

Arizona's Children Association

Balance Sheets

Internal Use Only--Draft for Discussion

	12/31/2018	03/31/19	03/31/18	Current Year to Prior Year Change
Cash	\$ 4,704,325	\$ 4,205,696	\$ 6,464,051	\$ (2,258,355)
Current Investments	1,803,733	89,828	1,969,195	(1,879,367)
Accounts Receivable, Net	6,825,344	8,584,658	3,281,964	5,302,695
United Way	7,275	7,275	7,275	-
Inventory	32,570	35,791	41,414	(5,623)
Prepaid & Other Current Assets	618,602	720,661	577,731	142,930
Total Current Assets	13,991,849	13,643,910	12,341,629	1,302,280
Fixed Assets, Net	2,622,475	2,481,686	568,556	1,913,130
Assets whose use is limited:				
Cash & cash equivalents	408,906	408,906	1,773,511	(1,364,605)
Marketable securities	443,362	443,362	443,362	-
Other Noncurrent Assets	467,096	466,250	472,900	(6,650)
Total Assets	\$ 17,933,687	\$ 17,444,112	\$ 15,599,957	\$ 1,844,155
Current Portion Long-Term Debt	\$ 30,910	\$ 17,004	\$ 103,990	\$ (86,986)
Line of Credit	1,000,000	-	-	-
AzCH Loan	1,800,000	1,800,000	-	1,800,000
Current Portion Deferred Compensation	37,031	37,031	36,954	77
Current Portion Deferred Rent	-	-	72,879	(72,879)
Accounts Payable	477,498	497,042	899,368	(402,326)
Accounts Payable -RBHA	2,917,125	2,917,125	671,550	2,245,575
Accrued Expenses	1,832,557	2,313,103	2,374,951	(61,848)
Deferred Revenue - RBHA	188,854	112,199	1,407,579	(1,295,380)
Deferred Revenue - Events	568	-	-	-
Other Liabilities	47,890	47,880	43,610	4,270
Total Current Liabilities	8,332,433	7,741,383	5,610,879	2,130,504
Long Term Debt	-	-	17,005	(17,005)
Deferred Rent Payable	3,029,662	3,138,627	350,253	2,788,374
Other Noncurrent Liabilities	151,750	151,750	117,750	34,000
Total Liabilities	\$ 11,513,845	\$ 11,031,761	\$ 6,095,887	\$ 4,935,874
Unrestricted - Board Designated	\$ 1,364,605	\$ -	\$ 1,364,605	\$ (1,364,605)
Unrestricted	6,631,406	7,819,439	6,895,590	923,849
Temporarily Restricted	250,221	426,793	250,221	176,572
Permanently Restricted	443,362	443,362	443,362	-
Revenue Over (Under) Expense	(2,269,752)	(2,277,242)	550,293	(2,827,535)
Total Net Assets	\$ 6,419,842	\$ 6,412,352	\$ 9,504,070	\$ (3,091,719)
Total Liabilities and Net Assets	\$ 17,933,687	\$ 17,444,112	\$ 15,599,957	\$ 1,844,155

Arizona's Children Association

Ratios

Internal Use Only--Draft for Discussion

	<u>March 2019</u>	<u>December 2018</u>	<u>March 2018</u>
Current Ratio	1.8	1.7	2.2

Current ratio indicates the number of times current assets will pay off current liabilities
Expressed as a multiple; historically minimum benchmark is 2:1

Acid Test Ratio	1.7	1.6	2.1
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Acid test compares current liabilities with quick assets (cash or equivalent)
Expressed as a multiple; historically minimum benchmark is not less than 1

Defensive Interval

Calculation for Board	30	36	48
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How many days agency can continue to operate with present cash position
Expressed in days of cash operating expense; benchmark would be at least 45 days

Defensive Interval

Calculation for BH Contracts	31	50	62
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Contract requirement not less than 30 days

Child Welfare Accounts Receivable Aging

	<u>Current</u>	<u>>30 days</u>	<u>>60 Days</u>	<u>>90 days</u>	
3/31/2019	1,472,576 56.3%	868,166 33.2%	243,881 9.3%	30,854 1.2%	2,615,477 100.0%
2/28/2019	1,336,295 53.1%	837,168 33.3%	85,413 3.4%	258,868 10.3%	2,517,744 100.0%
3/31/2018	1,621,003 55.3%	1,023,961 34.9%	17,729 0.6%	268,270 9.2%	2,930,963 100.0%
3/31/2017	58.8%	23.6%	3.2%	14.4%	100.0%
3/31/2016	56.5%	35.7%	4.2%	3.6%	100.0%
3/31/2015	78.0%	10.1%	4.6%	7.3%	100.0%

Arizona's Children Association
Statements of Cash Flows
For the Six Months Ended March 31, 2019 and 2018

	<u>2019</u>	<u>2018</u>
Cash flows from operating activities:		
Increase/(Decrease) in net assets	\$ (2,277,242)	\$ 550,293
Adjustment to change in net assets for		
Depreciation & Amortization	212,147	113,972
(Gain)/Loss on sale of securities	83,429	(1,219)
(Unrealized gain)/loss on investments	22,281	(23,376)
(Gain)/Loss on disposal of assets	(5,514)	(4,169)
Bad Debts	24,349	90,353
Donated Stock		(5,632)
Changes in operating assets:		
(Increase)/decrease in accounts receivable	(5,882,234)	804,128
(Increase)/decrease in United Way receivable		
(Increase)/decrease in Inventory	(1,607)	1,523
(Increase)/decrease in prepaid expenses	(178,163)	28,025
Changes in operating liabilities:		
Increase/(decrease) in accounts payable	(333,426)	191,971
Increase/(decrease) in acct. payable - RBHA		(242,484)
Increase/(decrease) in deferred compensation		(298,425)
Increase/(decrease) in deferred rent	292,757	
Increase/(decrease) in accrued expenses	137,892	(330,642)
Increase/(decrease) in deferred revenue	34,681	1,378,183
Increase/(decrease) in due to/from Foundation	(10)	(3,990)
Net cash provided by (used in) operating activities	(7,870,661)	2,248,511
Cash flows from investing activities:		
Purchases of securities	(62,234)	(101,185)
Proceeds from the sale of securities	1,916,377	43,835
Purchases of property and equipment	(30,531)	(98,462)
Proceeds from disposal of assets	5,514	4,169
Principal payments received from Note Receivable	2,840	3,695
Transfer from board designated reserve	1,364,605	
Net cash provided by (used in) investing activities	3,196,572	(147,948)
Cash flows from financing activities:		
AzCH Loan	1,800,000	
Principal payments of long-term debt	(44,379)	(57,934)
Principal payments of capital lease obligation		(4,824)
Net cash provided by (used in) financing activities	1,755,621	(62,758)
Increase/(Decrease) in cash and cash equivalents	(2,918,468)	2,037,805
Cash & cash equivalents, September 30, 2018 and 2017	7,124,163	4,426,246
Cash & cash equivalents, March 31, 2019 and 2018	\$ 4,205,695	\$ 6,464,051

Arizona's Children Association-Total Agency
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended		3 Months Ended		6 Months Ended 03/31/2019		Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)
	12/31/18		03/31/19		Actual	Plan		
Revenues:								
AHCCCS Fees	\$ 5,875,236		\$ 7,517,587		\$ 13,392,822	\$ 15,271,254	\$ (1,878,432)	-12%
DCS Fees	3,347,200		3,451,867		6,799,067	6,912,786	(113,719)	-2%
Other Public Revenues	790,892		958,308		1,749,200	2,101,512	(352,312)	-17%
Contracts with Others	28,314		29,863		58,177	35,790	22,387	63%
Program Service Fees	127,043		171,095		298,138	129,546	168,592	130%
Private Revenues	572,059		450,109		1,022,168	754,980	267,188	35%
Other Revenues	10,489		16,523		27,013	81,570	(54,557)	-67%
Targeted Investment Program	-		-		-	750,000	(750,000)	-100%
Total Revenues	10,751,234		12,595,351		23,346,585	26,037,438	(2,690,853)	-10%
Expenses:		% of Revenue		% of Revenue		% of Revenue		% of Revenue
Compensation	8,416,364	78%	8,430,438	67%	16,846,802	16,863,858	(17,056)	0%
Payroll Tax & Fringe	1,375,043	13%	1,379,818	11%	2,754,861	2,801,232	(46,371)	-2%
Professional Services	514,717	5%	426,061	3%	940,778	937,956	2,822	0%
Communications & Technology	435,715	4%	438,865	3%	874,580	1,152,534	(277,954)	-24%
Travel & Transportation	410,361	4%	429,142	3%	839,503	915,168	(75,665)	-8%
Materials & Supplies	171,792	2%	350,322	3%	522,114	460,494	61,620	13%
Other Operating Expenses	345,419	3%	321,844	3%	667,263	797,424	(130,161)	-16%
Bad Debt Expense	-	0%	24,349	0%	24,349	90,336	(65,987)	-73%
Occupancy	964,552	9%	756,446	6%	1,720,998	1,755,930	(34,932)	-2%
Insurance	100,694	1%	98,604	1%	199,299	187,746	11,553	6%
Depreciation & Amortization	54,370	1%	157,776	1%	212,147	134,664	77,483	58%
Total Expenses	12,789,029		12,813,665		25,602,694	26,097,342	(494,648)	-2%
Surplus (Deficit) from Operations	(2,037,796)		(218,313)		(2,256,109)	(59,904)	(2,196,205)	3666%
Dividends & Interest	66,129		13,146		79,275	52,116	27,159	52%
Unrealized Gain (Loss) on Investments	(299,666)		277,154		(22,512)	7,500	(30,012)	-400%
Realized Gain (Loss) on Investments	19		(83,429)		(83,410)	-	(83,410)	-
Gain (Loss) on Asset Disposition	1,562		3,952		5,514	-	5,514	-
Surplus (Deficit)	\$ (2,269,752)		\$ (7,490)		\$ (2,277,242)	\$ (288)	\$ (2,276,954)	790609%

↑ 100% increase ↑

Arizona's Children Association-Behavioral Health
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended		3 Months Ended		6 Months Ended 03/31/2019		Actual vs Plan		Actual vs Plan	
	12/31/18		03/31/19		Actual	Plan	\$Over (\$Under)	%Over (%Under)	\$Over (\$Under)	%Over (%Under)
Revenues:										
AHCCCS Fees	\$ 5,752,891		\$ 7,375,068		\$ 13,127,959	\$ 15,082,338	\$ (1,954,379)	-13%		
Program Service Fees	73,732		112,148		185,880	18,870	167,010	885%		
Private Revenues	994		-		994	-	994	-		
Other Revenues	217		14,215		14,432	71,814	(57,382)	-80%		
Targeted Investment Program	-		-		-	750,000	(750,000)	-100%		
Total Revenues	5,827,834		7,501,431		13,329,266	15,923,022	(2,593,756)	-16%		
Expenses:		% of Revenue		% of Revenue		% of Revenue		% of Revenue		
Compensation	4,888,082	84%	4,846,948	65%	9,735,030	9,565,938	169,092	2%		
Payroll Tax & Fringe	793,034	14%	786,351	10%	1,579,385	1,609,920	(30,535)	-2%		
Professional Services	374,111	6%	298,994	4%	673,105	650,388	22,717	3%		
Communications & Technology	206,498	4%	207,570	3%	414,068	474,834	(60,766)	-13%		
Travel & Transportation	199,606	3%	212,438	3%	412,044	407,964	4,080	1%		
Materials & Supplies	35,864	1%	35,492	0%	71,356	67,680	3,676	5%		
Other Operating Expenses	116,657	2%	104,689	1%	221,346	364,812	(143,466)	-39%		
Bad Debt Expense	-	0%	25,415	0%	25,415	5,436	19,979	368%		
Occupancy	544,395	9%	473,539	6%	1,017,934	1,021,860	(3,926)	0%		
Insurance	53,907	1%	52,053	1%	105,960	104,952	1,008	1%		
Depreciation & Amortization	27,469	0%	68,508	1%	95,977	61,878	34,099	55%		
Management & General	817,186	14%	746,824	10%	1,564,009	1,702,698	(138,689)	-8%		
Total Expenses	8,056,809		7,858,820		15,915,630	16,038,360	(122,730)	-1%		
Surplus (Deficit) from Operations	(2,228,975)		(357,389)		(2,586,364)	(115,338)	(2,471,026)	2142%		
Dividends & Interest	24		93		117	3,018	(2,902)	-96%		
Gain (Loss) on Asset Disposition	1,562		-		1,562	-	1,562	-		
Releases	33,579		7,547		41,126	-	41,126	-		
Surplus (Deficit)	\$ (2,193,810)		\$ (349,749)		\$ (2,543,559)	\$ (112,320)	\$ (2,431,239)	2165%		

84% increase

Arizona's Children Association-Child Welfare
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended		3 Months Ended		6 Months Ended 03/31/2019		Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)		
	12/31/18		03/31/19		Actual	Plan				
Revenues:										
AHCCCS Fees	\$ 49,218		\$ 53,938		\$ 103,156	\$ 85,218	\$ 17,938	21%		
DCS Fees	3,339,850		3,435,622		6,775,472	6,897,258	(121,786)	-2%		
City	10,560		14,352		24,913	24,012	901	4%		
County	12,750		(16,416)		(3,665)	30,732	(34,397)	-112%		
State	30,822		150,837		181,659	262,896	(81,237)	-31%		
Federal	109,000		78,616		187,616	235,746	(48,130)	-20%		
Contracts with Others	28,314		29,863		58,177	35,790	22,387	63%		
Program Service Fees	11,596		13,763		25,358	17,928	7,430	41%		
Donated Goods/Services	-		2,321		2,321	59,976	(57,655)	-96%		
Other Revenues	-		101		101	1,332	(1,231)	-92%		
Total Revenues	3,592,110		3,762,996		7,355,106	7,650,888	(295,782)	-4%		
Expenses:		% of Revenue		% of Revenue		% of Revenue		% of Revenue		
Compensation	2,061,827	57%	2,141,328	57%	4,203,155	57%	4,332,450	57%	(129,295)	-3%
Payroll Tax & Fringe	354,645	10%	356,004	9%	710,649	10%	738,354	10%	(27,705)	-4%
Professional Services	124,533	3%	113,767	3%	238,300	3%	228,738	3%	9,562	4%
Communications & Technology	112,411	3%	104,835	3%	217,247	3%	235,686	3%	(18,439)	-8%
Travel & Transportation	163,101	5%	172,421	5%	335,522	5%	382,482	5%	(46,960)	-12%
Materials & Supplies	68,514	2%	36,322	1%	104,836	1%	124,380	2%	(19,544)	-16%
Other Operating Expenses	51,038	1%	69,291	2%	120,329	2%	115,686	2%	4,643	4%
Bad Debt Expense	-	0%	(739)	0%	(739)	0%	83,832	1%	(84,571)	-101%
Occupancy	274,723	8%	180,200	5%	454,923	6%	483,966	6%	(29,043)	-6%
Insurance	30,972	1%	30,818	1%	61,790	1%	57,336	1%	4,454	8%
Depreciation & Amortization	7,024	0%	48,167	1%	55,190	1%	19,788	0%	35,402	179%
Management & General	383,396	11%	368,802	10%	752,198	10%	889,158	12%	(136,960)	-15%
Total Expenses	3,632,184		3,621,215		7,253,399		7,691,856		(438,457)	-6%
Surplus (Deficit) from Operations	(40,074)		141,781		101,707		(40,968)		142,675	-348%
Dividends & Interest	-		-		-		-		-	
Releases	115,735		58,577		174,313		-		174,313	
Surplus (Deficit)	\$ 75,662		\$ 200,358		\$ 276,020		\$ (40,968)		\$ 316,988	-774%

165% increase

Arizona's Children Association-Prevention
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended		3 Months Ended		6 Months Ended 03/31/2019		6 Months Ended 03/31/2019		Actual vs	Actual vs
	12/31/18		03/31/19		Actual	Plan	Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)	\$Over (\$Under)	%Over (%Under)
Revenues:										
DCS Fees	\$ 1,350		\$ 12,165		\$ 13,515	\$ -	\$ 13,515	-	\$ 13,515	-
County	6,814		5,112		11,925	11,748	177	2%	177	2%
State	491,985		600,690		1,092,675	1,267,848	(175,173)	-14%	(175,173)	-14%
Program Service Fees	41,715		45,184		86,899	92,748	(5,849)	-6%	(5,849)	-6%
Other Revenues	4,115		9		4,124	366	3,758	1027%	3,758	1027%
Total Revenues	545,979		663,160		1,209,139	1,372,710	(163,571)	-12%	(163,571)	-12%
Expenses:		% of Revenue		% of Revenue		% of Revenue		% of Revenue		
Compensation	352,973	65%	378,020	57%	730,993	60%	792,282	58%	(61,289)	-8%
Payroll Tax & Fringe	63,514	12%	70,071	11%	133,585	11%	105,780	8%	27,805	26%
Professional Services	3,162	1%	7,076	1%	10,237	1%	19,050	1%	(8,813)	-46%
Communications & Technology	11,530	2%	12,389	2%	23,919	2%	39,654	3%	(15,735)	-40%
Travel & Transportation	21,678	4%	21,572	3%	43,250	4%	61,848	5%	(18,598)	-30%
Materials & Supplies	49,496	9%	45,215	7%	94,711	8%	110,010	8%	(15,299)	-14%
Other Operating Expenses	22,084	4%	35,149	5%	57,233	5%	49,440	4%	7,793	16%
Bad Debt Expense	-	0%	(395)	0%	(395)	0%	-	0%	(395)	-
Occupancy	32,392	6%	27,911	4%	60,302	5%	76,710	6%	(16,408)	-21%
Insurance	3,482	1%	3,656	1%	7,137	1%	3,534	0%	3,603	102%
Depreciation & Amortization	1,066	0%	4,764	1%	5,829	0%	5,016	0%	813	16%
Management & General	68,171	12%	71,826	11%	139,998	12%	156,024	11%	(16,026)	-10%
Total Expenses	629,546		677,254		1,306,800		1,419,348		(112,548)	-8%
Surplus (Deficit) from Operations	(83,567)		(14,095)		(97,662)		(46,638)		(51,024)	109%
Dividends & Interest	-		-		-		-		-	-
Releases	26,666		12,579		39,245		-		39,245	-
Surplus (Deficit)	\$ (56,901)		\$ (1,516)		\$ (58,417)		\$ (46,638)		\$ (11,779)	25%

Arizona's Children Association-Speciality Services
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended		3 Months Ended		6 Months Ended 03/31/2019		Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)		
	12/31/18		03/31/19		Actual	Plan				
Revenues:										
AHCCCS Fees	\$ 73,127		\$ 88,581		\$ 161,708	\$ 103,698	\$ 58,010	56%		
DCS Fees	6,000		4,080		10,080	15,528	(5,448)	-35%		
County	7,382		8,838		16,220	12,354	3,866	31%		
State	118,627		111,199		229,826	201,174	28,652	14%		
Other Revenues	-		2		2	780	(778)	-100%		
Total Revenues	205,136		212,700		417,836	333,534	84,302	25%		
Expenses:		% of Revenue		% of Revenue		% of Revenue		% of Revenue		
Compensation	137,515	67%	139,932	66%	277,447	66%	230,154	69%	47,293	21%
Payroll Tax & Fringe	21,722	11%	24,434	11%	46,156	11%	37,776	11%	8,380	22%
Professional Services	525	0%	976	0%	1,501	0%	1,344	0%	157	12%
Communications & Technology	4,888	2%	5,190	2%	10,079	2%	7,902	2%	2,177	28%
Travel & Transportation	509	0%	1,522	1%	2,031	0%	432	0%	1,599	370%
Materials & Supplies	3,111	2%	745	0%	3,856	1%	2,550	1%	1,306	51%
Other Operating Expenses	3,430	2%	1,785	1%	5,215	1%	5,670	2%	(455)	-8%
Bad Debt Expense	-	0%	68	0%	68	0%	1,068	0%	(1,000)	-94%
Occupancy	12,708	6%	12,205	6%	24,913	6%	17,562	5%	7,351	42%
Insurance	1,046	1%	991	0%	2,037	0%	1,872	1%	165	9%
Depreciation & Amortization	557	0%	1,359	1%	1,916	0%	972	0%	944	97%
Management & General	20,912	10%	19,641	9%	40,554	10%	33,582	10%	6,972	21%
Total Expenses	206,924		208,849		415,773		340,884		74,889	22%
Surplus (Deficit) from Operations	(1,787)		3,851		2,064		(7,350)		9,414	-128%
Releases	1,020		4,988		6,008		-		6,008	-
Surplus (Deficit)	\$ (767)		\$ 8,839		\$ 8,072		\$ (7,350)		\$ 15,422	-210%



Arizona's Children Association-Development
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

		6 Months Ended 03/31/2019										
		3 Months Ended 12/31/18		3 Months Ended 03/31/19		Actual		Plan		Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)	
Revenues:												
Individual Contributions	\$	134,814		\$	62,295	\$	197,109	\$	145,002	\$	52,107	36%
Corporate Contributions		45,036			40,490		85,527		95,502		(9,975)	-10%
Club/Orgs Contributions		1,992			3,755		5,747		15,000		(9,253)	-62%
Government Contributions		2,952			5,080		8,032		55,002		(46,970)	-85%
United Way		10,742			17,633		28,375		9,000		19,375	215%
Foundation and Other Grants		124,075			42,807		166,882		160,002		6,880	4%
Special Events/Fundraising		254,405			63,085		317,490		160,500		156,990	98%
Donated Goods/Services		-			217,723		217,723		109,998		107,725	98%
Other Revenues		-			5		5		-		5	-
Total Revenues		574,017			452,873		1,026,890		750,006		276,884	37%
Expenses:												
			% of Revenue		% of Revenue		% of Revenue		% of Revenue			
Compensation		65,252	11%	66,183	15%	131,435	13%	137,574	18%		(6,139)	-4%
Payroll Tax & Fringe		9,014	2%	7,769	2%	16,784	2%	23,526	3%		(6,742)	-29%
Professional Services		8,957	2%	356	0%	9,313	1%	8,898	1%		415	5%
Communications & Technology		6,413	1%	5,179	1%	11,593	1%	11,760	2%		(167)	-1%
Travel & Transportation		702	0%	1,455	0%	2,157	0%	1,980	0%		177	9%
Materials & Supplies		7,273	1%	219,505	48%	226,778	22%	117,798	16%		108,980	93%
Other Operating Expenses		63,863	11%	6,584	1%	70,447	7%	30,624	4%		39,823	130%
Occupancy		7,826	1%	3,914	1%	11,740	1%	10,872	1%		868	8%
Insurance		698	0%	613	0%	1,311	0%	1,392	0%		(81)	-6%
Depreciation & Amortization		300	0%	1,801	0%	2,101	0%	768	0%		1,333	174%
Management & General		9,804	2%	7,995	2%	17,799	2%	18,366	2%		(567)	-3%
Total Expenses		180,102		321,355		501,457		363,558			137,899	38%
Surplus (Deficit) from Operations		393,915		131,518		525,433		386,448			138,985	36%
Releases		(181,818)		(83,693)		(265,511)		-			(265,511)	-
Surplus (Deficit)	\$	212,097		\$	47,825	\$	259,922	\$	386,448	\$	(126,526)	-33%

Arizona's Children Association-Marketing
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended 12/31/18	3 Months Ended 03/31/19	6 Months Ended 03/31/2019			
			Actual	Plan	Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)
Revenues:						
Other Revenues	\$ -	\$ 2	\$ 2	\$ -	\$ 2	-
Total Revenues	-	2	2	-	2	-
Expenses:						
Compensation	47,908	42,711	90,619	95,280	(4,661)	-5%
Payroll Tax & Fringe	6,882	5,178	12,060	13,140	(1,080)	-8%
Professional Services	151	218	369	7,104	(6,735)	-95%
Communications & Technology	820	3,553	4,374	7,524	(3,150)	-42%
Travel & Transportation	834	861	1,696	2,328	(632)	-27%
Materials & Supplies	2,139	7,402	9,541	24,642	(15,101)	-61%
Other Operating Expenses	10,488	57,347	67,835	68,148	(313)	0%
Occupancy	6,617	2,066	8,682	7,866	816	10%
Insurance	558	453	1,011	1,092	(81)	-7%
Depreciation & Amortization	96	1,500	1,597	288	1,309	454%
Management & General	6,970	4,881	11,851	13,116	(1,265)	-10%
Total Expenses	83,464	126,171	209,635	240,528	(30,893)	-13%
Surplus (Deficit) from Operations	(83,464)	(126,169)	(209,633)	(240,528)	30,895	-13%
Releases	4,642	1	4,643	-	4,643	-
Surplus (Deficit)	\$ (78,822)	\$ (126,168)	\$ (204,990)	\$ (240,528)	\$ 35,538	-15%



Arizona's Children Association-M&G
Revenue/Expense Statement - Internal Use Only
For 6 Months Ended 03/31/2019

	3 Months Ended 12/31/18	3 Months Ended 03/31/19	6 Months Ended 03/31/2019			
			Actual	Plan	Actual vs Plan \$Over (\$Under)	Actual vs Plan %Over (%Under)
Revenues:						
Other Revenues	\$ 6,157	\$ 2,189	\$ 8,346	\$ 7,278	\$ 1,068	15%
Total Revenues	6,157	2,189	8,346	7,278	1,068	15%
Expenses:						
Compensation	862,807	815,316	1,678,123	1,710,180	(32,057)	-2%
Payroll Tax & Fringe	126,231	130,012	256,243	272,736	(16,493)	-6%
Professional Services	3,279	4,674	7,953	22,434	(14,481)	-65%
Communications & Technology	93,156	100,147	193,303	375,174	(181,871)	-48%
Travel & Transportation	23,930	18,872	42,802	58,134	(15,332)	-26%
Materials & Supplies	4,505	4,280	8,785	13,434	(4,649)	-35%
Other Operating Expenses	78,747	48,359	127,106	163,044	(35,938)	-22%
Occupancy	85,892	56,611	142,503	137,094	5,409	4%
Insurance	10,032	10,021	20,053	17,568	2,485	14%
Depreciation & Amortization	17,860	31,677	49,537	45,954	3,583	8%
Management & General	(1,306,439)	(1,219,969)	(2,526,408)	(2,812,944)	286,536	-10%
Total Expenses	-	-	-	2,808	(2,808)	-100%
Surplus (Deficit) from Operations	6,157	2,189	8,346	4,470	3,876	87%
Dividends & Interest	66,105	13,053	79,158	49,098	30,060	61%
Unrealized Gain (Loss) on Investments	(299,666)	277,154	(22,512)	7,500	(30,012)	-400%
Realized Gain (Loss) on Investments	19	(83,429)	(83,410)	-	(83,410)	-
Gain (Loss) on Asset Disposition	-	3,952	3,952	-	3,952	-
Releases	174	2	176	-	176	-
Surplus (Deficit)	\$ (227,211)	\$ 212,922	\$ (14,289)	\$ 61,068	\$ (75,357)	-123%