WE ENVISION A WORLD WHERE YOUNG PEOPLE HAVE THE SKILL SET AND MINDSET TO BUILD THRIVING COMMUNITIES.

Thank you for supporting Junior Achievement North!

Junior Achievement (JA) North extends our thanks to the Minnesota Department of Education for their support. With your partnership, we are able to connect students across our region to our impactful JA programming, providing them with engaging opportunities to build the skills and knowledge to succeed in school and in life.

During the 2023-2024 school year, JA North greatly expanded the number of students served through our experiential learning programs JA BizTown and JA Finance Park. This year, our St. Paul Learning Lab is already at 90% capacity. Through these interactive programs, JA students explore future careers, develop money management skills, and prepare for financial decisions in their adult lives.

Program Impact in Minnesota:

- 83,028 Minnesota students received Junior Achievement programming in 2023-24
- Students in 96 cities across 25 counties in Minnesota accessed JA BizTown or JA Finance Park in 2023-24
- 27,051 Minnesota students took part in JA's Experiential Learning Programs in 2023-24
- 7,600+ Minnesota students have already completed a JA North Experiential Learning program Fall 2024-25
- 50% of Junior Achievement North Minnesota students served will qualify for free and reduced lunch in the 2024-25 school year (projected).

CLOSING THE GAPS

Our programming is critical in addressing the skills, wealth, and opportunity gaps we're currently experiencing. Tomorrow's leaders need our support today.

JUNIOR ACHIEVEMENT NORTH IS PART OF THE SOLUTION

85% of alumni say JA played an important role in fostering a **belief they could achieve their goals.**

JA Alumni report an **increase in their standard** of living between childhood and adulthood, an indicator of economic mobility.

91% of JA Alumni reported **being confident in managing money.**

(Source: 2020 JA Alumni survey by Ipsos; 2016 JA Alumni survey)

"JA has provided hands-on experience for my students to create and manage a business from start to finish. The skills they learned during the process will help them better understand, not only the financial side of business ownership, but also the day-to-day activities that go into making a business succeed."

-Curtis Doell, , Business Education Teacher, Mankato

Junior Achievement™ North

“BIZTOWN WAS A GREAT OPPORTUNITY FOR STUDENTS TO LEARN WHAT THE FUTURE MAY HOLD. WE ENJOYED GETTING TO SEE FIRSTHAND THE RESPONSIBILITIES OF ADULTS.”
-OWATONNA STUDENT

Junior Achievement North

Thank You for Your Support

With the expansion afforded by support through the Minnesota Department of Education, additional students from both small towns and urban areas are receiving high-impact JA programming. These students are not only getting practical tools and lessons, but they are also engaging in experiential learning that helps build the intangible skills required in today’s world.

Thank you for everything you do to empower students with the knowledge and skills needed to reach their full potential in school and beyond.

Strategic Minnesota Impact

451 Schools served

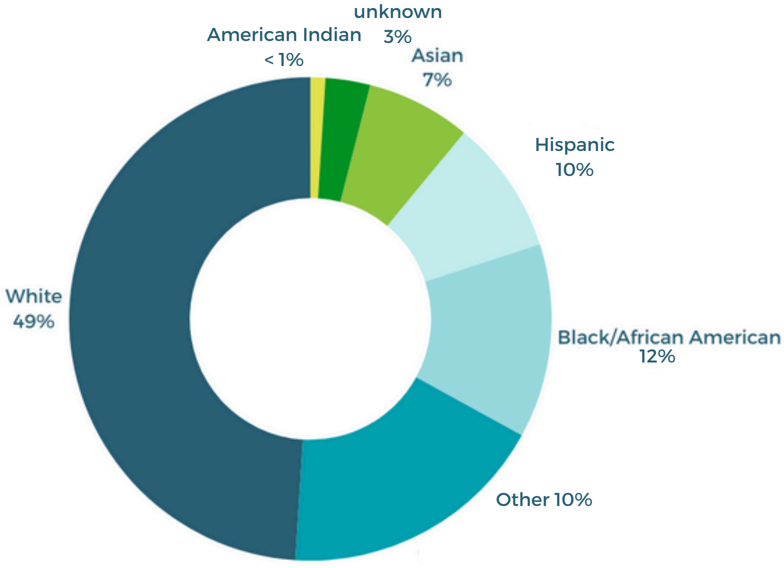
6,982 Volunteer experiences

707,484 Student programming contact hours

Sixth graders ... researched careers, skills, interests, and applied for jobs. They practiced life-long skills in problem solving, teamwork, and collaboration in a fun, business environment. What an incredible opportunity for our students!

– St. Cloud JA BizTown Teacher

Junior Achievement North Student Demographics



The Power of Partnerships

Junior Achievement North partners at the local level with school districts, agencies, businesses, and mission parallel organizations, building a collaborative network of support for our students. Partnerships can take many forms and allow for shared learning and growth, particularly with those partners who are working similar goals around financial literacy education. Some of the key organizations we collaborate with include:

- Breakthrough Twin Cities
- Twin Cities YMCA
- Local FFAs (Future Farmers of America)
- Science Museum of Minnesota
- Gear Up
- Ann Bancroft
- Green Garden Bakery
- Financial institutions such as U.S. Bank, Affinity Plus, and RBC Wealth Management

A one-of-a-kind learning experience.

JA BizTown is an experiential learning program that combines classroom learning with an active simulation experience that encourages innovation, creativity, and collaboration.

Students become citizens of JA BizTown, where they learn what it takes to run a successful business, manage a debit card and checking account, and work as a team.

Volunteers are paired with students to help them make important business and personal finance decisions in their assigned JA BizTown shop.

Through daily lessons, activities, and group participation in JA BizTown's circular economy, students develop a strong understanding between what they learn in school and how it can be applied to the 'real world.'

> **"JA BizTown was very fun, I got to do a lot of different things that I would not do on a normal day at school. JA BizTown helped me learn about many things like writing checks, depositing checks, and working in general."**
>
> *-WILL, 5TH GRADE, JA NORTH BIZTOWN STUDENT*

The JA BizTown curriculum supports Common Core and State Academic Standards for 4th through 6th grade by introducing basic business and economic concepts.

Educators and students can participate in this unique learning opportunity at our experiential learning facility in St. Paul, or virtually in your own classroom.

STUDENTS PARTICIPATE IN THESE REAL-WORLD, EXPERIENTIAL ACTIVITIES:

Manage a business • Use banking services • Earn a paycheck • Be a consumer • Vote • And more!

Junior Achievement™ North

Scan the QR code for more JA BizTown resources!

Visit: **janorth.org**

Email: **info@janorth.org**

Where learning **is brought to life.**

JA Junior Achievement™ Finance Park®

JA Finance Park is an experiential learning program that partners classroom learning with a simulation experience that opens a world of opportunity for students.

Students get an opportunity to explore careers as well as develop personal finance and money management skills. JA Finance Park prepares students for financial decisions and challenges in their adult lives.

Volunteers mentor students and help them gather information for their personal financial decision-making.

During the JA Finance Park simulation, students apply learned concepts and assume family and income scenarios. They use bank services, experience expenses, and make investment decisions, balance family budgets, all while exploring 21st Century careers.

> **"JA Finance Park helped my students further explore real life experiences that they will encounter when they are on their own. It made them more aware of how many outside businesses, utilities, and family obligations will want a piece of their paycheck!"**
>
> *-Janeen, JA Finance Park Teacher*

The JA Finance Park curriculum supports Common Core and State Academic Standards for middle and high school students.

Educators and students can participate in this unique learning opportunity at our experiential learning facility in St. Paul, or virtually in your own classroom.

Entry and Advanced program opportunities are available.

Junior Achievement™
North

Scan the QR code for more JA Finance Park resources!

Visit: **janorth.org**

Email: **info@janorth.org**

Junior Achievement North and Junior Achievement North Foundation

Consolidated Financial Statements
and Supplementary Information

June 30, 2024 and 2023

Junior Achievement North and
Junior Achievement North Foundation

Table of Contents
June 30, 2024 and 2023

Independent Auditors' Report

To the Board of Directors of
Junior Achievement North and Junior Achievement North Foundation

Opinion

We have audited the consolidated financial statements of Junior Achievement North and Junior Achievement North Foundation (the Organization), which comprise the consolidated statements of financial position as of June 30, 2024 and 2023, and the related consolidated statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Organization as of June 30, 2024 and 2023, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America (GAAP).

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with GAAP, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The consolidating information presented on pages 26 to 29 is presented for purposes of additional analysis of the consolidated financial statements rather than to present the financial position, changes in net assets and cash flows of the individual organizations, and it is not a required part of the consolidated financial statements. The consolidating information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The consolidating information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the consolidating information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole. Also, the other information presented on page 30 is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. We express no opinion on the other information.

Baker Tilly US, LLP

Minneapolis, Minnesota
November 26, 2024

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Assets			
Current Assets			
Cash and cash equivalents	$ 1,218,124	$ -	$ 1,218,124
Investments (Note 3)	4,540,706	6,518,511	11,059,217
Pledges receivable, net (Note 4)	414,987	1,970,000	2,384,987
Other receivables	31,614	-	31,614
Inventory	17,290	-	17,290
Prepaid assets	46,992	-	46,992
Total current assets	6,269,713	8,488,511	14,758,224
Long-Term Assets			
Property and equipment, net:			
Land and land improvements	1,123,312	-	1,123,312
Buildings	14,850,263	-	14,850,263
Construction in progress	469,218	-	469,218
Furniture and equipment	1,438,984	-	1,438,984
	17,881,777	-	17,881,777
Less accumulated depreciation	(3,906,469)	-	(3,906,469)
Total property and equipment, net	13,975,308	-	13,975,308
Cash and cash equivalents for long-term purposes	19,900	-	19,900
Investments (Note 3)	-	3,495,618	3,495,618
Pledges receivable for long-term purposes, net (Note 4)	-	1,734,675	1,734,675
Note receivable, NMTC (Note 7)	11,303,400	-	11,303,400
Total long-term assets	25,298,608	5,230,293	30,528,901
Total assets	$ 31,568,321	$ 13,718,804	$ 45,287,125
Liabilities and Net Assets			
Current Liabilities			
Accounts payable	$ 128,917	$ -	$ 128,917
Other payables	273,036	-	273,036
Total current liabilities	401,953	-	401,953
Long-Term Liabilities			
Notes payable NMTC A (Note 7)	4,336,600	-	4,336,600
Notes payable NMTC B (Note 7), net	11,207,821	-	11,207,821
Total long-term liabilities	15,544,421	-	15,544,421
Total liabilities	15,946,374	-	15,946,374
Net Assets			
Without donor restrictions	15,621,947	-	15,621,947
With donor restrictions	-	13,718,804	13,718,804
Total net assets	15,621,947	13,718,804	29,340,751
Total liabilities and net assets	$ 31,568,321	$ 13,718,804	$ 45,287,125

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statement of Financial Position
June 30, 2023

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Assets			
Current Assets			
Cash and cash equivalents	$ 2,000,457	$ -	$ 2,000,457
Investments (Note 3)	1,556,554	7,996,343	9,552,897
Pledges receivable, net (Note 4)	462,842	1,035,371	1,498,213
Other receivables	31,614	-	31,614
Inventory	33,640	-	33,640
Prepaid assets	27,848	-	27,848
Total current assets	4,112,955	9,031,714	13,144,669
Long-Term Assets			
Property and equipment, net:			
Land and land improvements	1,123,312	-	1,123,312
Buildings	14,853,414	-	14,853,414
Furniture and equipment	1,214,450	-	1,214,450
	17,191,176	-	17,191,176
Less accumulated depreciation	(3,289,489)	-	(3,289,489)
Total property and equipment, net	13,901,687	-	13,901,687
Cash and cash equivalents for long-term purposes	29,922	-	29,922
Investments (Note 3)	1,717,217	860,580	2,577,797
Pledges receivable for long-term purposes, net (Note 4)	-	999,675	999,675
Note receivable, NMTC (Note 7)	11,303,400	-	11,303,400
Total long-term assets	26,952,226	1,860,255	28,812,481
Total assets	$ 31,065,181	$ 10,891,969	$ 41,957,150
Liabilities and Net Assets			
Current Liabilities			
Accounts payable	$ 22,928	$ -	$ 22,928
Other payables	331,017	-	331,017
Current maturity of long-term liabilities	16,682	-	16,682
Total current liabilities	370,627	-	370,627
Long-Term Liabilities			
Notes payable NMTC A (Note 7)	4,336,600	-	4,336,600
Notes payable NMTC B (Note 7), net	11,111,562	-	11,111,562
Total long-term liabilities	15,448,162	-	15,448,162
Total liabilities	15,818,789	-	15,818,789
Net Assets			
Without donor restrictions	15,246,392	-	15,246,392
With donor restrictions	-	10,891,969	10,891,969
Total net assets	15,246,392	10,891,969	26,138,361
Total liabilities and net assets	$ 31,065,181	$ 10,891,969	$ 41,957,150

See notes to consolidated financial statements

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statement of Activities
Year Ended June 30, 2024

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Revenues, Gains and Other Support			
Contributions:			
Corporate	$ 1,540,235	$ 2,658,781	$ 4,199,016
Individual	802,489	1,146,894	1,949,383
Foundations	953,191	626,400	1,579,591
In-kind contributions	25,364	-	25,364
Special events, net of direct benefit to donors	495,998	25,000	520,998
Government grant revenue	418,727	-	418,727
Program fees	239,388	-	239,388
Unrealized gains on investments	277,155	77,702	354,857
Realized gains on investments	164,654	-	164,654
Interest and dividends, net	540,538	19,986	560,524
Other income	10,105	-	10,105
Net assets released from restriction	1,727,928	(1,727,928)	-
Total revenues, gains and other support	7,195,772	2,826,835	10,022,607
Expenses			
Program expenses	5,009,969	-	5,009,969
Fundraising expenses:			
Volunteer recruitment	315,213	-	315,213
Contribution solicitation	932,907	-	932,907
Management and general expenses	562,128	-	562,128
Total expenses	6,820,217	-	6,820,217
Change in net assets	375,555	2,826,835	3,202,390
Net Assets, Beginning	15,246,392	10,891,969	26,138,361
Net Assets, Ending	$ 15,621,947	$ 13,718,804	$ 29,340,751

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statement of Activities
Year Ended June 30, 2023

	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Revenues, Gains and Other Support			
Contributions:			
Corporate	$ 1,321,674	$ 2,556,141	$ 3,877,815
Individual	2,585,033	-	2,585,033
Foundations	1,369,820	6,944,710	8,314,530
In-kind contributions	80,281	-	80,281
Special events, net of direct benefit to donors	367,034	2,500	369,534
Government grant revenue	51,624	-	51,624
Program fees	286,331	-	286,331
Unrealized gains on investments	88,953	52,154	141,107
Realized gains on investments	174,828	-	174,828
Interest and dividends, net	302,191	14,422	316,613
Other income	52,764	-	52,764
Net assets released from restriction	1,318,596	(1,318,596)	-
Total revenues, gains and other support	7,999,129	8,251,331	16,250,460
Expenses			
Program expenses	4,316,756	-	4,316,756
Fundraising expenses:			
Volunteer recruitment	365,351	-	365,351
Contribution solicitation	864,901	-	864,901
Management and general expenses	470,740	-	470,740
Total expenses	6,017,748	-	6,017,748
Change in net assets	1,981,381	8,251,331	10,232,712
Net Assets, Beginning	13,265,011	2,640,638	15,905,649
Net Assets, Ending	$ 15,246,392	$ 10,891,969	$ 26,138,361

See notes to consolidated financial statements

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statement of Functional Expenses
Year Ended June 30, 2024

		Supporting Services			
		Fundraising			
	Program	Volunteer Recruitment	Contribution Solicitation	Management and General	Total
Personnel					
Salaries and wages	$ 2,362,957	$ 203,541	$ 558,643	$ 333,953	$ 3,459,094
Payroll taxes, benefits and development	347,064	29,896	82,052	49,050	508,062
Total personnel	2,710,021	233,437	640,695	383,003	3,967,156
Materials, principally purchased from the National Organization	305,430	-	-	-	305,430
Other program costs	113,461	-	-	-	113,461
Scholarships	18,500	-	-	-	18,500
National Organization participation fees	350,247	-	27,558	66,671	444,476
Professional services	184,653	15,906	43,655	26,097	270,311
Office supplies, equipment and maintenance	104,743	9,022	24,763	14,803	153,331
Building maintenance	340,070	15,141	35,237	18,490	408,938
Travel	24,667	2,125	5,832	3,485	36,109
Interest	312,108	13,896	32,339	16,971	375,314
Miscellaneous	32,993	2,842	69,665	4,711	110,211
Cost of direct benefits to donors	-	-	103,822	-	103,822
Total expenses before depreciation	4,496,893	292,369	983,566	534,231	6,307,059
Depreciation	513,076	22,844	53,163	27,897	616,980
Total expenses	5,009,969	315,213	1,036,729	562,128	6,924,039
Cost of Direct Benefit to Donors Netted Against Revenue	-	-	(103,822)	-	(103,822)
Total expenses, net	$ 5,009,969	$ 315,213	$ 932,907	$ 562,128	$ 6,820,217

See notes to consolidated financial statements

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statement of Functional Expenses
Year Ended June 30, 2023

		Supporting Services			
		Fundraising			
	Program	Volunteer Recruitment	Contribution Solicitation	Management and General	Total
Personnel					
Salaries and wages	$ 1,872,266	$ 216,783	$ 496,396	$ 258,395	$ 2,843,840
Payroll taxes, benefits and development	284,668	32,961	75,474	39,288	432,391
Total personnel	2,156,934	249,744	571,870	297,683	3,276,231
Materials, principally purchased from the National Organization	142,652	-	-	-	142,652
Other program costs	108,804	-	-	-	108,804
Scholarships	35,719	-	-	-	35,719
National Organization participation fees	305,054	-	24,002	58,068	387,124
Professional services	222,349	25,745	58,952	30,685	337,731
Office supplies, equipment and maintenance	111,778	12,942	29,636	15,427	169,783
Building maintenance	288,814	16,543	34,384	14,512	354,253
Travel	18,738	2,170	4,968	2,585	28,461
Interest	306,331	17,546	36,469	15,392	375,738
Miscellaneous	44,699	5,176	33,568	6,274	89,717
Cost of direct benefits to donors	-	-	182,074	-	182,074
Total expenses before depreciation	3,741,872	329,866	975,923	440,626	5,488,287
Depreciation	574,884	35,485	71,052	30,114	711,535
Total expenses	4,316,756	365,351	1,046,975	470,740	6,199,822
Cost of Direct Benefit to Donors Netted Against Revenue	-	-	(182,074)	-	(182,074)
Total expenses, net	$ 4,316,756	$ 365,351	$ 864,901	$ 470,740	$ 6,017,748

See notes to consolidated financial statements

Junior Achievement North and
Junior Achievement North Foundation

Consolidated Statements of Cash Flows
Years Ended June 30, 2024 and 2023

	2024	2023
Cash Flows From Operating Activities		
Change in net assets	$ 3,202,390	$ 10,232,712
Adjustments to reconcile change in net assets to net cash from operating activities:		
Depreciation and amortization	713,239	807,794
Unrealized gains on investments	(354,857)	(141,107)
Realized gains on investments	(164,654)	(174,828)
Loss on disposal of equipment	-	1,641
Changes in assets and liabilities:		
Pledges receivable	(1,901,074)	(532,860)
Other receivables	-	138,110
Inventory	16,350	(13,630)
Prepaid assets	(19,144)	25,970
Accounts payable	12,785	5,600
Other payables	(102,981)	(17,034)
Gifts received for long-term investment	(146,800)	(279,300)
Net cash provided by operating activities	1,255,254	10,053,068
Cash Flows From Investing Activities		
Purchase of property and equipment	(552,397)	(86,927)
Purchase of investments	(11,518,589)	(31,089,768)
Proceeds from the sale of investments	9,613,959	20,274,607
Net cash used in investing activities	(2,457,027)	(10,902,088)
Cash Flows From Financing Activities		
Gifts collected for long-term investment	426,100	-
Payments on long-term debt and finance/capital leases	(16,682)	(26,354)
Net cash provided by (used in) financing activities	409,418	(26,354)
Net decrease in cash and cash equivalents	(792,355)	(875,374)
Cash, Cash Equivalents and Restricted Cash, Beginning	2,030,379	2,905,753
Cash, Cash Equivalents and Restricted Cash, Ending	$ 1,238,024	$ 2,030,379
Supplemental Disclosure of Cash Flow Information		
Cash payments for interest	$ 375,314	$ 279,500
Supplemental Disclosure of Noncash Investing and Financing Activities		
Payables incurred for purchase of property and equipment	$ 138,204	$ -

See notes to consolidated financial statements

1. Nature of Operations and Significant Accounting Policies

Organization

The accompanying consolidated financial statements include the accounts of Junior Achievement North (Junior Achievement or JA North) and the Junior Achievement North Foundation (the Foundation). All inter-organization accounts and transactions have been eliminated in the accompanying consolidated financial statements. Junior Achievement North and the Junior Achievement North Foundation are collectively referred to as the Organization.

Junior Achievement operates in the states of Minnesota, North Dakota and three counties of western Wisconsin. Junior Achievement's revenues are derived primarily from corporate and individual contributions, class fees and fundraising events held locally. The Foundation was incorporated in April 1997 as a not-for-profit organization to be operated exclusively for the benefit of and to carry out the purposes of Junior Achievement. The Foundation's primary sources of financial support are individual contributors. Additionally, the Organization is an affiliate of Junior Achievement, USA Inc. (the National Organization) and Junior Achievement Worldwide, Inc. (the Global Organization).

Junior Achievement Programming

Junior Achievement North prepares young people with the skillset and mindset to build thriving communities. Through financial literacy, career readiness and entrepreneurial programming, we play a critical role in addressing the skills, wealth, and opportunity gaps our communities face.

Junior Achievement North offers programming to K-12 students across its region, which helps students build financial stability, connects them to real life skills and careers, ignites youth entrepreneurship, and cultivates engaged community leaders. Junior Achievement empowers students to make connections between what they learn in school and how it can be applied in the real world. This approach enhances the relevance of their classroom learning and demonstrates the power of education in future endeavors.

Programs and materials are generally available free of charge to schools and educators located in a sponsored school district, with the exception of Capstone programs.

During the 2023-24 school year, we served students from kindergarten through high school broken down across our region and by level as follows:

By Region

11-County Metro Area	40,189
Greater Minnesota	31,043
North Dakota	24,788
Western Wisconsin	4,092
Virtual Options	14,571

By Level

Elementary	63 %
Middle	17
High School	16
Other	4

To achieve this reach, we implement classroom programming, on-site learning labs and virtual options to meet students where and how they're learning.

Elementary school programs - During elementary school programs, students build a solid foundation and learn basic concepts of business, finance, community engagement and the importance of education. Through experiential lessons and connecting with community volunteers, Junior Achievement brings learning to life through engaging lessons for students.

Middle school programs - In middle school, students build on concepts learned in elementary school and lessons are designed to build foundational financial skills, expose students to a variety of career opportunities, and cultivate an entrepreneurial spirit. The programs supplement standard school curricula and build communication skills essential to success outside of school. Volunteers support teachers by implementing lessons in classrooms, which helps build community connections and enhances learning.

High school programs - Junior Achievement's high school programs help students make informed, intelligent decisions about their future, and foster skills that will be valuable as they graduate from high school and take their next steps. Two highlights of our high school programming include JA Company Program and JA Job Shadow.

The JA Company Program is a business and leadership experience for 9th-12th grade students. Students are encouraged to use innovative thinking to create, market and operate their own business as part of a school-based organization, club, or in an after-school setting. Through this in-depth leadership and entrepreneurship program, students gain real world business experience by working in teams to conceptualize, capitalize and manage their own small businesses. Hosted and advised by entrepreneurs and volunteers, students gain insight around larger concepts like market research, business leadership and financial management while developing valuable career and leadership skills.

JA Job Shadow connects students with local businesses to help them explore potential career paths and gain exposure to industries in their area. Through this experiential opportunity, students can see firsthand what it’s like to interact in a professional environment, learn what skills companies are looking for in candidates, make connections to business leaders, discover new career paths, and prepare to be part of the future workforce our communities need.

Virtual Learning Options

We meet students where they're at. Virtual innovations remain part of our on-going programming so we can continue to reach a broader group of students within the region. We have leveraged virtual content to meet the continual needs of remote learning opportunities, which means students who couldn't before receive classroom programming or make it to our learning labs now have access to those experiences, including virtual volunteer videos, JA BizTown Online Adventures, and JA Finance Park Virtual.

Capstone Experiences

Capstone programs bring learning to life for students. These programs are centered on a learning laboratory experience that provides a tangible way for students to apply what they have learned in the classroom while onsite in the Junior Achievement learning labs. Capstone programs include JA BizTown and JA Finance Park.

JA BizTown - Elementary and Middle school students are not old enough to drive, work, vote or be a CEO. But that doesn't stop them from operating banks, managing restaurants, writing checks, and voting for mayor at JA BizTown. The program combines in-class learning with a day-long visit to this fully interactive simulated lab. JA BizTown helps students connect the dots between what they learn in school and the real world. Through daily lessons, interactive activities, and participation in this simulated community designed to support differentiated learning styles, students develop a strong understanding of the relationship between what they learn in school and their successful participation in an economy and community.

JA Finance Park - Students practice planning for a successful future during this learning simulation that covers critical personal finance concepts and career exploration. JA Finance Park is designed to be taught to middle school and high school students by classroom teachers. At the culmination of this program, students visit JA Finance Park in a virtual simulation or an on-site day to put into practice what they have learned about economic options and the principles of budgeting. Assisted by their teachers and a staff of trained volunteers, students explore budgeting and how educational and financial decisions can impact your future.

Financial Statement Presentation

The financial statements of the Organization have been prepared on the accrual basis of accounting. The Organization presents information regarding its financial position and activities according to two classes of net assets: net assets with donor restriction or net assets without donor restriction, based on the existence or absence of donor-imposed restrictions.

Net Asset Classifications

Contributions received are recorded as an increase in net assets without donor restriction or net assets with donor restrictions, depending on the existence or nature of any donor restrictions. Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Net Assets Without Donor Restriction - Net assets without donor restriction include all assets, liabilities and related revenues and expenses arising from the operations of the Organization, which are not subject to any donor restrictions. The Organization's Board of Directors has the ability to designate identified amounts of net assets without restrictions to be used by management for specific future projects or activities. These designations can be modified or removed by the Board of Directors at any time. There are no Board of Directors designations as of June 30, 2024 and 2023.

Net Assets With Donor Restrictions - Net assets with donor restrictions consist of uncollected long-term pledges receivable and unexpended amounts that may be used only after a specified date or only for a specified purpose or both. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, these assets will be reclassified to net assets without donor restriction and reported in the consolidated statements of activities as net assets released from restrictions. Certain net assets with donor restriction may consist of gifts and pledges whose principal balance is required by the donor to remain intact in perpetuity.

Accounting Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expense during the reporting period. Actual results could differ from those estimates.

Cash, Cash Equivalents and Restricted Cash

The Organization's cash balances are held primarily at three financial institutions and at times exceed FDIC insurance limits.

The Organization considers all cash on deposit, money market funds and any highly liquid instruments or certificates of deposit purchased with an original maturity of three months or less to be cash equivalents.

Investments

Investments in certificates of deposits are recorded at cost, which approximates fair value, and marketable securities are recorded at current fair values primarily based on quoted market prices. Donated investments are initially recorded at their fair value on the date of donation and thereafter at the current fair value. Realized and unrealized gains and losses are recorded as they occur.

Investment income earned is recorded as net assets without donor restriction or net assets with donor restriction, depending on the existence and/or nature of any donor restrictions.

In general, investments are exposed to various risks, such as interest rate, credit and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the amounts reported in the consolidated financial statements.

Property and Equipment

Property and equipment are stated at cost. Depreciation is provided over estimated useful lives by use of the straight-line method. The estimated useful life for buildings is 30 years and for furniture and equipment is 5 years. Maintenance and repairs are expensed as incurred. Major improvements and betterments are capitalized. The present value of finance lease obligations were classified as long-term debt and the related assets are included in equipment. Amortization of equipment under finance leases was included in depreciation expense. The Organization capitalizes property and equipment additions in excess of $1,000.

Construction in process includes tuckpointing work for which the Organization signed a commitment with a not-to-exceed price of $982,000. The work is expected to be completed in fiscal year 2025 and is partially grant funded.

Long-lived assets such as property and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. If circumstances require a long-lived asset be tested for possible impairment, the Organization compares undiscounted cash flows expected to be generated by an asset to the carrying value of the asset. If the carrying value of the long-lived asset is not recoverable on an undiscounted cash flow basis, impairment is recognized to the extent that the carrying value exceeds its fair value. Fair value is determined through various valuation techniques including, but not limited to, discounted cash flow models, quoted market values and third-party independent appraisals. No impairments of long-lived assets were recorded during the years ended June 30, 2024 or 2023.

Note Receivable, NMTC

The note receivable related to the New Markets Tax Credit (NMTC) program financing structure, is due from an unrelated financial institution and has a payment schedule timed to coincide with payments due under the NMTC notes payable (see Note 7).

Debt Issuance Costs

Debt issuance costs relate to the Hemak Experiential Learning Center renovation project funding by the NMTC program financing. These costs are being amortized over the life of the debt on a straight-line basis. These costs are presented net against the notes payable to which they relate (see Note 7).

Income Taxes

The Internal Revenue Service has determined that Junior Achievement and the Foundation, through the Junior Achievement USA group exemption, are nonprofit entities exempt from federal and state income taxes under the provisions of the Internal Revenue Code, Section 501(c)(3) and applicable state statutes.

The Organization follows the accounting standards for contingencies in evaluating uncertain tax positions. This guidance prescribes recognition threshold principles for the financial statement recognition of tax positions taken or expected to be taken on a tax return that are not certain to be realized. No liability has been recognized by the Organization for uncertain tax positions as of June 30, 2024 or 2023. The Organization's tax returns are subject to review and examination by federal and state authorities.

Change in Net Assets

The change in net assets on the consolidated statement of activities reflects the difference between revenues and expenses within the fiscal year. The change in net assets can result in an increase or decrease in consolidated net assets. The revenues reflect the contributions and program fees received by the Organization, special events revenue received, investment income and unrealized and realized gains or losses on investments. The expenses reflect the direct and indirect expenses of operating programs, fundraising and management and general expenses of the Organization. Management's approach to operating the Organization is to be prudent with the resources and assets of the Organization by budgeting for a surplus, i.e., an increase in consolidated net assets. A surplus in the change in net assets provides for consistent cash flow, and a reduced need for obtaining financing which reduces the Organization's per student costs for programs and services offered by Junior Achievement.

Contributions and Pledges

The Organization reports gifts of cash and other assets as net assets with donor restriction if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions. The Organization classifies restricted gifts for which the restrictions expire in the same year as net assets without donor restrictions.

Unconditional promises to give are recognized as revenues in the period received as assets or decreases of liabilities, depending on the form of the benefit received. Conditional promises to give - that is, those with a measurable performance or other barrier and a right of return - are recognized when the conditions on which they depend are met. The Organization had no conditional promises to give at June 30, 2024 and 2023.

Pledges receivable (unconditional promises to give) that are expected to be collected within one year are recorded at net realizable value. Pledges receivable that are expected to be collected in future years are recorded at the present value of their estimated future cash inflows. The discounts on those amounts range between 4.52% and 5.09% and are computed using interest rates applicable in the years in which the promises were received. Amortization of the discounts, if considered significant to the consolidated financial statements, is included in contribution revenue. An allowance for uncollectible pledges receivable is based on historical experience and management's evaluation of receivables at the end of each year. Bad debts are written off when deemed uncollectible.

The Organization reports gifts of land, buildings, and equipment as net assets without donor restrictions unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as net assets with donor restrictions. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service.

For the year ended June 30, 2024, 35% of the Organization’s contribution revenue, totaling $3,029,000, was from three donors. For the year ended June 30, 2023, 66% of the Organization’s contribution revenue, totaling $10,100,000, was from two donors.

Program Fees

Fees for the Capstone program and summer camps are recognized in the period services are provided to the participants. Payments received prior to the commencement of the program are deferred to the applicable period. Satellite fees represent sales of curriculum to volunteer-run locations and are recognized upon delivery of the curriculum to the location. Satellite fees are not discounted, and no allowance has been recorded.

Donated Materials and Services (In-kind Contributions)

Donated materials and other gifts-in-kind are recorded at their estimated fair values at date of receipt. The Organization recognizes contributed services at their estimated fair value if the services meet the requirements for recognition under accounting principles generally accepted in the United States of America, which are generally that the services provided require specialized skills and would have been purchased if not provided by contribution. The Organization's programs are delivered to students primarily by volunteers. Thus, the Organization is the beneficiary of significant amounts of time donated by a substantial number of volunteers. However, no amounts are recognized for these donated services since they do not meet the criteria for recognition.

Functional Allocation of Expenses

The costs of providing the various programs and activities have been summarized on a functional basis in the consolidated statements of activities and functional expenses. The functional allocation of expenses was based upon management's best estimates considering direct costs, square footage, labor and other factors. Accordingly, the following costs have been allocated among the programs and supporting services benefited using the following methods:

- Personnel - labor allocation
- National Organization participation fees - usage of services provided
- Professional services - direct allocation and labor
- Office supplies, equipment and maintenance - labor allocation
- Building maintenance - square footage based on primary usage
- Travel - labor allocation
- Interest - square footage based on primary usage
- Miscellaneous - direct costs and labor allocation
- Depreciation - square footage based on primary usage

Newly Adopted Accounting Pronouncement

In June 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2016-13*, Measurement of Financial Instruments—Credit Losses (Topic 326)*. The ASU introduces a new credit loss methodology, Current Expected Credit Losses (CECL), which requires earlier recognition of credit losses, while also providing additional transparency about credit risk. Since its original issuance in 2016, the FASB has issued several updates to the original ASU. For financial instruments included in the scope, the CECL methodology utilizes a lifetime "expected credit loss" measurement objective for the recognition of credit losses at the time the financial asset is originated or acquired. The expected credit losses are adjusted each period for changes in expected lifetime credit losses.

The methodology replaces the multiple existing impairment methods in current accounting principles generally accepted in the United States of America, which generally require that a loss be incurred before it is recognized. On June 1, 2023, the Organization adopted the ASU using the modified retrospective approach. The adoption of ASU 2016-13 had no material impact on the consolidated financial statements for the year ended June 30, 2024.

2. Liquidity and Availability

The Organization's financial assets available within one year of the consolidated statement of financial position date for general expenditure such as operating expenses are approximated as follows:

	2024	2023
Cash and cash equivalents	$ 1,218,100	$ 2,000,500
Pledges receivable (due within one year)	2,385,000	1,498,200
Other receivable	31,600	31,600
Investments (without donor restrictions)	4,540,700	1,556,600
Total financial assets available to meet cash needs for general expenses within one year	$ 8,175,400	$ 5,086,900

The Organization's practice is to structure its financial assets to be available as its general expenses, liabilities and obligations come due. Cash in excess of daily requirements is typically invested in short-term, liquid securities.

3. Investments and Fair Value Measurements

Investments consist of the following instruments at June 30, as approximated:

	2024	2023
Certificates of deposit	$ 1,562,900	$ 1,238,700
Fixed income securities	9,496,300	8,314,200
Mutual funds, fixed income	1,294,800	987,600
Mutual funds, equity	2,109,400	1,501,700
Real asset funds	91,400	88,500
Total investments	14,554,800	12,130,700
Less amounts classified as short-term investments	(11,059,200)	(9,552,900)
Long-term investments	$ 3,495,600	$ 2,577,800

Accounting standards define fair value as the exchange price that would be received to sell an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the assets or liability in an orderly transaction between market participants at the measurement date. Under these standards, a three-level hierarchy is used for fair value measurements based on the transparency of information, such as the pricing source, used in the valuation of an asset or liability as of the measurement date. The three levels are defined as follows:

Level 1 - Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity can access at the measurement date.

Level 2 - Inputs other than quoted priced included in Level 1 that are observable for the asset or liability, either directly or indirectly. This includes quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability, or market-corroborated inputs.

Level 3 - Inputs are unobservable for the asset or liability. Unobservable inputs reflect the assumptions that market participants would use in pricing the asset or liability (including assumptions about risk) using the best information available in the circumstances, which may include the reporting entity's own data.

A financial instrument's categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement. As of June 30, 2024 and 2023, all investments are classified as Level 1 according to the fair value hierarchy.

The fair value of mutual funds, exchange traded funds, and fixed income securities are classified as Level 1, as values are determined by reference to quoted market prices in an active market. There have been no changes in the techniques and inputs used as of June 30, 2024 and 2023.

The following table presents information about the Organization's assets measured at fair value on a recurring basis as of June 30, 2024 and 2023 based upon the three-tier hierarchy:

	2024			
	Level 1	**Level 2**	**Level 3**	**Total**
Assets:				
Fixed income securities	$ 9,496,300	$ -	$ -	$ 9,496,300
Mutual funds, fixed income	1,294,800	-	-	1,294,800
Mutual funds, equity	2,109,400	-	-	2,109,400
Real asset funds	91,400	-	-	91,400
Total	$ 12,991,900	$ -	$ -	$ 12,991,900

	2023			
	Level 1	**Level 2**	**Level 3**	**Total**
Assets:				
Fixed income securities	$ 8,314,200	$ -	$ -	$ 8,314,200
Mutual funds, fixed income	987,600	-	-	987,600
Mutual funds, equity	1,501,700	-	-	1,501,700
Real asset funds	88,500	-	-	88,500
Total	$ 10,892,000	$ -	$ -	$ 10,892,000

Investments on the statements of financial position as of June 30, 2024 and 2023 also include $1,562,900 and $1,238,700, respectively, in certificates of deposit, which are recorded at cost, thus not include in the above table.

While the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different estimate of fair value at the reporting date. There were no changes in the assumptions or methodologies used to determine the Organization's estimates of fair value during the years ended June 30, 2024 and 2023.

4. Pledges Receivable

Pledges receivable consisted of the following at June 30, as approximated:

	2024	2023
Net pledges receivable for operations, unrestricted	$ 450,000	$ 497,800
Net pledges receivable for operations, purpose or time restricted	3,805,000	2,135,400
Less discount on long-term net pledges	(100,300)	(100,300)
Less allowance for doubtful pledges	(35,000)	(35,000)
Total	$ 4,119,700	$ 2,497,900

Pledges totaling $1,734,700 and $999,700 as of June 30, 2024 and 2023, respectively, represent those which are due within five years and are classified as long-term in the consolidated financial statements. The remaining $2,385,000 and $1,498,200 in pledges as of June 30, 2024 and 2023, respectively, represent operating pledges that are due within one year.

As of June 30, 2024, 52% of the Organization's pledges receivable, totaling $2,442,500, was due from four donors. As of June 30, 2023, 41% of pledges receivable, totaling $1,079,300, was from one donor.

5. Employee Retention Credit

The Employee Retention Credit (ERC), which was included as part of the Coronavirus Aid, Relief and Economic Security (CARES) Act and amended by the Consolidated Appropriations Act (CAA) and the American Rescue Plan Act (ARPA), incentivizes employers severely impacted by the COVID-19 pandemic to retain their employees when they might otherwise find it difficult to do so. The fully refundable tax credit is allowed against the employer's share of employment taxes for qualified wages paid after March 12, 2020, and before October 1, 2021. Credits in excess of the tax amounts paid by an employer are treated as overpayments and are also refunded to the employer. The ERC is calculated as a percentage of qualified wages (as defined in the CARES Act, as amended) paid by an eligible employer. The Organization qualified for the ERC as its operations were partially suspended during 2020 and the first half of 2021 due to orders from the State of Minnesota limiting certain of its activities due to COVID-19 and/or it experienced a significant decline in gross receipts (for 2020, defined as a 50% decline in gross receipts when compared to the same calendar quarter in 2019, and for 2021, defined as a 20% decline in gross receipts when compared to the same quarter in 2019). The Organization averaged less than 100 full-time employees (FTEs) during 2019, therefore, it was considered a small employer during 2020 and 2021. As a small employer, all of the Organization's otherwise qualified wages were eligible for the ERC. For 2020, the ERC equaled 50% of an employee's qualified wages up to $10,000 per employee per calendar quarter with a maximum annual credit for each employee of $5,000. For 2021, the ERC equaled 70% of an employee's qualified wages up to $10,000 per employee per calendar quarter with a maximum annual credit of $28,000 for each employee.

The Organization accounts for this federal funding in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 958-605 guidance for conditional contributions and, accordingly, revenues are measured and recognized when barriers are substantially met. The Organization claimed credits totaling $447,500 relating to the 2020 ERC credit and the 2021 ERC credit for quarter 1 and quarter 2 of calendar 2021. As of June 30, 2024 and 2023, $31,600 remains in other receivables.

6. Employee Retirement Plans

403(b) Plan

All employees of the Organization are eligible to participate and contribute a portion of their salary to a 403(b) retirement plan of their choice. Currently, all participating employees are contributing to a plan sponsored by the Organization and administered by T. Rowe Price. The Organization has elected not to provide for employer contributions and therefore contributions are limited to employees' elected contributions.

401(k) Plan

All employees of the Organization who have reached age 18 and twelve months of service are eligible to participate in the JA USA 401(k) Plan. The multiple employer plan allows for Safe Harbor Contributions for all participants based on 3% of participants' eligible compensation regardless of whether the employee elects to contribute to the plan. Employer contributions were $91,700 and $68,500 for years ended June 30, 2024 and 2023, respectively.

Defined Benefit Pension Plan (Terminated Effective June 30, 2019)

The Organization was a participant in the contributory multi-employer defined benefit pension plan of the National Organization (EIN 13-1635270: Plan Number: 333). Participation in the Plan was mandatory for all employees. Benefits were determined based on years of service and salary history.

Effective June 30, 2019, the Board of Directors of the National Organization approved the termination of the Plan, at which time all participants who were active in the plan became fully vested for their respective accrued benefits. The Plan required that participating employers (including the Organization) remain liable for any funding obligations under the Plan, until all liabilities and obligations of the Plan have been satisfied. During 2020, Plan participants elected the mode of their distribution (whether lump sum or annuity) and the Plan liquidated and distributed benefit payments accordingly.

Upon the conclusion of the necessary administrative proceedings and the final review by the Pension Benefit Guarantee Corporation (PBGC) during fiscal year ending June 30, 2023, the remaining Plan assets were used to pay final administrative costs, repay advances from the National Organization and then distributed to participating employers on a pro-rata basis. As a result, the Organization received approximately $40,900 from the Plan during fiscal year ending June 30, 2023. The proceeds are recorded as other income on the consolidated statement of activities.

7. Debt and New Market Tax Credit Program Financing

Line of Credit

The Organization has a $500,000 asset-based line of credit with a financial institution that matures on November 30, 2024 to be renewed until November 30, 2025. The interest rate provided under the line of credit agreement is a variable rate based on Wall Street Journal Midwest Edition Prime with a floor rate of 4.00%. Borrowings will be secured by all pledge receivables. As of the date of this report, there have been no borrowings on this line of credit.

Promissory Note

The Organization had a $50,000 promissory note which was paid in full during the fiscal year ending June 30, 2024. The outstanding balance was $12,500 at June 30, 2023.

New Market Tax Credit Program Financing

On June 28, 2018, the Organization closed on $16,000,000 New Market Tax Credit program financing. The financing provides federal tax incentives to the investing banks in exchange for which the Organization anticipates forgiveness of a portion of the outstanding principal balance remaining at the end of the initial seven-year period. There are two types of NMTC notes payables. Notes Payable A for $11,303,400 and Notes Payable B for $4,336,600, both with interest only payments due quarterly at an annual rate of 1.7839% through June 2025, then quarterly installments of $834,400, including interest and principal, through June 2048. Any unpaid principal balance and all accrued interest will be due and payable at the maturity date, subject to an early termination provision in June 2025. The Notes are secured by real and personal property owned by the Organization with a current book value of $13,975,300 on June 30, 2024. In connection with the NMTC program financing, the Foundation, acting as a leveraged lender, entered into a note receivable arrangement with an unrelated organization totaling $11,303,400. The Note Receivable bears an interest rate of 2% over a 30-year term. The repayment terms and the collateral on the Note Receivable approximate the terms and the collateral of the NMTC notes payable. Interest income earned on the Note Receivable will be included in investment income. The Foundation anticipates purchasing the security interest in the unrelated organization in seven years. This unrelated organization holds the Notes Payable A and B. After the purchase, the Foundation would own both the Note Receivable and the Notes Payable A and they would cancel. In addition, at this time, it is anticipated that Notes Payable B will be forgiven, and the Organization would realize approximately $3,200,000 benefit, net of program costs of approximately $1,800,000.

Maturities of long-term notes payable are approximated as follows:

	2024			2023
	Repayable	Forgivable	Total	Total
Years ending June 30:				
2025	$ -	$ -	$ -	
2026	-	512,200	512,200	
2027	-	568,300	568,300	
2028	-	578,500	578,500	
2029	-	588,900	588,900	
Thereafter	-	13,392,100	13,392,100	
Total	$ -	$ 15,640,000	15,640,000	$ 15,652,500
Less debt issue costs, net of accumulated amortization			(95,600)	(191,800)
Less amounts reflected as current			-	(12,500)
			$ 15,544,400	$ 15,448,200

8. Net Assets With Donor Restrictions

Net assets with donor restrictions are limited by donor-imposed stipulations requiring principal to be invested in perpetuity while net investment income may be expended or may be limited by donor restrictions to support program activities or the occurrence of other specified events or passage of time.

Net assets with donor restrictions are restricted for the following purposes at June 30, as approximated:

	2024	2023
Restricted for subsequent fiscal year operations	$ 12,631,400	$ 10,031,400
JA Foundation Endowment [1]	578,700	578,700
JA Foundation Endowment, unappropriated earnings	508,700	281,900
	$ 13,718,800	$ 10,892,000

[1] The JA Foundation Endowment Fund represents gifts donated with the stipulation that the principal be maintained intact in perpetuity and that the investment income is used to carry out the purposes of Junior Achievement North. These donor-restricted endowment funds are further described in Note 10.

9. Net Assets Released From Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of other events specified by donors as follows for the years ended June 30, as approximated:

	2024	2023
Satisfaction of program and time restrictions	$ 1,721,100	$ 1,314,500
Appropriation of endowment earnings	6,800	4,100
	$ 1,727,900	$ 1,318,600

10. Endowment Funds

The Organization's endowment consists of donor-restricted funds established for the support of the Organization as discussed in Note 8. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. Endowment assets consist of cash, investments, and pledge receivables.

Interpretation of Relevant Law

Minnesota has enacted the Uniform Prudent Management of Institutional Funds Act (UPMIFA). The Organization's Board of Directors has interpreted the Minnesota UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary.

As a result of this interpretation, the Organization classifies as net assets to be held in perpetuity (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

The remaining portion of the endowment fund that is not classified as net assets to be held in perpetuity, is classified as net assets with purpose or time restrictions until those amounts are appropriated for expenditure by the Organization in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Organization considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

(1) The duration and preservation of the fund;
(2) The purposes of the Organization and the donor-restricted endowment fund;
(3) General economic conditions;
(4) The possible effect of inflation and deflation;
(5) The expected total return from income and the appreciation of investments;
(6) Other resources of the Organization; and
(7) The investment policies of the Organization.

Return Objectives and Risk Parameters

The Organization has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets.

Endowment assets include those assets of donor-restricted funds that the Organization must hold in perpetuity or for a donor-specified period(s) as well as any board-designated funds. As of June 30, 2024 and 2023, the Organization had no board-designated endowment funds.

As approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results that generate a composite fund total return over any five-year moving time period that exceeds the return of a hybrid index comprised of the 90-day Treasury bill rate, S&P 500 index, Russell 2000 Small Cap Index, MSCI EAFE Index, MSCI Emerging Markets Index, and the Barclays Multiverse Index, while assuming a moderate level of investment risk. The Organization expects its endowment funds, over time, to provide an average rate of return of approximately 5% over any five-year moving time period. Actual returns in any given time period may vary from this amount.

Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Organization relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Organization targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives with prudent risk constraints.

Spending Policy and How the Investment Objectives Relate to Spending Policy

The Organization's policy for distribution of its endowment assets is the lesser of 4% of its endowment fund's average fair value of the prior 12 quarters through the calendar year-end preceding the fiscal year in which the distribution is planned or 4% of its investments value as of December 31. Depending on the composite fund total return of the hybrid index as previously described, the Organization may not meet a positive growth rate each year based on market conditions. However, management has determined this is a conservative and appropriate benchmark for the Organization's intentions related to the growth and preservation of the funds. This is consistent with the Organization's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term as well as to provide additional real growth through new gifts and investment return.

Endowment and Restricted Net Asset Composition by Type of Fund

All net assets of the JA Foundation endowment fund are net assets with donor restrictions, totaling approximately $1,087,400 and $860,600 at June 30, 2024 and 2023, respectively.

Changes in Endowment Net Assets

	June 30, 2024, as approximated		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Net assets, beginning	$ -	$ 860,600	$ 860,600
Contributions	-	146,800	146,800
Investment return:			
Unrealized gain on investments	-	77,700	77,700
Interest and dividends	-	20,000	20,000
Total investment return	-	97,700	97,700
Appropriation of endowment assets for:			
Expenditure (donor advised)	-	(10,900)	(10,900)
Expenditure (spending policy)	-	(6,800)	(6,800)
Total appropriations	-	(17,700)	(17,700)
Net assets, ending	$ -	$ 1,087,400	$ 1,087,400

	June 30, 2023, as approximated		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Net assets, beginning	$ -	$ 803,100	$ 803,100
Investment return:			
Unrealized gain on investments	-	52,200	52,200
Interest and dividends	-	14,400	14,400
Total investment return	-	66,600	66,600
Appropriation of endowment assets for:			
Expenditure (donor advised)	-	(5,000)	(5,000)
Expenditure (spending policy)	-	(4,100)	(4,100)
Total appropriations	-	(9,100)	(9,100)
Net assets, ending	$ -	$ 860,600	$ 860,600

Funds With Deficiencies

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Organization to retain as a fund of perpetual duration. There were no such deficiencies at June 30, 2024 and 2023.

11. Contributed Nonfinancial Assets (In-kind Contributions)

For the years ended June 30, the approximated contributed nonfinancial assets recognized within the consolidated statement of activities included:

	2024	2023
Travel expenses	$ 700	$ -
Office supplies	-	29,200
Special events, supplies and printing	9,500	35,900
Office space and storage	15,200	4,500
Program supplies for students	-	10,700
Totals	$ 25,400	$ 80,300

The value of contributed nonfinancial assets is established based on the estimated value of purchasing such items or services. All contributed nonfinancial assets received were utilized during the reporting period as provided in the expense categories above and were not subject to donor-imposed restrictions.

12. Volunteer Recruitment

Junior Achievement North has included the costs associated with recruiting volunteers for delivering classroom programs as a fundraising expense. These expenses, totaling approximately $315,200 and $365,400 in fiscal years 2024 and 2023, respectively, are directly related to recruiting the volunteers necessary to provide over 868,200 and 717,000 contact hours related to Junior Achievement programs during fiscal years 2024 and 2023, respectively.

13. Related-Party Transactions

At June 30, 2024 and 2023, board members' pledges receivable totaled $822,900 and $52,700, respectively.

The Organization was a participant in the contributory multi-employer defined benefit pension plan of the National Organization and contributed to the Plan. During the year ended June 30, 2023, the Organization received approximately $40,900 upon dissolution of the Plan. (See Note 6)

The Organization purchases its materials from, and pays a contractual participation fee to, the National and Global Organizations. Participation fees are paid on a graduated scale of up to 10%, based on cash collected from net public support.

14. Subsequent Events

The Organization has evaluated subsequent events through November 26, 2024, the date which the consolidated financial statements were available to be issued.

Junior Achievement North and
Junior Achievement North Foundation

Consolidating Statement of Financial Position
June 30, 2024

	Junior Achievement North	Junior Achievement North Foundation	Eliminations	Total
Assets				
Current Assets				
Cash and cash equivalents	$ 445,867	$ 772,257	$ -	$ 1,218,124
Investments	11,059,217	-	-	11,059,217
Intercompany receivable	-	414,567	(414,567)	-
Pledges receivable, net	2,384,987	-	-	2,384,987
Other receivables	31,614	-	-	31,614
Inventory	17,290	-	-	17,290
Prepaid assets	46,992	-	-	46,992
Total current assets	13,985,967	1,186,824	(414,567)	14,758,224
Long-Term Assets				
Property and equipment, net:				
Land and land improvements	1,123,312	-	-	1,123,312
Buildings	14,850,263	-	-	14,850,263
Construction in progress	469,218	-	-	469,218
Furniture and equipment	1,438,984	-	-	1,438,984
	17,881,777	-	-	17,881,777
Less accumulated depreciation	(3,906,469)	-	-	(3,906,469)
Total property and equipment, net	13,975,308	-	-	13,975,308
Cash and cash equivalents for long-term purposes	19,900	-	-	19,900
Investments	-	3,495,618	-	3,495,618
Pledges receivable for long-term purposes, net	1,734,675	-	-	1,734,675
Note receivable, NMTC	-	11,303,400	-	11,303,400
Total long-term assets	15,729,883	14,799,018	-	30,528,901
Total assets	$ 29,715,850	$ 15,985,842	$ (414,567)	$ 45,287,125
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	$ 128,917	$ -	$ -	$ 128,917
Intercompany payable	414,567	-	(414,567)	-
Other payables	273,036	-	-	273,036
Total current liabilities	816,520	-	(414,567)	401,953
Long-Term Liabilities				
Notes payable NMTC A	4,336,600	-	-	4,336,600
Notes payable NMTC B, net	11,207,821	-	-	11,207,821
Total long-term liabilities	15,544,421	-	-	15,544,421
Total liabilities	16,360,941	-	(414,567)	15,946,374
Net Assets				
Without donor restrictions	723,548	14,898,399	-	15,621,947
With donor restrictions	12,631,361	1,087,443	-	13,718,804
Total net assets	13,354,909	15,985,842	-	29,340,751
Total liabilities and net assets	$ 29,715,850	$ 15,985,842	$ (414,567)	$ 45,287,125

Junior Achievement North and
Junior Achievement North Foundation

Consolidating Statement of Financial Position
June 30, 2023

	Junior Achievement North	Junior Achievement North Foundation	Eliminations	Total
Assets				
Current Assets				
Cash and cash equivalents	$ 1,160,563	$ 839,894	$ -	$ 2,000,457
Investments	9,552,897	-	-	9,552,897
Intercompany receivable	139,337	-	(139,337)	-
Pledges receivable, net	1,473,213	25,000	-	1,498,213
Other receivables	31,614	-	-	31,614
Inventory	33,640	-	-	33,640
Prepaid assets	27,848	-	-	27,848
Total current assets	12,419,112	864,894	(139,337)	13,144,669
Long-Term Assets				
Property and equipment, net:				
Land and land improvements	1,123,312	-	-	1,123,312
Buildings	14,853,414	-	-	14,853,414
Furniture and equipment	1,214,450	-	-	1,214,450
	17,191,176	-	-	17,191,176
Less accumulated depreciation	(3,289,489)	-	-	(3,289,489)
Total property and equipment, net	13,901,687	-	-	13,901,687
Cash and cash equivalents for long-term purposes	29,922	-	-	29,922
Investments	-	2,577,797	-	2,577,797
Pledges receivable for long-term purposes, net	999,675	-	-	999,675
Note receivable, NMTC	-	11,303,400	-	11,303,400
Total long-term assets	14,931,284	13,881,197	-	28,812,481
Total assets	$ 27,350,396	$ 14,746,091	$ (139,337)	$ 41,957,150
Liabilities and Net Assets				
Current Liabilities				
Accounts payable	$ 22,928	$ -	$ -	$ 22,928
Intercompany payable	-	139,337	(139,337)	-
Other payables	331,017	-	-	331,017
Current maturity of long-term liabilities	16,682	-	-	16,682
Total current liabilities	370,627	139,337	(139,337)	370,627
Long-Term Liabilities				
Notes payable NMTC A	4,336,600	-	-	4,336,600
Notes payable NMTC B, net	11,111,562	-	-	11,111,562
Total long-term liabilities	15,448,162	-	-	15,448,162
Total liabilities	15,818,789	139,337	(139,337)	15,818,789
Net Assets				
Without donor restrictions	1,500,218	13,746,174	-	15,246,392
With donor restrictions	10,031,389	860,580	-	10,891,969
Total net assets	11,531,607	14,606,754	-	26,138,361
Total liabilities and net assets	$ 27,350,396	$ 14,746,091	$ (139,337)	$ 41,957,150

Junior Achievement North and
Junior Achievement North Foundation

Consolidating Statement of Activities
Year Ended June 30, 2024

	Junior Achievement North	Junior Achievement North Foundation	Eliminations	Total
Revenues, Gains and Other Support				
Contributions:				
Corporate	$ 4,199,016	$ 910,000	$ (910,000)	$ 4,199,016
Individual	1,666,684	282,699	-	1,949,383
Foundations	1,816,535	-	(236,944)	1,579,591
In-kind contributions	25,364	-	-	25,364
Special events, net of direct benefit to donors	520,998	-	-	520,998
Government grant revenue	418,727	-	-	418,727
Program fees	239,388	-	-	239,388
Unrealized gains on investments	71,581	283,276	-	354,857
Realized gains (losses) on investments	170,900	(6,246)	-	164,654
Interest and dividends, net	261,329	299,195	-	560,524
Other income	10,105	-	-	10,105
Board-directed appropriation	63,344	(63,344)	-	-
Appropriation of endowment earnings	17,729	(17,729)	-	-
Total revenues, gains and other support	9,481,700	1,687,851	(1,146,944)	10,022,607
Expenses				
Program expenses	5,919,969	236,944	(1,146,944)	5,009,969
Fundraising expenses:				
Volunteer recruitment	315,213	-	-	315,213
Contribution solicitation	862,714	70,193	-	932,907
Management and general expenses	560,502	1,626	-	562,128
Total expenses	7,658,398	308,763	(1,146,944)	6,820,217
Change in net assets	1,823,302	1,379,088	-	3,202,390
Net Assets, Beginning	11,531,607	14,606,754	-	26,138,361
Net Assets, Ending	$ 13,354,909	$ 15,985,842	$ -	$ 29,340,751

Consolidating Statement of Activities
Year Ended June 30, 2023

	Junior Achievement North	Junior Achievement North Foundation	Eliminations	Total
Revenues, Gains and Other Support				
Contributions:				
Corporate	$ 3,877,815	$ 2,222,900	$ (2,222,900)	$ 3,877,815
Individual	2,569,533	15,500	-	2,585,033
Foundations	8,545,598	-	(231,068)	8,314,530
In-kind contributions	80,281	-	-	80,281
Special events, net of direct benefit to donors	369,534	-	-	369,534
Government grant revenue	51,624	-	-	51,624
Program fees	286,331	-	-	286,331
Unrealized loss on investments	12,768	128,339	-	141,107
Realized gains (losses) on investments	196,264	(21,436)	-	174,828
Interest and dividends, net	43,192	273,421	-	316,613
Other income	52,764	-	-	52,764
Board-directed appropriation	40,395	(40,395)	-	-
Appropriation of endowment earnings	9,100	(9,100)	-	-
Total revenues, gains and other support	16,135,199	2,569,229	(2,453,968)	16,250,460
Expenses				
Program expenses	6,539,656	231,068	(2,453,968)	4,316,756
Fundraising expenses:				
Volunteer recruitment	365,351	-	-	365,351
Contribution solicitation	801,437	63,464	-	864,901
Management and general expenses	469,138	1,602	-	470,740
Total expenses	8,175,582	296,134	(2,453,968)	6,017,748
Change in net assets	7,959,617	2,273,095	-	10,232,712
Net Assets, Beginning	3,571,990	12,333,659	-	15,905,649
Net Assets, Ending	$ 11,531,607	$ 14,606,754	$ -	$ 26,138,361

Junior Achievement North and
Junior Achievement North Foundation

Schedule of Financial Position - New Market Tax Credit Transaction (Unaudited)
Portion of Business
June 30, 2024 and 2023

	2024	2023
Assets		
Cash	$ 123,257	$ 99,908
Cash in reserve	19,900	29,922
Property and equipment:		
Furniture & equipment	1,438,984	1,214,450
Building	14,850,263	14,853,414
Construction in progress	469,218	-
Land (allocated from Bldg)	1,123,312	1,123,312
Less accum depreciation	(3,906,469)	(3,289,489)
	$ 14,118,465	$ 14,031,517
Liabilities		
Loans and lease payables	$ 15,640,000	$ 15,640,000
Less prepaid loan costs	(95,579)	(191,838)
	15,544,421	15,448,162
Net Position		
Net inflows (outflows)	(9,311)	(717,651)
JAUM equity investments	(1,416,645)	(698,994)
	(1,425,956)	(1,416,645)
	$ 14,118,465	$ 14,031,517

Junior Achievement North and
Junior Achievement North Foundation

Schedule of Activities - New Market Tax Credit Transaction (Unaudited)
Portion of Business
Year Ended June 30, 2024 and 2023

	Year Ended June 30, 2024	Year Ended June 30, 2023
Revenue and Cash Flows		
Rental income	$ 790,175	$ 783,303
Use of reserves	10,022	10,020
Total revenue	800,197	793,323
Expenses		
Operating expenses	22	20
Interest payments	279,000	279,000
CA admin fees	10,000	10,000
Noncash expenses:		
Disposals of furniture & equipment, net	-	1,640
Depreciation	616,980	711,535
Amortization of debt costs	96,259	96,259
Total expenses	1,002,261	1,098,454
Contribution from (Distribution to) Non Portion of Business, net	192,753	(412,520)
Net inflows (outflows)	$ (9,311)	$ (717,651)