# Arizona Western College Foundation Financial Statements

For the Year Ended June 30, 2022

# Arizona Western College Foundation

Financial Statements Year Ended June 30, 2022

# ARIZONA WESTERN COLLEGE FOUNDATION YEAR ENDED JUNE 30, 2022 TABLE OF CONTENTS

INI	DEPENDENT AUDITOR'S REPORT	. 1
FIN	JANCIAL STATEMENTS	
	Statement of Financial Position.	3
	Statement of Activities	. 4
	Statement of Functional Expenses	. 5
	Statement of Cash Flows	. 6
	Notes to Financial Statements	7



#### INDEPENDENT AUDITOR'S REPORT

The Board of Directors
Arizona Western College Foundation

#### **Report on Audit of Financial Statements**

#### **Opinion**

We have audited the accompanying financial statements of Arizona Western College Foundation (Foundation) which comprise the statement of financial position as of June 30, 2022, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Arizona Western College Foundation as of June 30, 2022, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* for the Audit of the Financial Statements section of our report. We are required to be independent of Arizona Western College Foundation and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our auditopinion.

#### Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 generally accepted auditing standards 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, including omissions, 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 financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the 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 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 Foundation'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 financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation'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.

Heinfeld, Meech & Co., P.C.

Heinfeld Meech & Co. PC

Tucson, Arizona October 26, 2022

# ARIZONA WESTERN COLLEGE FOUNDATION STATEMENT OF FINANCIAL POSITION JUNE 30, 2022

Assets	
Current assets:	Φ 440.255
Cash and cash equivalents	\$ 442,355
Accounts receivable	8,582
Contributions receivable Other assets	9,000
Total current assets	3,502 463,439
Total cultent assets	403,437
Noncurrent assets:	
Contributions receivable	5,000
Investments	6,083,611
Total assets	\$ 6,552,050
<u>Liabilities</u>	
Current liabilities:	
Accounts payable	\$ 67,862
Total current liabilities	67,862
Noncurrent liabilities:	
Compensated absences	19,823
Total liabilities	87,685
Net assets	
Without donor restrictions:	
Undesignated	1,343,567
Designated by the Board	390,406
With donor restrictions:	
Time restricted	441,402
Purpose restricted	1,421,101
Perpetual in nature	2,867,889
Total net assets	6,464,365
Total liabilities and net assets	\$6,552,050_

# ARIZONA WESTERN COLLEGE FOUNDATION STATEMENT OF ACTIVITIES FOR THE YEAR ENDED JUNE 30, 2022

Revenue, support, and gains:		Without Donor Restrictions		With Donor Restrictions		Total
, 11	φ.		Φ-		Φ	
Contributions	\$	1,385	<b>D</b>	231,619	\$	233,004
Contributions - in kind		267,526				267,526
Investment return, net		(77,334)		(517,623)		(594,957)
Net assets released from restrictions		973,470	_	(973,470)		
Total revenue, support, and gains	•	1,165,047	_	(1,259,474)	_	(94,427)
Expenses and losses:						
Program services						
Scholarships		370,268				370,268
Instruction		739,223				739,223
Total program expenses		1,109,491	_			1,109,491
Supporting services						
Management and general		60,292				60,292
Fundraising		37,398				37,398
Total supporting services	-	97,690	_			97,690
Total expenses and losses		1,207,181				1,207,181
Change in net assets		(42,134)		(1,259,474)		(1,301,608)
Net assets, beginning of year	-	1,776,107	_	5,989,866		7,765,973
Net assets, end of year	\$	1,733,973	\$	4,730,392	\$	6,464,365

# ARIZONA WESTERN COLLEGE FOUNDATION STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED JUNE 30, 2022

			Supporting Services				
	Program	_	Management			•	
	Services		and General		Fundraising		Total
Scholarships	\$ 159,302	\$		\$		\$	159,302
Instructional supplies	39,978						39,978
Library project	608,121						608,121
Professional development			270				270
Salaries and wages	242,572		30,321		30,320		303,213
Printing and copying	438				49		487
Insurance			2,253				2,253
Travel and meetings			2,500				2,500
Office supplies and technology	791		1,365		99		2,255
Postage	665		83		83		831
Rent	42,624		5,328		5,328		53,280
Bank/credit card charges	833						833
Professional services	11,409		17,957		1,426		30,792
Memberships and subscriptions	425		14		93		532
Miscellaneous expenses	 2,333	_	201	_			2,534
Total expenses	\$ 1,109,491	\$	60,292	\$	37,398	\$	1,207,181

# ARIZONA WESTERN COLLEGE FOUNDATION STATEMENT OF CASH FLOWS FOR THE YEAR ENDED JUNE 30, 2022

Cash flows from operating activities:	¢	(1.201.600)
Change in net assets	\$	(1,301,608)
Adjustments to reconcile change in net assets to net		
cash used for operating activities:		
Net loss on investments		776,068
Changes in assets and liabilities:		
Accounts receivable		(582)
Contributions receivable		1,000
Other assets		(1,626)
Accounts payable		(373,881)
Compensated absences	_	8,021
Net cash used for operating activities	_	(892,608)
Cash flows from investing activities:		
Proceeds from sale of investments		7,139,930
Purchases of investments	_	(5,870,508)
Net cash provided by investing activities	_	1,269,422
Net increase in cash and cash equivalents		376,814
Cash and cash equivalents, beginning of year	_	65,541
Cash and cash equivalents, end of year	\$_	442,355

#### **NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

#### **Nature of Activities**

Arizona Western College Foundation (the Foundation) provides funding for educational needs and individual scholarships through Arizona Western College and other special projects. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader. The Foundation's offices are located on the campus of Arizona Western College in Yuma, Arizona. The Foundation provides services to residents of Yuma and La Paz counties. The Foundation's primary source of revenue is from contributions.

#### **Basis of Accounting**

The financial statements of the Foundation have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

#### **Basis of Presentation**

The financial statements of the Foundation have been prepared in conformity with accounting principles generally accepted in the United States of America as applied to not-for-profit entities. The Financial Accounting Standards Board (FASB) is the accepted standard-setting body for establishing not-for-profit accounting and financial reporting principles. The Foundation is required to report information regarding its financial position and activities according to two classes based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the Foundation and changes therein are classified as follows:

Net assets without donor restrictions – Net assets that are not subject to donor-imposed stipulations. The Governing Board has designated, from net assets without donor restrictions, net assets for the purpose of matching donated contributions for the Dreams to Reality Program. These assets are held in investments in a board designated endowment fund.

*Net assets with donor restrictions* – Net assets subject to donor-imposed stipulations. Some donor restrictions are temporary in nature; those restrictions will be met either by actions of the Foundation and/or the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds must be maintained in perpetuity.

Donor-restricted contributions are reported as an increase in net assets with donor restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets are reclassified to net assets without donor restrictions and reported in the Statement of Activities as net assets released from restrictions.

# NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### **Use of Estimates**

In preparing financial statements in conformity with accounting principles generally accepted in the United States of America, management is required to make estimates and assumptions. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

#### **Cash and Cash Equivalents**

For purposes of the Statement of Cash Flows, the Foundation considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents.

#### **Investments**

The Foundation reports investments at fair value. Net investment income return is reported in the Statement of Activities and consists of interest and dividend income, realized and unrealized capital gains and losses, less investment expense.

#### **Concentrations of Credit and Market Risk**

Financial instruments that potentially expose the Foundation to concentrations of credit and market risk consist primarily of cash equivalents and investments. The Foundation maintains its cash and cash equivalents in bank deposit accounts, which, for short periods of time, may exceed federally insured limits. There was no uninsured cash at year end. To minimize risk, cash accounts are maintained at high-quality financial institutions and credit exposure is limited to any one institution. The Foundation's investments do not represent significant concentrations of market risk inasmuch as the Foundation's investment portfolio is adequately diversified among issuers.

#### **Revenue Recognition**

Contributions. The Foundation recognizes contributions when cash, securities or other assets; an unconditional promise to give; or a notification of a beneficial interest is received. Conditional promises to give - that is, those with a measurable performance or other barrier and a right of return - are not recognized until the conditions on which they depend have been met. The Foundation did not have any conditional promises to give at June 30, 2022.

#### **Contributions Receivable**

Unconditional promises to give that are expected to be collected in less than one year are reported at net realizable value. Unconditional promises to give that are expected to be collected in periods greater than one year are recorded at net realizable value due to the insignificant difference to the net present value of expected cash flows. Management does not believe an allowance for uncollectible amounts is necessary based on historical experience with donors, and accordingly has made no allowance for doubtful accounts.

#### NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### **Property and Equipment**

All acquisitions of property and equipment with a cost in excess of \$5,000 and all expenses for repairs, maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized. Property and equipment are carried at cost or, if donated, at the approximate fair market value at the date of donation. Depreciation is computed using the straight-line method over the estimated useful lives of the respective asset. No assets met the Foundation's capitalization threshold, and therefore, depreciation expense for the current fiscal year was \$0.

The Foundation reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. Assets to be disposed of are reported at the lower of the carrying amount or fair value less costs to sell. Management does not believe impairment indicators are present.

#### **Compensated Absences**

Employees are entitled to personal time off (PTO), depending on job classification, length of service, and other factors. It is the Foundation's policy to recognize the cost of compensated absence when leave is earned by employees.

#### **In-Kind Contributions**

Donations of property and equipment are recorded as contributions at fair value at the date of donation. Such donations are reported as increases in net assets without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as increases in net assets with donor restrictions. Absent donor stipulations regarding how long those donated assets must be maintained, the Foundation reports expirations of donor restrictions when the donated or acquired assets are placed in service. The Foundation reclassifies net assets with donor restrictions to net assets without restrictions at that time.

#### **Functional Allocation of Expenses**

The costs of providing various programs and other activities have been summarized on a functional basis in the Statement of Activities and in the Statement of Functional Expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Such allocations are determined by management on an equitable basis.

#### NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The expenses that are allocated include the following:

Expense	Method of Allocation
Salaries and wages	Time and effort
Printing and copying	Time and effort
Office supplies and technology	Time and effort
Postage	Time and effort
Rent	Time and effort
Professional services	Time and effort
Memberships and subscriptions	Time and effort

#### **Advertising**

The Foundation uses advertising to promote its programs among the audiences it serves. The production costs of advertising are expensed as incurred. During the current fiscal year, advertising costs totaled \$16.

#### **Income Tax Status**

The Foundation is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and similar State of Arizona tax provisions. In addition, the Foundation qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization other than a private foundation under Section 509(a)(2). The Foundation's Form 990, *Return of Organization Exempt from Income Taxes* is generally subject to examination by the Internal Revenue Service for three years after the date filed.

Management has evaluated the tax positions taken or expected to be taken, if any, on its exempt organization filings, and the likelihood that upon examination those positions would be sustained. Based on the results of this evaluation, management believes there are no uncertain tax positions.

#### **New Accounting Pronouncement**

During the fiscal year, the Foundation adopted Accounting Standards Update (ASU) 2020-07, *Presentation and Disclosures by Not-for-Profit Entities for Contributed Nonfinancial* Assets (Topic 958). The update increases transparency of contributed nonfinancial assets through enhancements to presentation and disclosures. The adoption did not have a significant impact on the Foundation's financial statements.

# NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### **Recent Accounting Pronouncements Issued Not Yet Effective**

In February 2016, the FASB issued ASU Update 2016-02, *Leases (Topic 842)*. The ASU will require entities to recognize assets and liabilities for both capital and operating leases with lease terms of more than 12 months on the statement of financial position. This ASU is effective for fiscal years beginning after December 15, 2021. The Foundation is currently evaluating the effect that this pronouncement will have on its consolidated financial statements and related disclosures.

#### **Date of Management's Review**

In preparing these financial statements, the Foundation has evaluated events and transactions for potential recognition or disclosure through October 26, 2022, which is the date the financial statements were available to be issued.

#### NOTE 2 – LIQUIDITY AND AVAILABILITY

The following represents the Foundation's financial assets at fiscal year end:

Financial assets at year end:	
Cash and cash equivalents	\$ 442,355
Contributions receivable	9,000
Accounts receivable	8,582
Investments	6,083,611
Total financial assets	6,543,548
Less amounts not available to be used within one year:	
Net assets with donor restrictions	(4,730,392)
Quasi-endowment established by the Board	(390,406)
Financial assets available to meet general expenditures over the	
next twelve months	\$ 1,422,750

The Foundation does not have a formal policy regarding operating reserves, however the Foundation regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. Although the Foundation does not intend to spend from its quasi-endowment, amounts could be made available if necessary. The Foundation did not have any lines of credit during the current fiscal year.

#### NOTE 3 – INVESTMENTS AND FAIR VALUE MEASUREMENTS

Fair value is defined as the price that the Foundation would receive to sell an asset or pay to transfer a liability in an orderly transaction between market participants at the measurement date.

Accounting standards establish a three-tier fair value hierarchy that prioritizes the inputs to valuation techniques. Inputs refer broadly to the assumptions that market participants use to make valuation decisions, including assumptions about risk. Observable inputs are those that reflect the assumptions that market participants would use in pricing the asset and are based on market data obtained from independent sources. Unobservable inputs reflect the Foundation's assumptions about the inputs market participants would use in pricing the asset or liability developed based on the best information available in the circumstances. The three-tier hierarchy of inputs is summarized in the three broad levels listed below:

Level 1: Quoted prices in active markets for identical investments.

Level 2: Quoted prices for similar assets or liabilities in active markets, quoted prices

for identical or similar assets or liabilities in inactive markets, inputs other

than quoted prices that are observable for the asset or liability.

Level 3: Unobservable inputs for the asset or liability.

The level of fair value hierarchy within which a fair value measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety.

#### Fair Values Measured on Recurring Basis

Fair values of assets measured on a recurring basis at year end are as follows:

	Hierarchy	
	Level	Fair Value
Cash and cash equivalents		
Money market funds	Level 1	\$ 418,812
Investments		
Fixed income investments	Level 1	3,372,232
Equities	Level 1	2,711,379
Total assets		\$ 6,502,423

The following methods and assumptions were used to estimate the fair value for each class of financial instrument measured at fair value.

*Investments* – Fair values for investments are determined by reference to quoted market prices and other relevant information generated by market transactions.

#### **NOTE 4 – CONTRIBUTIONS RECEIVABLE**

Unconditional contributions receivable consist of the following:

Contributions receivable	\$ 14,000
Amounts due in:	
Less than one year	9,000
One to five years	 5,000
Total	\$ 14,000

#### **NOTE 5 – ENDOWMENTS**

The Foundation's endowment consists of approximately 148 individual funds established for student scholarships. Its endowment includes both donor-restricted funds and funds designated by the Board to meet matching requirements. As required by generally accepted accounting principles (GAAP), net assets associated with endowment funds, including funds designated by the Board to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

#### **Interpretation of Relevant Law**

The Board of Directors of the Foundation has interpreted the State of Arizona's version of the Uniform Prudent Management of Institutional Funds Act (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 Foundation retains in perpetuity (a) the original value of initial and subsequent gifts donated to the endowment and (b) any accumulations to the endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added. Donor-restricted amounts not retained in perpetuity are subject to appropriation for expenditures by the Foundation in a manner consistent with the standard of prudence prescribed by UPMIFA.

In accordance with UPMIFA, the Foundation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- a. The duration and preservation of the fund
- b. The purpose of the donor-restricted endowment fund
- c. General economic conditions
- d. The possible effect of inflation and deflation
- e. The expected total return from income and the appreciation of investments
- f. Other resources of the Foundation
- g. The investment policies of the Foundation

#### **NOTE 5 – ENDOWMENTS**

Endowment Net Asset Composition by Type of Fund as of year end:

	Γ	Tithout Oonor striction	/ith Donor Restriction	 Total
Donor-restricted endowment funds:				
Original donor-restricted gift amount and amounts				
required to be maintained in perpetuity by donor	\$		\$ 2,867,889	\$ 2,867,889
Accumulated investment gains and contributions			869,603	869,603
Board-designated endowment funds:				
Title V match		390,406		390,406
Total funds	\$	390,406	\$ 3,737,492	\$ 4,127,898

#### **Investment Return Objectives, Risk Parameters and Strategies**

The Foundation has adopted investment and spending policies, approved by the Board, for endowment assets that attempt to provide a predictable stream of funding for scholarships supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well-diversified asset mix, which includes equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of three to four percent, while growing the funds if possible.

Therefore, the Foundation expects its endowment assets, over time, to produce an average rate of return of approximately six to eight percent annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

#### **NOTE 5 – ENDOWMENTS**

### **Spending Policy**

The Foundation has a policy of appropriating for distribution each year between three and four percent of its endowment funds' average fair value, provided that the value of the particular endowment is at least 105 percent of its principal. Any income in excess of annual spending is to be reinvested in the endowment account. Money reinvested in the endowment account shall not be considered principal of that account unless so designated by the Board or as stipulated by the donor. In establishing this policy, the Foundation considered the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, many of which must be maintained in perpetuity because of donor-restrictions, and the possible effects of inflation. The Foundation expects the current spending policy to be consistent with the Foundation'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.

Changes in Endowment Net Assets as of year end:

	,	Without			
		Donor	V	Vith Donor	
	R	estriction	I	Restriction	Total
Endowment net assets, beginning of year	\$	450,734	\$	4,238,564	\$ 4,689,298
Contributions				185,554	185,554
Reclassification				3,775	3,775
Investment return, net		(46,306)		(405,010)	(451,316)
Amounts appropriated for expenditure		(14,022)		(285,391)	(299,413)
Endowment net assets, end of year	\$	390,406	\$	3,737,492	\$ 4,127,898

#### **NOTE 6 – NET ASSETS**

Net assets without donor restrictions are as follows:

Designated for Title V match	\$ 390,406
Undesignated	1,343,567
Total	\$ 1,733,973

# **NOTE 6 – NET ASSETS**

Net assets with donor restrictions were as follows:

Perpetual and Specific Purpose	
Endowments	\$ 3,737,492
Title V Dreams to Reality	16,770
Instruction	534,728
Passage of Time	
Title V Dreams to Reality	441,402
Total	\$ 4,730,392

Net assets released from donor restrictions are as follows:

Satisfaction of purpose restrictions	
Scholarships	\$ 285,391
Instructional	671,616
Title V Dreams to Reality	16,463
Total	\$ 973,470

#### NOTE 7 – CONTRIBUTED NONFINANCIAL ASSETS

The Foundation received the following contributions of nonfinancial assets during the fiscal year:

Salaries and benefits	\$ 214,246
Rent	53,280
Total	\$ 267,526

Arizona Western College contributes office space to the Foundation on a month-to-month basis. From July through December 2021, the Foundation utilized 809.5 square feet of office space and from January through June 2022, the Foundation utilized 966.5 square feet of office space. Through reference to other lease agreements the College has with outside renters, the market value of the Foundation's space is estimated at \$5 per square foot. The contributed office space is used for program, management & general, and fundraising services and is allocated based upon time and effort for each service.

In addition, Arizona Western College pays 100 percent of the salaries and benefits for the Chief Operating Officer and the Development Manager of the Foundation, as well as, 40 percent of the salaries and benefits for the Executive Director, which is based on time and effort spent between the College and the Foundation.

# **NOTE 8 – CONCENTRATIONS**

The Foundation relies on support from Arizona Western College for a significant portion of its operating expenses for services performed by the Foundation. The loss of such support could have a material impact on the operations of the Foundation.