                                   | 0  | 16,348                  | 161,921                         | 0   |
|                    |  | (ii)   | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 5                  | Joss Francheterre, SR VP Major Gifts       | (i)  | 143,394                             | 0                                   | 0  | 18,204                  | 161,598                         | 0   |
|                    |  | (ii)   | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 6                  |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 7                  |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 8                  |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 9                  |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 10                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 11                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 12                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 13                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 14                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 15                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |
| 16                 |  | (i)  |                                     |                                     |  |                         |                                 |   |
|                    |  | (ii)   |                                     |                                     |  |                         |                                 |   |





**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.  
Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

Name of the organization

**JUNIOR ACHIEVEMENT OF ARIZONA**

Employer identification number

**86-0184349**

**Part I Types of Property**

|    | (a)<br>Check if<br>applicable | (b)<br>Number of contributions or<br>items contributed | (c)<br>Noncash contribution<br>amounts reported on<br>Form 990, Part VIII, line 1g | (d)<br>Method of determining<br>noncash contribution amounts |
|----|-------------------------------|--|--|--|
| 1  |                               |  |  |  |
| 2  |                               |  |  |  |
| 3  |                               |  |  |  |
| 4  |                               |  |  |  |
| 5  |                               |  |  |  |
| 6  |                               |  |  |  |
| 7  |                               |  |  |  |
| 8  |                               |  |  |  |
| 9  |                               |  |  |  |
| 10 |                               |  |  |  |
| 11 |                               |  |  |  |
| 12 |                               |  |  |  |
| 13 |                               |  |  |  |
| 14 |                               |  |  |  |
| 15 |                               |  |  |  |
| 16 |                               |  |  |  |
| 17 |                               |  |  |  |
| 18 |                               |  |  |  |
| 19 |                               |  |  |  |
| 20 |                               |  |  |  |
| 21 |                               |  |  |  |
| 22 |                               |  |  |  |
| 23 |                               |  |  |  |
| 24 |                               |  |  |  |
| 25 | ✓                             | 246  | 113,867  | Fair value of items  |
| 26 | ✓                             | 140260   | 13   | Fair value of items  |
| 27 | ✓                             | 9  | 3,227  | Fair value of items  |
| 28 |                               |  |  |  |

|    |   |    |   |
|----|---|----|---|
| 29 | Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement . . . . . | 29 | 0 |
|----|---|----|---|

|     | Yes | No |
|-----|-----|----|
| 30a |     | ✓  |
| 31  | ✓   |    |
| 32a | ✓   |    |
| 33  |     |    |

**Part II** **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Schedule M, Part I, Line 32b - The organization solicits non-cash contributions through the volunteer members of its special events committees. Some of these committee members may also be members of the governing board or a district board. Items solicited are primarily used for fundraising auctions at special events.

Area with horizontal dashed lines for supplemental information.

**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Name of the organization

**JUNIOR ACHIEVEMENT OF ARIZONA**

Employer identification number

**86-0184349**

Form 990, Part I, Line 6 - The total number of volunteers listed in Part I, Line 6 of 7,445, includes volunteers who helped with our special event fundraisers (234), performed general administrative tasks (94), and program delivery (7,117). These 7,445 volunteers donated 111,633 hours of their time. The total value of the their time and mileage, based on the Independent Sector Volunteer rate specific to Arizona and applied to the estimated number of hours donated; and the federal mileage rate applied to the estimated number of miles driven, is \$3,874,234.

Form 990, Part III, Line 4e - Volunteers are an integral part of JAAZ's success, as they enable JAAZ to leverage every dollar contributed to serve more students. Our volunteer mentors, in preparing for and delivering Junior Achievement programs, donated approximately \$3,704,510 of their time (based on the Independent Sector Volunteer rate specific to Arizona and applied to the estimated number of hours required for each program). This gift of time is not reflected in the expenses of Part IX but is worthy of note as it reflects the efficiencies gained through our volunteer program-delivery model. Taking into account the value of volunteer donated time and miles, our program expenses ratio would increase to 82%, which is a more accurate representation of the efficiency with which we deliver our programs.

Form 990, Part VI, Section B, Line 11b - Once a draft of the Form 990 is completed, it is reviewed by the VP of Finance of the organization. It is then sent to the organization's Finance and Audit Committee and President. The Committee, President, and VP of Finance meet to discuss and review. Upon agreement of this group, the Form 990 is sent to the State Board of Directors prior to submission to the IRS.

Form 990, Part VI, Section B, Line 12c - The entire JAAZ staff and governing board are annually given a copy of the conflict of interest policy to review and sign. Conflicts, should there be any, are addressed on a case by case basis. If a conflict arises, the individual involved must provide a solution as to how the conflict will be resolved. Compliance issues regarding employees are referred to the President. Compliance issues regarding the President are referred to the Board Chair. Compliance issues regarding board members are referred to the President and the Board Chair. Compliance issues regarding the Board Chair or any unresolved issues are referred to Junior Achievement USA Vice President of Employment and Employee Relations or his/her designee.

Form 990, Part VI, Section B, Line 15 - The State Board of Directors has a compensation sub-committee that reviews the President's compensation. Junior Achievement USA provides guidance in the form of salary survey compilations that are adjusted for geographic location, size of chapter, and experience of staff. The position is reviewed for appropriateness within the salary range. This process was last completed in October 2023. Adjustments are made based on merit, cost of living and available resources of the organization.

Form 990, Part VI, Section C, Line 19 - JAAZ makes its combined audited financial statements, annual report and the Form 990 available on the Organization's web site, as well as making them available to the public upon request. The organization does not normally make its governing documents and conflict of interest policy available to the public.

Form 990, Part IX, Line 25 - The gift of volunteer time is not reflected in the expenses of Part IX. In addition to the Programmatic Volunteers time and mileage of \$3,704,510 noted on Part III, Lines 4a 4b and 4e; we had 328 Special Events and Administrative volunteers donate 4,547 hours of their time. The value of the their time and mileage, based on the Independent Sector Volunteer rate specific to Arizona and applied to the estimated number of hours donated; and the federal mileage rate applied to the estimated number of miles driven, is \$169,723.

Other Program Services Accomplishments

| Activity Code | Description  | Expense        | Grants   | Revenue       |
|---------------|--|----------------|----------|---------------|
|               | <p>A Finance Park program: Our second experiential program for students is JA Finance Park, which requires middle and high school students to participate in 14-20 hours of classroom instruction where they learn important personal money management skills. They then apply those newly acquired skills in a virtual simulation where they are given a fictional life scenario and are required to create and maintain a balanced personal budget. This year, 3,615 students from 37 schools received the JA Finance Park curriculum and were empowered to manage their money and navigate financial complexities in their future. Upon completion of the program, JA Finance Park students showed a 37% percent financial literacy knowledge gain. JAAZ partnered with 373 business, parent and teacher volunteers who delivered the JA Finance Park program, donating \$103,430 of their time and mileage. Including the value of all program volunteers in our expenses increases our program expense ratio to 82% reflecting the efficiency gained by leveraging the expertise of these volunteers.</p> | 249,702        | 0        | 35,655        |
| <b>Total:</b> |  | <b>249,702</b> | <b>0</b> | <b>35,655</b> |

**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Related Organizations and Unrelated Partnerships**

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
Attach to Form 990.

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Employer identification number

**86-0184349**

**JUNIOR ACHIEVEMENT OF ARIZONA**

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a)<br>Name, address, and EIN (if applicable) of disregarded entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Total income | (e)<br>End-of-year assets | (f)<br>Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
| (1) _____   |                         |  |                     |                           |                                  |
| (2) _____   |                         |  |                     |                           |                                  |
| (3) _____   |                         |  |                     |                           |                                  |
| (4) _____   |                         |  |                     |                           |                                  |
| (5) _____   |                         |  |                     |                           |                                  |
| (6) _____   |                         |  |                     |                           |                                  |

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a)<br>Name, address, and EIN of related organization  | (b)<br>Primary activity                        | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled entity? |    |
|--|--|--|----------------------------|---|----------------------------------|--|----|
|  |  |  |                            |   |                                  | Yes  | No |
| (1) <u>Foundation for Junior Achievement of Arizona Inc (94-2823694)</u><br><u>636 W Southern Ave, Tempe, AZ 85282</u> | <u>Administration of funds to benefit JAAZ</u> | <u>AZ</u>  | <u>501(C)3</u>             | <u>11A</u>  | <u>N/A</u>                       | <input checked="" type="checkbox"/>          |    |
| (2) _____  |  |  |                            |   |                                  |  |    |
| (3) _____  |  |  |                            |   |                                  |  |    |
| (4) _____  |  |  |                            |   |                                  |  |    |
| (5) _____  |  |  |                            |   |                                  |  |    |
| (6) _____  |  |  |                            |   |                                  |  |    |
| (7) _____  |  |  |                            |   |                                  |  |    |

**Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Direct controlling entity | (e)<br>Predominant income (related, unrelated, excluded from tax under sections 512–514) | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Disproportionate allocations? |    | (i)<br>Code V—UBI amount in box 20 of Schedule K-1 (Form 1065) | (j)<br>General or managing partner? |    | (k)<br>Percentage ownership |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
|   |                         |  |                                  |  |                              |                                    | Yes                                  | No |  | Yes                                 | No |                             |
| (1) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (2) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (3) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (4) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (5) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (6) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (7) -----   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Direct controlling entity | (e)<br>Type of entity (C corp, S corp, or trust) | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Percentage ownership | (i)<br>Section 512(b)(13) controlled entity? |    |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|-----------------------------|--|----|
|   |                         |  |                                  |  |                              |                                    |                             | Yes  | No |
| (1) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (2) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (3) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (4) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (5) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (6) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (7) -----   |                         |  |                                  |  |                              |                                    |                             |  |    |

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

|  | Yes | No |
|--|-----|----|
| <b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV? |     |    |
| <b>a</b> Receipt of <b>(i)</b> interest, <b>(ii)</b> annuities, <b>(iii)</b> royalties, or <b>(iv)</b> rent from a controlled entity . . . . .               |     | ✓  |
| <b>b</b> Gift, grant, or capital contribution to related organization(s) . . . . .   |     | ✓  |
| <b>c</b> Gift, grant, or capital contribution from related organization(s) . . . . .   | ✓   |    |
| <b>d</b> Loans or loan guarantees to or for related organization(s) . . . . .  |     | ✓  |
| <b>e</b> Loans or loan guarantees by related organization(s) . . . . .   | ✓   |    |
| <b>f</b> Dividends from related organization(s) . . . . .  |     | ✓  |
| <b>g</b> Sale of assets to related organization(s) . . . . .   |     | ✓  |
| <b>h</b> Purchase of assets from related organization(s) . . . . .   |     | ✓  |
| <b>i</b> Exchange of assets with related organization(s) . . . . .   |     | ✓  |
| <b>j</b> Lease of facilities, equipment, or other assets to related organization(s) . . . . .  |     | ✓  |
| <b>k</b> Lease of facilities, equipment, or other assets from related organization(s) . . . . .  |     | ✓  |
| <b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) . . . . .  |     | ✓  |
| <b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) . . . . .   |     | ✓  |
| <b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) . . . . .   | ✓   |    |
| <b>o</b> Sharing of paid employees with related organization(s) . . . . .  | ✓   |    |
| <b>p</b> Reimbursement paid to related organization(s) for expenses . . . . .  |     | ✓  |
| <b>q</b> Reimbursement paid by related organization(s) for expenses . . . . .  | ✓   |    |
| <b>r</b> Other transfer of cash or property to related organization(s) . . . . .   |     | ✓  |
| <b>s</b> Other transfer of cash or property from related organization(s) . . . . .   |     | ✓  |

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a)<br>Name of related organization   | (b)<br>Transaction type (a–s) | (c)<br>Amount involved | (d)<br>Method of determining amount involved |
|---------------------------------------|-------------------------------|------------------------|--|
| See Schedule R, Part VII, Statement 1 |                               |                        |  |
| (1)                                   |                               |                        |  |
| (2)                                   |                               |                        |  |
| (3)                                   |                               |                        |  |
| (4)                                   |                               |                        |  |
| (5)                                   |                               |                        |  |
| (6)                                   |                               |                        |  |



**Part VI** **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a)<br>Name, address, and EIN of entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Predominant income (related, unrelated, excluded from tax under sections 512–514) | (e)<br>Are all partners section 501(c)(3) organizations? |    | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Disproportionate allocations? |    | (i)<br>Code V—UBI amount in box 20 of Schedule K-1 (Form 1065) | (j)<br>General or managing partner? |    | (k)<br>Percentage ownership |
|---|-------------------------|--|--|--|----|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
|   |                         |  |  | Yes  | No |                              |                                    | Yes                                  | No |  | Yes                                 | No |                             |
| (1) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (2) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (3) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (4) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (5) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (6) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (7) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (8) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (9) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (10) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (11) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (12) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (13) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (14) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (15) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (16) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |

**Part VII** **Supplemental Information**

Provide additional information for responses to questions on Schedule R. See instructions.

Lined area for providing supplemental information.

## Description of Covered Relationships and Transaction Thresholds

|  |  | Amt. involved |
|--|--|---------------|
| <b>Name</b>                                | Foundation for Junior Achievement of Arizona Inc   | 36,600        |
| <b>Transaction type</b>                    | c  |               |
| <b>Method of determining amt. involved</b> | Amount based on cash receipts.   |               |
| <b>Name</b>                                | Foundation for Junior Achievement of Arizona Inc   | 303,446       |
| <b>Transaction type</b>                    | e  |               |
| <b>Method of determining amt. involved</b> | Balance of existing loan at year end and verified with Foundation for Junior Achievement of Arizona, Inc. See Part VII Supplemental Information for loan details.  |               |
| <b>Name</b>                                | Foundation for Junior Achievement of Arizona Inc   | 0             |
| <b>Transaction type</b>                    | n  |               |
| <b>Method of determining amt. involved</b> | Junior Achievement of Arizona provides a conference room for the board of trustees meetings. No value is assigned as amounts are not significant.  |               |
| <b>Name</b>                                | Foundation for Junior Achievement of Arizona Inc   | 7,616         |
| <b>Transaction type</b>                    | o  |               |
| <b>Method of determining amt. involved</b> | The Foundation for Junior Achievement of Arizona, Inc. has no employees. All accounting and miscellaneous services are provided by employees of Junior Achievement of Arizona. Value is based on employee hourly rates of salary and benefits for the time spent on Foundation for Junior Achievement of Arizona activities.   |               |
| <b>Name</b>                                | Foundation for Junior Achievement of Arizona Inc   | 51            |
| <b>Transaction type</b>                    | q  |               |
| <b>Method of determining amt. involved</b> | Filing Fee of Arizona Corporation Commission annual report and filing fee for the Form 990 and fee for an electronic Form 990 questionnaire is paid by Junior Achievement of Arizona, and then reimbursed by The Foundation for Junior Achievement of Arizona. Estimated incremental value of audit fees and general administrative fees paid for by Junior Achievement of Arizona are reimbursed. |               |