



FISCAL YEAR 2024  
APPROVED BUDGET

PRESENTED TO THE EXECUTIVE BOARD  
June 26, 2023

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June 26, 2023

**To:** APHA Executive Board

**From :** Benjamin H. Hernandez, MBA, Treasurer  
Georges C. Benjamin, MD, Executive Director

**Subject:** Fiscal Year (FY) 2024 Proposed Budget

The FY 2024 Proposed Budget assumes that the Association to operate in a hybrid posture throughout the fiscal year (July 2023 – June 2024).

#### **Overview**

The Finance and Audit Committee recommends the Executive Board approve a budget that authorizes spending authority into reserves with a deficit of \$1,505,010 (with investments) for the upcoming fiscal year. Although are moving away from the direct financial effects of the pandemic, there are still lingering financial effects that may be around with us for a few more budget cycles. However, we expect to end the current Fiscal Year 2023 using much less of our reserves than originally planned. The proposed FY 2024 Budget is based on our best judgment at this time and with very conservative revenue and expense projections.

#### **Budget Formulation Timeline**

This year's budget process began in January 2023 with APHA Unit Directors and budget managers presenting detailed work plans and budgets to senior management for thorough evaluation and approval. After all considerations by the senior management team, the proposed budget was presented to the Finance and Audit Committee on May 22, 2023, for their review and approval and is being presented to you for consideration at our executive board meeting on June 26, 2023.

#### **Proposed Revenues**

After collaborating with the appropriate staff, we are proposing a budget consisting of \$24,533,431 in *Revenues* for FY 2024. This is an increase of \$5,182,819 or 27% compared to the FY 2023 Budget.

For FY 2024, we are planning for an in-person annual meeting with 10,590 paid registrants. Event Operation revenue represents 34% of the budget while 38% is associated with grant related activities. Grant activities include CDC and NIH programmatic work and foundation grants. Grant revenue is based on grants secured to date. Also, membership revenue makes up 14% of the proposed budget and includes the Governing Council approved dues increase. Subscription fees and royalties represent 7% of revenue. Advertising revenue was level funded; book sales are based on nine new books and the two of the Association's bestselling books, the Standard Methods for the Examination of Water and Wastewater and the Control of Communicable Diseases Manual are both in their second year of the new edition. Again, these revenue numbers are based on the best information available during the formation of the budget and anticipated efforts of the staff.

### **Proposed Expenses**

In FY 2024, we are proposing expenses of \$26,185,161. This is an increase of \$3,923,868 or 18% compared to FY 2023.

The budget includes eighty-three staff positions with an anticipated 15% increase (projected) for employee health insurance for half of the fiscal year, a 4% cost of living adjustment for staff (last COLA was 2019), the replacement of building equipment with repair and maintenance urgently needed for the building and a \$50,000 contingency fund.

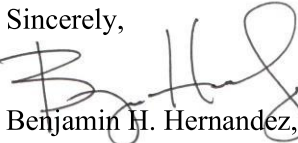
Outside of the annual meeting, the Association will hold most member business and APHA board and committee meetings virtually. All unfunded items will be evaluated based on developing priorities and the availability of funds. Should additional funding become available, or the funding situation improve we may be able to address additional program or staff needs.

### **Conclusion**

We expect to continue to get out of the cycle of deficit budgets caused by the pandemic over the next few years. As noted last year, the expectation is that each subsequent year we will request a smaller and smaller deficit. As such, the proposed FY 2024 budget is a smaller deficit compared to the FY 2023 budget. Additionally, we expect the actual deficit for FY 2023 to come in much lower than originally planned in the budget. This means that although we're requesting a deficit budget again, APHA is performing better financially than planned in each year after the pandemic. I am confident that the organization is sound overall and, in a position, to continue to navigate to a successful financial recovery.

We thank you and we look forward to your feedback.

Sincerely,



Benjamin H. Hernandez, MBA  
APHA Treasurer



Georges C. Benjamin, MD, FACP, FACEP (Emeritus)  
Executive Director

**APHA FY 2024 Proposed Budget**  
**How Activities Align with the Association’s Strategic Goals\***

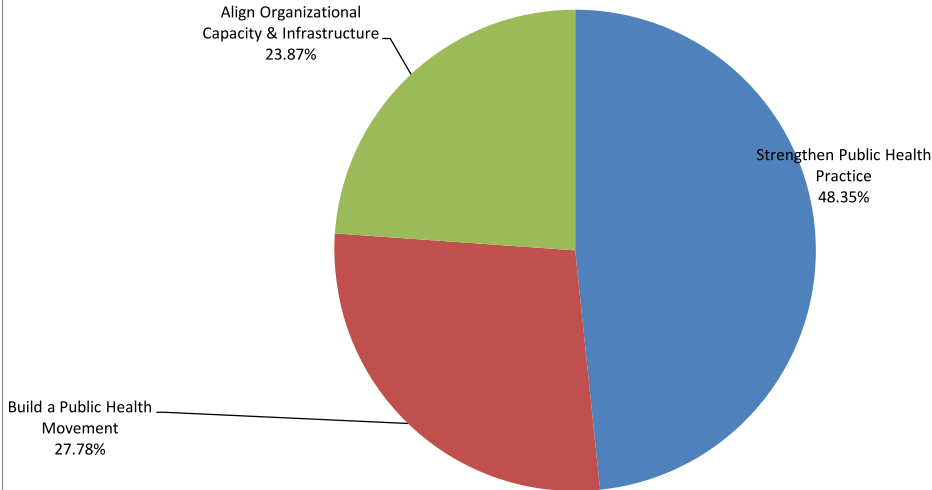
Area and Activity	Strengthen Public Health Practice	Build a Public Health Movement	Align Organizational Capacity Infrastructure
<b>MEMBERSHIP</b> <ul style="list-style-type: none"> <li>• Membership engagement</li> <li>• Multiple section units</li> </ul>	 X X	 X X	 X X
<b>CONVENTIONS</b> <ul style="list-style-type: none"> <li>• 10,590 paid Registrants (in person and digital) and 385 Exhibits</li> <li>• Governing Council and Executive Board Meetings</li> <li>• Sections and Committee Meetings</li> <li>• CareerMart</li> <li>• 430 Registrants at Policy Institute</li> </ul>	 X  X X X X	  X  X	  X X X
<b>PUBLICATIONS</b> <ul style="list-style-type: none"> <li>• AJPH (8 supplements)</li> <li>• Advertising</li> <li>• The Nation’s Health</li> <li>• Books 9 new title books</li> </ul>	 X  X X	 X  X	 X X X X
<b>PROGRAMS</b> <ul style="list-style-type: none"> <li>• National Public Health Week</li> <li>• Get Ready</li> <li>• CDC CSTLTS Partnership</li> <li>• School Based Health Initiative</li> <li>• Environmental Health</li> <li>• Policy and Advocacy activities</li> <li>• Continuing Education</li> <li>• Global Health</li> <li>• Public Health Practice</li> <li>• Professional Development</li> </ul>	 X X X  X X X  X X X X	 X X X  X X X  X X X	 X X X  X    X X X X
<b>INFRASTRUCTURE</b> <ul style="list-style-type: none"> <li>• Development activities</li> <li>• APHA Website upgrades and maintenance</li> <li>• Maintenance iMIS</li> <li>• Higher Logic</li> <li>• Informz CRM</li> <li>• New Elevator</li> <li>• New Roof</li> <li>• New VAC</li> </ul>	 X X  X  X	 X X  X  X	 X X  X  X X X X

\* The information contained in the above is based on the allocation of all cost centers across APHA’s strategic goals.

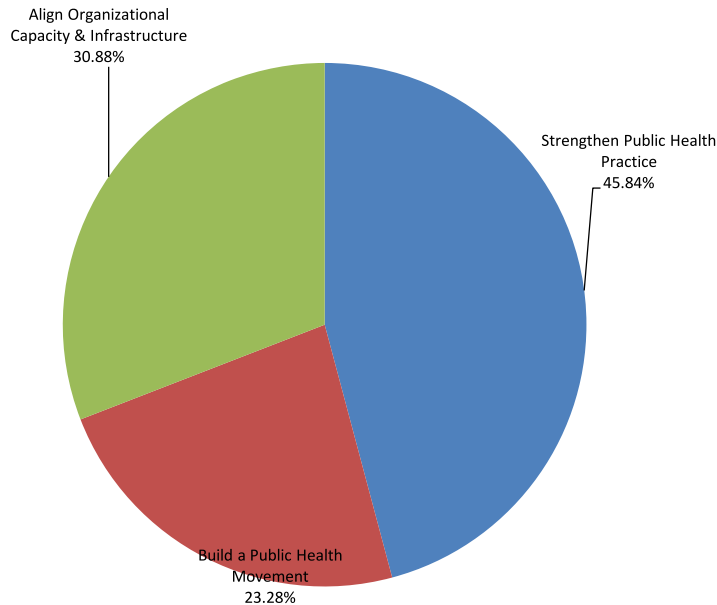
**APHA FY 2024 Proposed Budget**  
**\*Budget Allocation By Strategic Goals**

	Strengthen Public Health Practice	Build a Public Health Movement	Align Organizational Capacity & Infrastructure	<b>Total Budget</b>
Revenue	11,861,247 48.35%	6,814,951 27.78%	5,857,233 23.87%	24,533,431 100%
Expense	12,002,499 45.84%	6,095,776 23.28%	8,086,886 30.88%	26,185,161 100%

**Revenue Allocation**



**Expense Allocation**



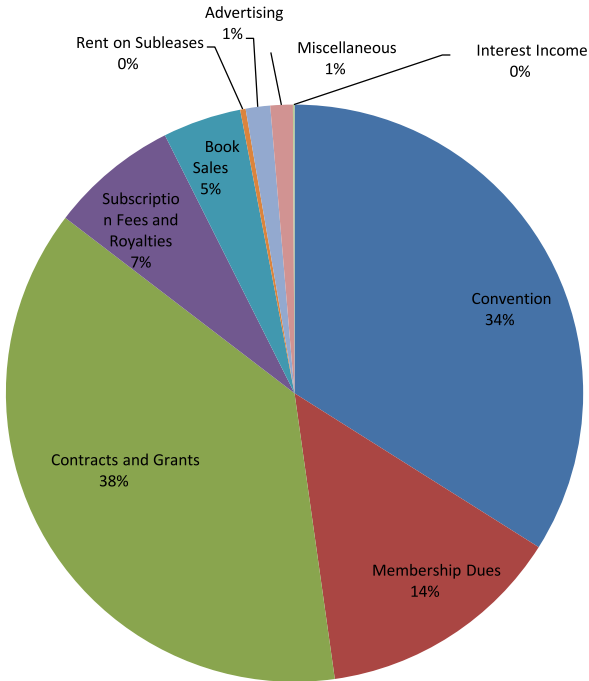
\*The following information is based on the allocation of all cost centers by percentage across the APHA's strategic goals.

**APHA Revenue Budget to Actual/Projection  
2018-2023**

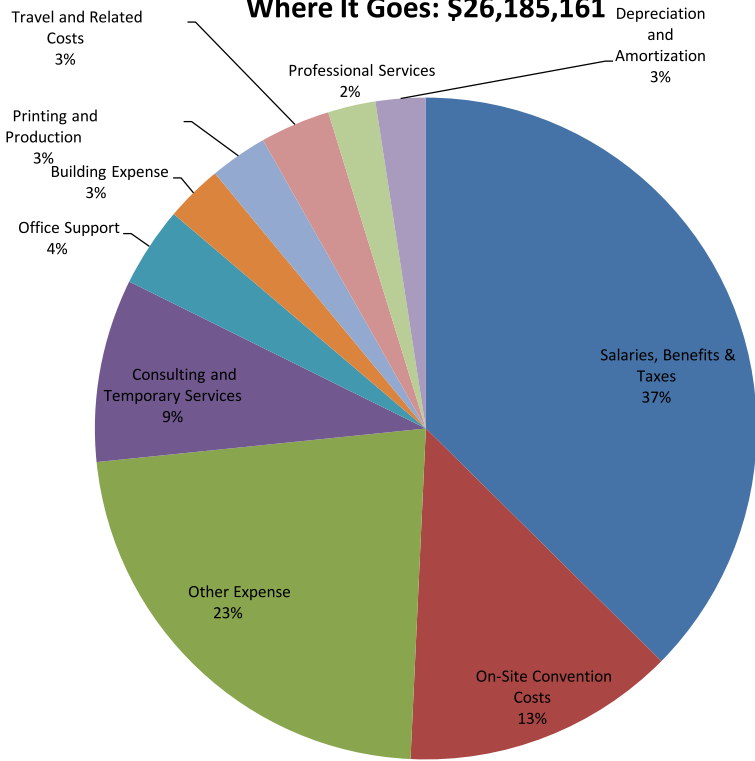
	2018		2019		2020		2021		2022		2023 Projection as of 4/30/23	
	18 Budget	18 Actual	19 Budget	19 Actual	20 Budget	20 Actual	21 Budget	21 Actual	22 Budget	22 Actual	23 Budget	23 Projection
Membership Dues	3,266,330	2,962,252	3,266,330	3,121,660	3,456,000	3,123,668	3,160,370	3,020,693	3,159,680	3,089,192	3,159,680	3,295,093
<b>Subscription Fees and Royalties</b>	1,874,570	1,905,601	1,874,575	1,890,482	1,812,180	1,743,987	1,876,980	1,741,345	1,836,970	2,233,653	1,942,380	1,979,182
Advertising	270,000	257,540	270,000	175,928	270,000	113,896	280,000	206,327	262,140	340,800	330,000	274,678
Book Sales	755,300	567,106	755,300	595,298	800,000	443,251	875,770	423,671	1,063,700	281,961	1,048,700	1,048,700
Convention	6,130,550	6,447,423	6,685,930	7,462,221	7,487,930	7,138,277	5,526,600	4,951,670	5,635,450	5,126,045	7,541,714	7,773,808
Contracts and Grants	3,120,665	5,149,238	2,243,633	4,515,024	2,527,270	3,124,834	2,482,092	3,161,760	3,509,579	6,596,782	4,838,688	8,445,524
<b>YE Operating Income</b>	<b>1,142,753</b>		<b>1,000,027</b>		<b>340,962</b>		<b>(559,675)</b>		<b>297,618</b>		<b>(888,904)</b>	
<b>YE Change in Net Assets</b>	<b>1,567,724</b>		<b>1,693,948</b>		<b>764,735</b>		<b>983,796</b>		<b>(750,300)</b>		<b>(458,727)</b>	

**Summary:**  
 In 2018, 3 of the 6 major revenue missed their revenue goals  
 In 2019, 3 of the 6 major revenue missed their revenue goals  
 In 2020, 5 of the 6 major revenue missed their revenue goals  
 In 2021, 5 of the 6 major revenue missed their revenue goals  
 In 2022, it is projected that 3 of the 6 major revenue areas will miss their goal  
 In 2023, it is projected that 1 of the 6 major revenue areas will miss their goal

**Where It Comes From: \$24,533,431**



**Where It Goes: \$26,185,161**





## APHA FY 2024 PROPOSED BUDGET

	FY 2023 YTD April 30, 2023	FY 2022 Year- end Projection* As of 04/30/2023	FY 2023 Approved Budget	2024 Proposed Budget	2024 Budget vs 2023 Budget	% Change 2024 Budget vs 2023
<b>Revenues from Operations:</b>						
Contracts and Grants	7,732,278	8,445,524	4,838,688	9,225,801	4,387,113	90.67%
Convention	7,680,528	7,773,808	7,541,714	8,332,240	790,526	10.48%
Membership Dues	2,772,353	3,295,093	3,159,680	3,390,010	230,330	7.29%
Subscription Fees and Royalties	1,422,211	1,979,182	1,942,380	1,764,800	(177,580)	(9.14%)
Book Sales	974,242	1,048,700	1,048,700	1,080,110	31,410	3.00%
Advertising	218,743	274,678	330,000	336,000	6,000	1.82%
Miscellaneous	210,094.76	240,259	411,950	311,120	(100,830)	(24.48%)
Rent on Subleases	0	0	72,000	72,000	-	0.00%
Interest Income	23,889	36,639	5,500	21,350	15,850	288.18%
<b>Total Revenues from Operations</b>	<b>21,034,339</b>	<b>23,093,883</b>	<b>19,350,612</b>	<b>24,533,431</b>	<b>5,182,819</b>	<b>26.78%</b>
<b>Expenses from Operations:</b>						
Salaries, Benefits & Taxes	6,207,070	7,823,804	8,640,969	9,791,931	1,150,962	13.32%
On-Site Convention Costs	3,140,654	3,249,754	3,781,005	3,493,540	(287,465)	(7.60%)
Other Costs	2,835,993	3,163,388	2,011,450	3,273,340	1,261,890	62.74%
Subcontract Costs	1,546,252	1,546,252	150,000	2,351,170	2,201,170	1467.45%
Consulting and Temporary Services	2,794,479	3,413,489	3,098,904	2,340,470	(758,434)	(24.47%)
Travel and Related Costs	873,513	1,058,173	717,735	896,770	179,035	24.94%
Printing and Production	612,460	735,790	770,260	736,160	(34,100)	(4.43%)
Depreciation and Amortization	375,895	451,174	513,870	640,260	126,390	24.60%
Professional Services	595,816	738,261	674,830	606,900	(67,930)	(10.07%)
Taxes Non-Payroll	376,692	377,242	378,530	375,620	(2,910)	(0.77%)
Equip Rental and Maintenance	106,323	134,034	167,600	293,440	125,840	75.08%
Postage, Shipping and Mailing	245,301	289,316	312,430	287,480	(24,950)	(7.99%)
Property Mgt, Rent and Utilities	168,456	204,634	252,550	260,190	7,640	3.03%
Insurance	128,432	148,482	158,750	175,840	17,090	10.77%
Telephone	63,376	100,046	91,720	168,980	77,260	84.23%
Cost of Goods Sold	199,338	223,778	148,840	167,930	19,090	12.83%
Contributions to Other Orgs	96,147	115,627	124,840	136,240	11,400	9.13%
Building & Interest Finance Costs	80,083	99,543	115,900	94,800	(21,100)	(18.21%)
Supplies and Equipment	82,894	109,999	151,110	94,100	(57,010)	(37.73%)
<b>Total Expenses from Operations</b>	<b>20,529,175</b>	<b>23,982,787</b>	<b>22,261,293</b>	<b>26,185,161</b>	<b>3,923,868</b>	<b>17.63%</b>
<b>Change in Net Assets from Operations</b>	<b>505,165</b>	<b>(888,904)</b>	<b>(2,910,681)</b>	<b>(1,651,730)</b>	<b>1,258,951</b>	<b>(43.25%)</b>
<b>Non-Operational Activity:</b>						
Investment Income	123,681	137,361	116,720	116,720	-	0.00%
Net Investment Apprec/(Deprec)	287,816	292,816	30,000	30,000	-	0.00%
<b>Change in Net Assets</b>	<b>\$ 916,662</b>	<b>\$ (458,727)</b>	<b>\$ (2,763,961)</b>	<b>\$ (1,505,010)</b>	<b>\$ 1,258,951</b>	<b>(45.55%)</b>

# APHA FY 2024 PROPOSED BUDGET

## DETAIL BY LINE ITEMS

*The FY 2024 budget increase/decrease comparisons are in relation to the FY 2023 budget*

### REVENUE

#### Contracts and Grants

- **Proposed Budget:** \$9,225,801
- **Proposed Budget Change:** *Increase of \$4,387,113 or 91 %*
- **Justification:** The FY 2024 budget is based on the five-year cooperative agreement between APHA and the U.S. Centers for Disease Control and Prevention (approved in July 2018 an extended for an additional year) and private foundation contracts.
- **Composition:** The following provides a detailed breakdown of grant and contract related revenues: Federal grants \$3,352,168 (37%); Kaiser-East Bay grant \$2,012,729 (22%); Waverly Foundation \$1,075,605 (12%); Robert Wood Johnson Foundation \$698,258 (8%); AJPH Supplements \$576,490 (6%); Kellogg Foundation \$325,431 (4%) ; de Beaumont Foundation \$283,365 (3%); Kresge Foundation \$212,768 (2%); Aetna Foundation \$184,327 (2%); Skoll Foundation \$129,867 (1%); and Development (major gifts and grant) and others \$38,880 (0%).
- **Current Year Projection:** Contracts and grants will exceed its anticipated FY 2023 budget by \$3,606,836 or (75%). APHA received additional grants from the Aetna Foundation, the U.S. Centers for Disease Control and Prevention, East Bay Community Foundation, and other private foundations.

#### Conventions (Now Known as Event Operations)

- **Proposed Budget:** \$8,332,240
- **Proposed Budget Change:** *Increase of \$790,526 or 11 %*
- **Justification:** The FY 2024 budget is based on both an in-person and digital Annual Meeting. The location of the Annual Meeting is Atlanta, Georgia. The budget is based on attendance of 11,590 paid registrants and 385 exhibit booths. The APHA Annual Meeting registration fee increased by 5%. The APHA Policy Action Institute revenue is based on 430 registrants.
- **Composition:** The Event Operations budget includes all activities related to the planning and execution of the Annual Meeting, continuing education activities that occur at the Annual Meeting and the APHA Policy Action Institute.
- **Current Year Projection:** Event Operations will meet its anticipated revenue for FY 2023. 12,000 attendees (10,000 paid registrants). – Met: 12,801 attendees, 10,287 paid attendees; 467 exhibit booths. – Did not meet – 365 booths sold; Sponsorship of \$385,000 – Met- \$387,745 received.

#### Membership Dues

- **Proposed Budget:** \$3,390,010
- **Proposed Budget Change:** *Increase of \$230,330 or 7%*
- **Justification:** The Membership Dues budget was created using the paid member averages from the month of August (typically APHA’s strongest membership month). This is used as the base budget for FY 2023. The budget assumes APHA will maintain the anticipated performance of FY 2023 including the dues increase approved by the Governing Council that goes into effect July 2023.
- **Composition:** The breakdown of membership dues by member type follows: Regular Members 9,296; Student Members 5,206; Retired Members 1,021; Special Health Workers 810; Early Career Professional 1,574; Student Bulk 3,095; Agency Individual Members 1,598 and Multiple Section Members 1,329.

- **Current Year Projection:** Membership will exceed its anticipated revenue for FY 2023 by \$135,413 or 4%.

#### Subscription Fees and Royalties

- **Proposed Budget:** \$1,764,800
- **Proposed Budget Change:** *Decrease of \$177,580 or 9%*
- **Justification:** Subscription fees for the AJPH is based on 650 subscribers as budgeted for FY 2023, subscription fees for NH as budgeted for FY 2023, and subscription fees for three books, CCDM, the Food Compendium and Standard Methods for the Examination of Water and Wastewater (SMWW). The royalties' budget is based on partnerships, membership affinity programs, the APHA, AJPH and NH websites, and APHA Buyers Guide (product and services site for public health professionals).
- **Composition:** The following provides a breakdown of subscription fees and royalties: subscriptions fees to AJPH, NH, SMWW, CCDM, Food Compendium and royalties from membership affinity programs, and the APHA, AJPH, NH, SMWW and CCDM websites.
- **Current Year Projection:** Subscriptions fees and royalties will exceed its anticipated revenue for FY 2023 by \$36,802 or 2%.

#### Book Sales

- **Proposed Budget:** \$1,080,110
- **Proposed Budget Change:** *Increase of \$31,410 or 3%*
- **Justification:** This budget includes nine new books including, Emergency Health: Practical Approach to Public Health, Standard Method for the Examination for Dairy Products and Chronic Disease Epidemiology, Prevention.
- **Composition:** The budget was based on the release of nine new books and the sales of existing titles. This includes the latest edition of the CCDM and Standard Methods for the Examination of Water and Wastewater will be in their first full year.
- **Current Year Projection:** Book sales will meet its anticipated revenue for FY 2023.

#### Advertising

- **Proposed Budget:** \$336,000
- **Proposed Budget Change:** *Increase of \$6,000 or 2%*
- **Justification:** Advertising revenue is based on APHA's contracting with an established advertising firm to assist with selling ads for all APHA products in FY 2024.
- **Composition:** Revenue is based on advertising sales related to AJPH, NH, Public Health Newswire, the Get Ready calendar, and the APHA website.
- **Current Year Projection:** Advertising will not meet its projected FY 2023 budget by \$55,322 or 17%.

#### Miscellaneous Revenue

- **Proposed Budget:** \$311,120
- **Proposed Budget Change:** *Decrease of \$100,830 or 24 %*
- **Justification:** Miscellaneous Revenue is based on factors including, parking fees, membership sponsorships, historical data related to unrestricted contributions from other organizations and members, historical data related to donations for the Help-Us-Help-Them campaign, current year label sales from the Annual Meeting and membership.

- **Composition:** Miscellaneous revenue consists of parking fees from APHA staff and the sixth-floor tenant, membership sponsorships, unrestricted contributions from other organizations and members, donations for the help-us-help-them campaign, and label sales from the Annual Meeting.
- **Current Year Projection:** Miscellaneous revenue will not meet its projected FY 2023 revenue by \$171,691 or 42%. The revenue is reported under grant revenue.

#### Rent on Sublease

- **Proposed Budget:** \$72,000
- **Proposed Budget Change:** No change *or 0%*
- **Justification:** The Rent on Sublease budget is based on rental income related to the sixth floor for three months. The Association continues to engage CRESA to secure a tenant.
- **Composition:** Revenue is based on leasing of the sixth floor of the APHA headquarter building for three months.
- **Current Year Projection:** Rent on sublease will not meet its anticipated revenue for FY 2023 by \$72,000 or 100%.

#### Interest Income

- **Proposed Budget:** \$21,350
- **Proposed Budget Change:** *Increase of \$15,850 or 288%*
- **Justification:** Interest Income is based on two operating certificates of deposits and interest on operating accounts.
- **Composition:** Interest income gained on operating funds invested in certificates of deposit.
- **Current Year Projection:** Interest income will exceed its projected FY 2023 revenue by \$31,139 or 566%.

### EXPENSES\*

#### Salaries, Benefits and Taxes

- **Proposed Budget:** \$9,791,931
- **Proposed Budget Change:** *Increase of \$1,150,962 or 13%*
- **Justification:** This is based on eighty-three staff, 4% cost of living adjustment; 15% increase in health insurance cost for six months (January 2024 to June 2024).
- **Composition:** eighty-three staff members; 4% cost of living adjustment; and 15% increase in health insurance cost for six months (January 2023 to June 2024).
- **Current Year Projection:** Salaries, benefits and taxes are under budget by \$817,165 or 9%. This is due to unfilled staff positions. The cost of temporary staffing is higher in FY 2023 for the same reason.

#### On-site Convention Costs

- **Proposed Budget:** \$3,493,540
- **Proposed Budget Change:** *Decrease of \$287,465 or 8%*
- **Justification:** On-site Convention Costs are based on projected costs associated with serving registrants at the Annual Meeting in Atlanta; and the attendees of the sixth annual Policy Action Institute meeting in Washington DC.
- **Composition:** This line item includes convention and continuing education costs associated with the FY 2024 Annual Meeting. This line item also includes the sixth annual Policy Action Institute meeting in Washington, DC.

- **Current Year Projection:** On-site convention costs will be under budget by \$531,251 or 14%.

#### Other Costs

- **Proposed Budget:** \$3,273,340
- **Proposed Budget Change:** *Increase of \$1,261,890 or 63%*
- **Justification:** Other Costs are based on historical numbers and an assessment of year-to-date costs for this area. It also includes a \$50,000 contingency fund and \$1,646,510 in East Bay grant scholarships and stipends.
- **Composition:** Other costs include stipends & honoraria, awards/plaques, publicity and promotion, subscriptions, and publications, mailing lists, dues to other organizations, bank fees, Section/Affiliate projects, Student Assembly projects, computer access fees, and bad-debt expenses.
- **Current Year Projection:** Other costs will be over budget by \$1,151,938 or 57%. This is due to grant related activities not included in current budget.

#### Subcontract Costs

- **Proposed Budget:** \$2,351,170
- **Proposed Budget Change:** *Increase of \$2,201,170 or 1,467%*
- **Justification:** Subcontract Costs are based on CDC subcontracts included in the one-year extension of the five-year cooperative agreement and Waverly Foundation grants.
- **Composition:** CDC and foundation grants and contracts.
- **Current Year Projection:** Subcontractor costs will be over budget by \$1,396,351 or 931%.

#### Consulting and Temporary Services

- **Proposed Budget:** \$2,340,470
- **Proposed Budget Change:** *Decrease of \$758,434 or 24 %*
- **Justification:** Consulting and Temporary Services is based on existing consulting and temporary services contracts for the Association, including grants activities. This line item includes 27 AJPH Editors. This also includes grant related activities, funds for ongoing activities.
- **Composition:** AJPH editors, temporary staff, book editors, and grants activities.
- **Current Year Projection:** Consulting and temporary services will be over budget by \$314,585 or 10%. This is partly due to non-budgeted grant activities and the usage of temporary staff in the membership, strategic communications, Executive Office, and finance departments.

#### Travel and Related Costs

- **Proposed Budget:** \$896,770
- **Proposed Budget Change:** *Increase of \$179,035 or 25 %*
- **Justification:** Travel and Related Costs are based on planned activities for FY 2024 including travel to the 2023 Annual Meeting in Atlanta.
- **Composition:** Limited member travel (including Executive Board, Committee travels), staff travel, and meeting registrations, training, consultant travel, audio visual costs, and other related travel expenses. There are no funds for Association wide in-person meetings from January 2024 to June 2024.
- **Current Year Projection:** Travel and Related Costs will be over budget by \$340,438 or 47%.

#### Printing and Production

- **Proposed Budget:** \$736,160

- **Proposed Budget Change:** *Decrease of \$34,100 or 4 %*
- **Justification:** The Printing and Production budget is based on the production of twelve issues of AJPH, ten issues of NH; eight AJPH supplements, and in-house printing costs.
- **Composition:** This category includes printing, duplication, and graphic design costs associated with APHA printed materials, not limited to AJPH and NH. It also includes vendor and publisher storage fees.
- **Current Year Projection:** Printing and production costs are projected to be under budget by \$34,470 or 4%. This is due in part to printing fewer pages in the AJPH and printing fewer supplements than anticipated.

#### Depreciation and Amortization

- **Proposed Budget:** \$640,260
- **Proposed Budget Change:** *Increase of \$126,390 or 25 %*
- **Justification:** Depreciation and Amortization is based on estimated depreciation on the building, elevators, fire pump controller, new member online community (higher logic), and furniture.
- **Composition:** Items under depreciation and amortization include capital expenditures which result in depreciation expenses included in the annual budget. It includes building-related expenditures, website development, iMIS, Great Plains upgrade and development and conference room A/B renovation/furniture,
- **Current Year Projection:** Depreciation and amortization is projected to be under budget by \$62,696 or 12%.

#### Professional Services

- **Proposed Budget:** \$606,900
- **Proposed Budget Change:** *Decrease of \$67,930 or 10 %*
- **Justification:** Professional Services is based on historical data and the current year's usage of services, including existing contracts. This includes AJPH subscriptions, advertising, and CareerMart services.
- **Composition:** Professional services include personnel recruitment, outside payroll services, financial advisory services, legal services, audit & tax services, and other services.
- **Current Year Projection:** Professional services are projected to be over budget by \$63,431 or 9%.

#### Taxes Non-payroll

- **Proposed Budget:** \$375,620
- **Proposed Budget Change:** *Decrease of \$2,910 or 1%*
- **Justification:** Taxes Non-payroll is based on estimated building property tax and business district taxes.
- **Composition:** Property tax
- **Current Year Projection:** Taxes non-payroll will be under budget by \$1,288 or 0%.

#### Equipment Rental and Maintenance

- **Proposed Budget:** \$293,440
- **Proposed Budget Change:** *Increase of \$125,840 or 75%*
- **Justification:** Equipment Rental and Maintenance is based on the current contracts of leased equipment, building equipment, and technology system maintenance agreements.
- **Composition:** Equipment rental and maintenance includes information technology support, building equipment, and Office Services equipment.
- **Current Year Projection:** Equipment rental and maintenance is projected to be under budget by \$33,566 or 20%.

### Postage, Shipping, and Mailing

- **Proposed Budget:** \$287,480
- **Proposed Budget Change:** *Decrease of \$24,950 or 8%*
- **Justification:** The Postage, Shipping, and Mailing budget is based on mailing twelve issues of the AJPH, ten issues of NH; eight AJPH supplements, book sales, and in-house mailing costs.
- **Composition:** AJPH, NH, Book sales and other Association mailings.
- **Current Year Projection:** Postage, shipping and mailing will be under budget by \$23,114 or 7%.

### Property Management, Rent and Utilities

- **Proposed Budget:** \$260,190
- **Proposed Budget Change:** *Increase of \$7,640 or 3 %*
- **Justification:** Property Management, Rent and Utilities are based on the costs associated with building operations.
- **Composition:** Property management, rent and utilities include utilities, cleaning services, window cleaning, security, pest control, snow removal, water treatment, trash/recycle service, water, and oil.
- **Current Year Projection:** Property management, rent and utilities will be under budget by \$47,916 or 19%.

### Insurance

- **Proposed Budget:** \$175,40
- **Proposed Budget Change:** *Increase of \$17,090 or 11%*
- **Justification:** Insurance is budgeted at the current rate with an expected net increase of 15%.
- **Composition:** Insurance includes general liability, workman's compensation, travel accident insurance, professional liability insurance (Directors and Officers), publishing insurance for AJPH, NH, Standard Methods for the Examination of Water and Wastewater (SMWW), crime insurance, auto insurance, and Annual Meeting cancellation insurance.
- **Current Year Projection:** Insurance costs are projected to be under budget by \$10,268 or 6%.

### Telephone

- **Proposed Budget:** \$168,980
- **Proposed Budget Change:** *Increase of \$77,260 or 84%*
- **Justification:** Telephone Costs are based on historical data of telephone usage and webinar costs for Association activities. The increase is partly a result of the cost associated with Association-wide Zoom accounts (for both staff and member units).
- **Composition:** Association wide telephone and webinar costs.
- **Current Year Projection:** Telephone costs are projected to be over the FY 2023 budget by \$8,326 or 9%.

### Cost of Goods Sold

- **Proposed Budget:** \$167,930
- **Proposed Budget Change:** *Increase of \$19,090 or 13%*
- **Justification:** The Cost of Goods Sold is based on the historical performance of current available books, expected seven new books, and paraphernalia sales.
- **Composition:** Cost of goods sold includes books, amortization of print on demand books, and APHA paraphernalia.

**Current Year Projection:** Cost of goods sold will be over budget by \$74,938 or 50%.

Contributions to Other Organizations

- **Proposed Budget:** \$136,240
- **Proposed Budget Change:** *Increase of \$11,400 or 9%*
- **Justification:** Contributions to Other Organizations include APHA's contribution to the Council on Education for Public Health (CEPH) and the Help Us Help Them recipient paid out from contributions received from the membership.
- **Composition:** Contributions to other organizations include CEPH and the Help Us Help Them organization.
- **Current Year Projection:** Contributions to other organizations will be under budget by \$9,213 or 7%.

Building and Interest Finance Costs

- **Proposed Budget:** \$94,800
- **Proposed Budget Change:** *Decrease of \$21,100 or 18%*
- **Justification:** Building and Interest Finance Costs are based on the actual cost of interest on the bond, and bank monitoring fees.
- **Composition:** The costs associated with financing the APHA building.
- **Current Year Projection:** Building and financing costs are projected to be under budget by \$16,357 or 14%.

Supplies and Equipment

- **Proposed Budget:** \$94,100
- **Proposed Budget Change:** *Decrease of \$57,010 or 38%*
- **Justification:** Supplies and equipment is based on historical data and current year trends.
- **Composition:** Supplies and equipment for the entire Association and grant related activities.
- **Current Year Projection:** Supplies and equipment will be under budget by \$41,111 or 27%.

*\*Expenses include grants expenditures.*



	Gen and Admin & Gov	Membership Services	Public Health Practice	GRAA	Periodicals	Books	Conventions	Resource Development	Total
<b>Revenues from Operations:</b>									
Membership Dues	\$ -	3,390,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	3,390,010
Subscription Fees and Royalties	0	8,000	0	0	1,378,000	378,800	0	0	1,764,800
Advertising	0	0	16,000	0	320,000	0	0	0	336,000
Book Sales	0	0	0	0	0	1,080,110	0	0	1,080,110
Convention	0	0	0	0	600	0	8,331,640	0	8,332,240
Interest Income	21,350	0	0	0	0	0	0	0	21,350
Rent on Subleases	72,000	0	0	0	0	0	0	0	72,000
Miscellaneous	28,720	39,600	0	0	13,000	0	75,800	154,000	311,120
Contracts and Grants	0	0	7,820,959	332,947	1,033,016	0	0	38,880	9,225,801
Revenue of Related Org's	0	0	0	0	0	0	0	0	0
<b>Total Revenues from Operations</b>	<b>122,070</b>	<b>3,437,610</b>	<b>7,836,959</b>	<b>332,947</b>	<b>2,744,616</b>	<b>1,458,910</b>	<b>8,407,440</b>	<b>192,880</b>	<b>24,533,431</b>
<b>Expenses from Operations:</b>									
Salaries & Wages & Fringes	3,117,155	775,325	2,392,000	705,361	1,004,593	531,655	1,109,514	156,328	9,791,931
Consulting and Temporary Services	420,580	119,500	883,440	62,600	573,230	200,380	75,740	5,000	2,340,470
Professional Services	143,530	39,200	30,600	2,000	370,370	17,900	2,200	1,100	606,900
Subcontract Costs	0	0	2,224,120	127,050	0	0	0	0	2,351,170
On-Site Convention Costs	0	0	0	0	0	0	3,493,540	0	3,493,540
Property Mgt, Rent and Utilities	-760,300	126,060	312,500	149,120	164,020	77,290	167,390	24,120	260,190
Depreciation and Amortization	560,830	12,590	22,570	8,020	28,610	3,820	8,120	5,700	640,260
Equip Rental and Maintenance	252,990	7,320	13,750	5,230	5,130	2,510	5,290	1,220	293,440
Telephone / Webinar	68,560	2,820	83,040	6,870	2,930	1,360	2,700	700	168,980
Travel and Related Costs	216,220	69,610	243,980	130,300	118,760	28,900	38,000	51,000	896,770
Printing and Production	36,440	35,790	20,800	5,470	566,940	30,120	34,500	6,100	736,160
Cost of Goods Sold	0	0	0	0	0	167,930	0	0	167,930
Postage, Shipping and Mailing	12,510	30,690	1,850	3,050	169,530	65,850	2,890	1,120	287,480
Supplies and Equipment	59,750	4,580	8,340	4,580	3,900	4,850	5,600	2,500	94,100
Insurance	15,360	4,920	30,000	4,560	11,520	54,440	53,960	1,080	175,840
Real Estate Taxes	375,620	0	0	0	0	0	0	0	375,620
Building & Interest Finance Costs	94,800	0	0	0	0	0	0	0	94,800
Other Costs	524,560	190,150	1,683,620	70,060	304,320	106,080	342,030	52,500	3,273,340
Contributions to Other Orgs	122,240	0	4,000	0	0	0	10,000	0	136,240
Data Processing User Charges	0	0	0	0	0	0	0	0	0
Indirect Cost Recovery-	-914,258	0	833,658	47,316	33,285	0	0	0	0
Contracts/Grants	4,336,607	1,418,555	8,788,268	1,331,587	3,357,138	1,293,085	5,351,454	308,468	26,185,161
<b>Change in Net Assets from Operations</b>	<b>-4,214,537</b>	<b>2,019,055</b>	<b>-951,309</b>	<b>-998,640</b>	<b>-612,522</b>	<b>165,825</b>	<b>3,055,986</b>	<b>-115,568</b>	<b>-1,651,730</b>
<b>Non-Operational Activity:</b>									
Investment Income	120,000	0	0	0	0	0	0	0	120,000
Investment Service Fee	-73,280	0	0	0	0	0	0	0	-73,280
Gain/Loss on Sale of Securities	70,000	0	0	0	0	0	0	0	70,000
Net Investment Apprec/Deprec	30,000	0	0	0	0	0	0	0	30,000
<b>Change in Net Assets</b>	<b>\$ (4,067,817)</b>	<b>\$ 2,019,055</b>	<b>\$ (951,309)</b>	<b>\$ (998,640)</b>	<b>\$ (612,522)</b>	<b>\$ 165,825</b>	<b>\$ 3,055,986</b>	<b>\$ (115,568)</b>	<b>\$ (1,505,010)</b>

AMERICAN PUBLIC HEALTH ASSOCIATION  
GENERAL AND ADMINISTRATIVE  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	% Change 2024 Budget vs. 2023 Budget
<b>Revenues from Operations:</b>				
Book Sales	\$718.78	\$0.00	\$0.00	0.00%
Interest Income	5,510.28	5,500.00	21,350.00	288.18%
Rent on Subleases	0.00	72,000.00	72,000.00	0.00%
Miscellaneous	75,333.54	232,840.00	28,720.00	( 87.67%)
Contracts and Grants	5,250.00	0.00	0.00	0.00%
<b>Total Revenues from Operations</b>	<b>86,812.60</b>	<b>310,340.00</b>	<b>122,070.00</b>	<b>( 60.67%)</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	2,001,206.98	2,708,103.05	3,117,155.00	15.10%
Consulting and Temporary Services	732,814.18	585,900.00	420,580.00	( 28.22%)
Professional Services	181,559.18	142,910.00	143,530.00	0.43%
Property Mgt, Rent and Utilities	(481,808.26)	(617,520.00)	(760,300.00)	23.12%
Depreciation and Amortization	330,626.06	452,460.00	550,830.00	21.74%
Equip Rental and Maintenance	77,432.38	131,030.00	252,990.00	93.08%
Telephone / Webinar	46,032.78	42,460.00	68,560.00	61.47%
Travel and Related Costs	340,685.55	328,550.00	216,220.00	( 34.19%)
Printing and Production	16,876.75	38,280.00	36,440.00	( 4.81%)
Cost of Goods Sold	0.00	9,400.00	0.00	( 100.00%)
Postage, Shipping and Mailing	6,722.58	12,910.00	12,510.00	( 3.10%)
Supplies and Equipment	23,417.73	61,140.00	59,750.00	( 2.27%)
Insurance	15,211.50	17,310.00	15,360.00	( 11.27%)
Real Estate Taxes	376,692.46	378,530.00	375,620.00	( 0.77%)
Building & Interest Finance Costs	80,083.36	115,900.00	94,800.00	( 18.21%)
Other Costs	374,000.51	518,610.00	524,580.00	1.15%
Contributions to Other Orgs	85,718.96	114,840.00	122,240.00	6.44%
Indirect Cost Recovery-				
Contracts/Grants	(929,315.95)	(599,399.35)	(914,257.83)	52.53%
<b>Total Expenses from Operations</b>	<b>3,277,956.75</b>	<b>4,441,413.70</b>	<b>4,336,607.17</b>	<b>( 2.36%)</b>
<b>Change in Net Assets from Operations</b>	<b>(3,191,144.15)</b>	<b>(4,131,073.70)</b>	<b>(4,214,537.17)</b>	<b>2.02%</b>
<b>Non-Operational Activity:</b>				
Investment Income	175,238.89	120,000.00	120,000.00	0.00%
Investment Service Fee	(55,465.56)	(73,280.00)	(73,280.00)	0.00%
Gain/Loss on Sale of Securities	3,907.60	70,000.00	70,000.00	0.00%
Net Investment Apprec/(Deprec)	287,815.99	30,000.00	30,000.00	0.00%
<b>Change in Net Assets</b>	<b>(2,779,647.23)</b>	<b>(3,984,353.70)</b>	<b>(4,067,817.17)</b>	<b>2.09%</b>

## GENERAL AND ADMINISTRATIVE

### A. SECTION COMPOSITION

This functional area comprises the activities that provide management, direction, and support of the Association. Budgets included in this functional area are the Office of the Executive Director, Chief of Staff, Association Awards Program, General Communications, Human Resources, Finance & Accounting, Information Technology, Web Services, Office Services, and Governance.

### B. AREAS OF MAJOR RESPONSIBILITY

Activities of this area:

- Monitor and facilitate implementation of APHA's strategic plan.
- Develop a communications plan aligned with the APHA strategic plan and priorities.
- Provide opportunities for professional development and staff education on workplace issues.
- Process APHA finances and ensure financial practices are in alignment with federal, state, and local governments.
- Monitor the financial activities of the Association.
- Review existing investment policy.
- Review existing accounting policies and procedures.
- Continue to implement the IT strategic plan.
- Continue to maintain APHA website.
- Continue to maintain the Association headquarters building.
- Provide support to the Executive Board and its subcommittees, Governing Council, APHA President, Nominations Committee, Committees on Bylaws and Leadership Appointment Subcommittee.
- Plan, direct and coordinate human resources management activities for the Association.
- Communicate with members, partners, and the public the work of APHA and public health professionals.
- Engage the news media in covering the policy priorities of the Association, enhancing the visibility of APHA activities, products, and services, and disseminating public health science.
- Communicate with and engage and educate members and public health stakeholders through The Nation's Health, Public Health Newswire, Inside Public Health, Annual Report, social media, APHA websites and other communications channels.
- Strengthen overall communications, including brand and strategic plan alignment.
- Manage the IT infrastructure (hardware, software, and communications) and provide training and technical support to APHA staff and the Association membership.
- Maintain the Association's building infrastructure to ensure it's in compliance with District of Columbia Business Building codes.
- Enable APHA to remain competitive in its business environment by making effective use of technology to enhance member benefits and to ensure efficient operations of the Association.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- The Increase in interest income reflects the expected interest from operating accounts and Congressional Bank.
- Reduction in miscellaneous line is as result of no 150<sup>th</sup> revenue budgeted for FY 2024.
- Salaries and Wages and Fringe increase is due to a 4% cost of living adjustment and the anticipated increase associated with APHA's health insurance plan.

- The Consulting and temporary services reduction is due to no 150<sup>th</sup> anniversary expenses and cloud migration preparation cost.
- The negative amount of (\$760,300) Property Management, Rent and Utilities is from the distribution of occupancy costs across other functional areas.
- Depreciation and Amortization is a result of IT cloud preparation development and replacement of elevator, fire pump controller, VAV boxes replacement, roof replacement, AB conference room renovation and AC unit replacement.
- Equipment rental and maintenance is for building repairs recommended by building assessment consultants.
- The telephone and webinar increase relates to association wide placeholder for Zoom subscription and grants webinars planned for FY 2024.
- Travel and related cost reduction is as result of no 150<sup>th</sup> anniversary related expenses.
- The printing and production increase relates to office services absorbing all related printing costs.
- The indirect cost recovery credit (\$914,258) is the recognition of overhead costs, which are charged for grants within other functional areas.

#### **D. FY 2024 GOALS**

##### **AWARDS:**

- To support eleven APHA awards of recognition at the Annual Meeting in November. The awards recognize outstanding achievement by individuals in the field of public health.

##### **COMMUNICATIONS:**

- Consistently send appropriate news releases and pitches directly to the media and coordinate interviews with journalists to raise APHA visibility in the media, thereby strengthening communication with members, partners and the public.
- Maintain average monthly page views on APHA's website (apha.org) of 600,000.
- Grow the number of followers of APHA social media channels by 5% or 50,000 by June 2024.

##### **HUMAN RESOURCES:**

- Organize two staff training activities by June 2024. Organize two activities with APHA Staff Committees, Culture Club and/or Wellness Committee to boost employee morale by June 2024

##### **FINANCE:**

- To issue monthly financial reports by the 15<sup>th</sup> following the month end.
- To organize the annual audit to be completed by September 2023.
- To present FY 2025 budget by May 2024.
- To review in April 2024 association accounting and investment policies and procedures to ensure its continuing compliance with applicable federal, state, and local government.

##### **INFORMATION TECHNOLOGY:**

- Upgrade the APHA Technology infrastructure to assure smooth continuity in the event of a disaster.
- Implement a Disaster Recovery Plan by utilizing a VEEAM Cloud Connect partner.
- Continue to upgrade and maintain APHA's technology solutions to increase employee's productivity and maintain APHA's relevancy as a place to work.
- Acquire and deploy IMIS Data Management Suite. This tool contains 3 components: iImport, iUpdate, and iSchedule.
- Monitor users training on the iMIS Learning Management System to empower staff to handle tasks related to IQA Queries, Report Writing, Dash Boards, and other tasks without depending on the IT Department or IT consultants to develop solutions.

**WEBSITE:**

- Support staff in keeping all APHA web properties up to date and user friendly by providing 5-10 individual trainings and 2 group trainings.
- Continuously update the website with Association and relevant public health information as appropriate.
- Improve user experience for members and the public through continuous review and improvements, as well as new features: Add mobile responsiveness to the NPHW, Get Ready and Public Health Newswire websites.

**OFFICE SERVICES:**

- Provide support for staff working in the building through training on systems and procedures.
- Identify new technologies to assist staff with ongoing functions.
- Develop and maintain standards for records keeping and maintenance to allow staff, APHA members and interested 3<sup>rd</sup> parties to access the APHA archives.
- Maintain and modernize building systems and equipment to ensure consistent, quality service for APHA staff, visitors, and tenants.
- Update and renovate spaces for staff functions to provide for current and future needs and expectations, as well as improve the building's overall appeal to potential tenants through updates and renovations to common areas and systems.
- Identify a tenant for leasable space in the building to meet revenue target.

**GOVERNANCE:**

- Manage two in-person (November and May) and four conference call (Jan., March, July, and Sept.) meetings of the Executive Board.
- Manage one in-person (Nov.) and one conference call (June) meeting of the Governing Council.
- Update the governance pages on APHA's website no later than December 2023 with new leadership appointments in January.

**E. STATUS OF CURRENT ACTIVITIES****AWARDS:**

- To support eleven APHA awards of recognition at the Annual Meeting in October. The awards recognize outstanding achievement by individuals in the field of public health. *Met*

**COMMUNICATIONS:**

- Send more than 50 news releases and schedule scores of interviews with journalists by June 2023 to strengthen communication with members, partners and the public and to raise APHA visibility in the media. *Ongoing*
- Maintain page view on APHA's website (apha.org). *Ongoing*
- Maintain the number of followers of APHA social media channels. *Ongoing*

**HUMAN RESOURCES:**

- Organize two staff training activities by June 2023. CPR training in May 2023; *Ongoing*
- Organize two activities with APHA Staff Committees, Culture Club and/or Wellness Committee to boost employee morale by June 2023. Virtual Black History webinar held in February and Executive Board/Staff event held in May; *Ongoing*

**FINANCE:**

- To issue monthly financial by the 15<sup>th</sup> following the month end. *Unmet and Ongoing*
- To organize the annual audit to be completed by September 2022. *Unmet*
- To present FY 2024 budget by May 2023. *Delayed*
- To review in April 2023 association accounting and investment policies and procedures to ensure its continuing compliance with applicable federal, state, and local government. *Met*

**INFORMATION TECHNOLOGY:**

- To complete the iMIS cloud project scheduled for fiscal year 2022 by the third quarter of the fiscal year March 2022. *Unmet and ongoing*
- As we prepare APHA's to move to the ASI hosted Cloud, we will take initial steps of an intense project of migrating toward the upgrade of iMIS on the Cloud. This process will take the entire FY-2022 and part of FY-2023. Maintain DUO framework to enable secure 2-factor authentication for staff remote work connection. *Unmet; Ongoing*
- Maintain Google Authenticator to enable secure multifactor authentication and provide the extra level of security in the access to our iMIS Membership Data Base. *Met*
- Upgrade APHA Technology Infrastructure to ensure smooth operations and business continuity in the event of a catastrophic disaster. Will implement a Disaster Recovery Plan by utilizing the VEEAM Cloud Connect partner by September 2021 (FY-2022). *Met; Ongoing*

**WEBSITE:**

- Continually improve user guide by offering staff 3-10 individual and 2 groups' website training workshops throughout FY 2023. *Met; Ongoing*
- Continuously update the website with public health information as soon as it is available. *Met; Ongoing*

**OFFICE SERVICES:**

- Provide support for staff working in the building through training on systems and procedures. *Met*
- Identify new technologies to assist staff with ongoing functions. *Ongoing*
- Develop and maintain standards for records keeping and maintenance to allow staff, APHA members and interested 3<sup>rd</sup> parties to access the APHA archives. *Ongoing*
- Maintain and modernize building systems and equipment to ensure consistent, quality service for APHA staff, visitors, and tenants.
- Update and renovate spaces for staff functions to provide for current and future needs and expectations, as well as improve the building's overall appeal to potential tenants through updates and renovations to common areas and systems. *Unmet and ongoing*
- Identify a tenant for leasable space in the building to meet revenue target. *Unmet and ongoing*

**GOVERNANCE:**

- Manage two in-person (October and May.) and four conference call (January, March, July, and September) meetings of the Executive Board. *Met*
- Manage one in-person (October.) and one conference call (June) meeting of the Governing Council. *Met*
- Update the governance pages on APHA's website no later than December 2023 with new leadership appointment. *Met*

AMERICAN PUBLIC HEALTH ASSOCIATION  
MEMBERSHIP SERVICES  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Membership Dues	\$2,772,353.18	\$3,159,680.00	\$3,390,010.00	7.29%
Subscription Fees and Royalties	8,345.10	8,000.00	8,000.00	0.00%
Miscellaneous	36,857.62	42,000.00	39,600.00	( 5.71%)
Contracts and Grants	78,861.66	0.00	0.00	0.00%
Total Revenues from Operations	<u>2,896,417.56</u>	<u>3,209,680.00</u>	<u>3,437,610.00</u>	7.10%
Expenses from Operations:				
Salaries & Wages & Fringes	554,375.88	739,651.99	775,325.01	4.82%
Consulting and Temporary Services	79,572.71	130,100.00	119,500.00	( 8.15%)
Professional Services	29,910.83	39,200.00	39,200.00	0.00%
Property Mgt, Rent and Utilities	87,319.98	116,900.00	126,060.00	7.84%
Depreciation and Amortization	6,085.85	9,530.00	12,590.00	32.11%
Equip Rental and Maintenance	5,360.01	5,620.00	7,320.00	30.25%
Telephone / Webinar	1,967.68	5,390.00	2,820.00	( 47.68%)
Travel and Related Costs	130,128.96	48,650.00	69,610.00	43.08%
Printing and Production	23,542.90	31,850.00	35,790.00	12.37%
Postage, Shipping and Mailing	21,268.89	27,740.00	30,690.00	10.63%
Supplies and Equipment	15,267.40	5,980.00	4,580.00	( 23.41%)
Insurance	4,973.10	5,040.00	4,920.00	( 2.38%)
Other Costs	161,082.64	198,710.00	190,150.00	( 4.31%)
Total Expenses from Operations	<u>1,120,856.83</u>	<u>1,364,361.99</u>	<u>1,418,555.01</u>	3.97%
Change in Net Assets from Operations	1,775,560.73	1,845,318.01	2,019,054.99	9.42%
Non-Operational Activity:				
Change in Net Assets	1,775,560.73	1,845,318.01	2,019,054.99	9.42%

## MEMBERSHIP AND COMPONENT AFFAIRS

### A. SECTION COMPOSITION

This functional area represents membership recruitment, retention and engagement; member services, component affairs, and support to the Committee on Membership (CoM), Components, Student Assembly and ECP working group. The FY 2024 budget includes funding for new membership marketing initiatives for recruitment and retention, better utilization of APHA publications and external channels to promote membership as well as using all forms of communication to interact with members (email, phone, conventional mail).

### B. AREAS OF MAJOR RESPONSIBILITY

#### Activities of this area:

- Identify and pursue targeted marketing plans specific to membership categories.
- Aggressively pursue lapsed members – both individual and agency. We will increase traditional marketing avenues which include use of quarterly telemarketing outreach for lapsed members as well as the use of more contemporary marketing initiatives such as Facebook, Instagram, and LinkedIn digital ads to reach a broader audience with previously uncultivated prospects (as detailed in the membership marketing plan).
- Continue to aggressively promote the School Sponsored Student Discount program (Student Bulk). We will also work to retain those brought in to include scheduling quarterly webinars to orient new students on how to best utilize their member benefits.
- Continue to expand reach with the restructured agency model to include outreach to both non and for- profit organizations. Special emphasis will be made to recruit state, city, and county health departments as well as colleges and universities interested in engaging more faculty.
- Affiliate recruitment plan to include an Affiliate brochure to cross promote APHA and Affiliate membership.
- Annual Meeting efforts will include extensive targeting of Atlanta + four-hour radius.
- Agency membership prospecting to multiple members within the same organization using data mining.
- Work to identify additional member “perks” and opportunities exclusive to members. Plans may include providing members to post internships and fellowships on Career Mart for free; better promotion of member discounts on publications, advertising, and job postings for members; more members-only webinars, CE credit discounts for members, etc.
- Continue to increase the value to the ECP membership category. Activities include 8-9 webinars annually to include broad topics and a Leadership Institute. Annual Meeting activities include a ½ day workshop, complimentary resume, and cover letter review by the ASPPH Career Services Forum, and a Joint ECP/Student mixer. Additional plans include efforts to expand Career Mart to include more internships, fellowships, and entry level positions that both ECP and Student members will benefit from.

#### For retention, Membership plans to engage members by:

- Offering engagement opportunities on new online member community (APHA LEAD)
- Creating new opportunities for engagement through greater outreach by Section leaders to cultivate more engagement with students, to welcome new members and to reach out to lapse members through a more actively engaged Committee on Membership.
- Greater interaction between Components and Affiliate members.
- Increased collaboration between Components to produce “Hot Topic” webinars in addition to Section specific webinars.
- Publicizing the APHA installment plan encouraging members (particularly students) to spread their member dues across the year, i.e., quarterly, semi-annual, or annual payment by credit card.
- Work with IT to create automated systems in iMIS for renewals and invoicing, welcome emails, etc.
- Grow and revitalize student engagement through campus liaisons. Increased use of Component student liaisons to encourage more student activity through Section involvement.



## Component Affairs goals and objectives:

- Increase APHA membership through recruitment and retention.
- Increase engagement on new online membership community (APHA LEAD).
- Provide Zoom to Sections giving them the ability to host business meetings, field specific panels and socials.
- Streamline all Component mentoring programs.
- Assist ISC with improving quality and quantity of Annual Meeting program.
- Identify additional networking opportunities through State/Local Affiliates.
- Support activities of Sections, SPIGs, Forums, Student Assembly, and Caucuses.
- Increase collaboration between Sections and Affiliates, by having trainings for Section Chair-Elects and Affiliate President-Elects at the same time.
- Help Inter-Sectional Council and Caucus Collaborative in identifying gaps and improving recruitment in leadership.

## C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- Increase in depreciation and amortization allocation is due to building capital projects scheduled for FY 2024.
- Increase in equipment rental and maintenance relates to building maintenance in the budget year.
- Decrease in travel and related cost is associated with limited member travel included in the proposed budget as variance indicated.

## D. FY 2024 GOALS

- To retain membership numbers totaling 22,691, 52 Affiliates and 400 Agency members by June 2024.
- Organize 15-18 joint component webinars by June 2024.
  - 6 Webinars
  - 6 Hot Topics (ISC Topical Groups)
  - 6 ISC Updates
- Conduct quarterly new member webinars.
- Provide bi-monthly Distinguished Leader mentoring sessions.
- Launch mentoring match on new online community platform.
- To sustain and grow participating schools/students with the Schools of Public Health program. Have at least fifteen Sections and the Student Assembly participating in NPHW the first week of April 2024.
- Increase student participation in Sections and SA by 5% from July 2023 to June 2024.
- Create a series of new videos highlighting the benefits of membership topics to use across APHA communication channels.
- Launch LinkedIn campaign to promote benefits of membership and member only-benefits enticing non-members to join.
- Redesign the membership brochure into a standalone piece removing need for separate brochures.
- Conduct a membership survey to active and lapsed members. First survey in approximately 4 years.
- Promote membership and the APHA brand at industry events (NACCHO, USPHS, ASSPH, etc.)
- Expand APHA School sponsored student discount membership program to include “allied” professions such as nursing, social work, engineering, transportation, education, planning, etc.

## E. STATUS OF CURRENT ACTIVITIES

Despite economic headwinds, membership did achieve its membership revenue goal for FY 2023. All membership types are above budget except retired and RE2. The School Sponsored Student Discount program (student bulk) program is slowly increasing, and the agency and agency individual categories continue to grow more than expected. Regular membership is slightly above budget but not showing growth may be because of shift in membership to the agency individual category.

- To retain membership numbers totaling 22,073 (24,365), 52 (52) Affiliates and 344 (407) Agency members by June 2023. ***MET***

- Organize 15-20 joint component webinars by June 2023. ***MET***
  - 6 Webinars
  - 6 Hot Topics (ISC Topical Groups)
  - 6 ISC Updates
- Provide two staff-led webinars on Affiliate collaboration for Speak for Health and NPHW opportunities by June 2023. ***MET***
- Work with the SA to have at least 50% of Sections and SPIGs participate in mentoring program at Annual Meeting. ***UNMET***
- Increase the number of APHA leaders becoming Affiliate Members by 50% by June 2023. ***UNMET***
- At least fifteen Sections and the Student Assembly participating in NPHW the first week of April 2023. ***MET***
- Increase student participation in Sections and SA by 5% from July 2022 to June 2023. ***MET***

AMERICAN PUBLIC HEALTH ASSOCIATION  
PUBLIC HEALTH PRACTICE  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$197.54	\$0.00	\$0.00	0.00%
Advertising	8,800.00	10,000.00	16,000.00	60.00%
Convention	38,375.00	0.00	0.00	0.00%
Miscellaneous	2,328.63	0.00	0.00	0.00%
Contracts and Grants	6,371,989.62	4,181,505.15	7,820,958.88	87.04%
Total Revenues from Operations	<u>6,421,690.79</u>	<u>4,191,505.15</u>	<u>7,836,958.88</u>	<u>86.97%</u>
Expenses from Operations:				
Salaries & Wages & Fringes	1,568,239.47	1,985,370.28	2,392,000.22	20.48%
Consulting and Temporary Services	1,074,773.46	1,432,914.00	883,440.00	( 38.35%)
Professional Services	13,679.60	17,200.00	30,600.00	77.91%
Subcontract Costs	1,382,751.63	150,000.00	2,224,120.00	1 382.75%
Property Mgt, Rent and Utilities	171,787.07	217,250.00	312,500.00	43.84%
Depreciation and Amortization	13,642.14	20,580.00	22,570.00	9.67%
Equip Rental and Maintenance	8,820.79	11,130.00	13,750.00	23.54%
Telephone / Webinar	9,389.92	24,350.00	83,040.00	241.03%
Travel and Related Costs	199,326.77	75,410.00	243,980.00	223.54%
Printing and Production	13,650.35	11,320.00	20,800.00	83.75%
Postage, Shipping and Mailing	561.16	1,120.00	1,850.00	65.18%
Supplies and Equipment	8,187.04	3,490.00	8,340.00	138.97%
Insurance	12,634.60	18,530.00	30,000.00	61.90%
Other Costs	1,626,707.50	522,870.00	1,683,620.00	222.00%
Contributions to Other Orgs	3,000.00	0.00	4,000.00	0.00%
Indirect Cost Recovery-				
Contracts/Grants	831,960.19	565,174.99	833,657.58	47.50%
Total Expenses from Operations	<u>6,939,111.69</u>	<u>5,056,709.27</u>	<u>8,788,267.80</u>	<u>73.79%</u>
Change in Net Assets from Operations	(517,420.90)	(865,204.12)	(951,308.92)	9.95%
Non-Operational Activity:				
Change in Net Assets	(517,420.90)	(865,204.12)	(951,308.92)	9.95%

## PUBLIC HEALTH POLICY AND PRACTICE

### A. SECTION COMPOSITION

This functional area includes all programs associated with the translation of public health research, policy, and practice into education and advocacy materials and services for APHA's membership, policy makers and the public. This includes the work of the Center for Public Health Policy, the Center for School, Health and Education, and the Center for Climate, Health and Equity. Most of the work is funded by federal agencies and foundation grants. Funding organizations include but aren't limited to the U.S. Centers for Disease Control and Prevention, the Kellogg Foundation, and the Kresge Foundation. The Center for Public Health Practice and Professional Development includes APHA's Global Health program, work related to injury and violence prevention (funded by the CDC), and continuing education activities. This functional area also includes the budgets for the Get Ready Campaign, and the Science and Education Boards.

### B. AREAS OF MAJOR RESPONSIBILITY

#### **Center for Public Health Policy**

The Center for Public Health Policy supports APHA's central challenge of creating the healthiest nation in one generation by advancing policies and practices that promote equity and support healthy communities for all. The Center's work aims to increase support for and implementation of effective policy, systems and environmental strategies that address the social determinants of health. Examples of activities include:

- CPHP develops public health policy materials (in the form of briefs, booklets, fact sheets, webinars, etc.) for public health professionals, public and policy makers on issues germane to health equity, environmental health, health systems transformation. Examples:
  - Produce the [Advancing Racial Equity](#) webinar series and discussion guide
  - Track and analyze [declarations of racism as public health crisis](#)
  - Conduct primary research and community forums to develop report, [Protecting the Health of Children: A National Snapshot of Children's Environmental Health Services](#)
  - [Health equity factsheet series, reports and infographics](#)
  - Host webinars and annual meeting sessions on priority public health issues including healthy community design, racial equity, and environmental justice
  - Translate science and evidence-based materials for public health professionals and policymakers specifically related to environmental health issues, including, water and health equity, healthy housing and chemical exposures.
- Build networks, through partnerships and coalitions to inform decision makers and support sound public health policy. Examples:
  - Convene and coordinate [the National Environmental Health Partnership Council](#), and [Environmental Health and Equity Collaborative](#), Council's Advancing Environmental Justice Through Technical Assistance Mini-Grants Program
  - Participate in external groups such as the Joint Call to Action to Promote Healthy Communities, Clean Water for All Coalition, and Lead Service Line Replacement Collaborative
- CPHP is partnering with the de Beaumont Foundation on Healing Through Policy: Creating Pathways to Racial justice, which support local jurisdictions with adopting policies and practice to promote racial healing and racial equity.
- CPHP is supporting APHA-wide response to the COVID-19 pandemic with a special focus on highlighting equity issues and concerns of vulnerable populations.

- CPHP highlights promising and evidence-based policies and practices to address education as a determinant of health, including:
  - Serving as a bridge between public health professionals and education partners to identify and address non-academic factors that influence success in schools.
  - Identifying policy levers and other opportunities for addressing the social determinants of health in school settings.
  - Examining key policy strategies for addressing youth 16 to 24 who are not connected to school or are unemployed (i.e., opportunity youth)

### **Center for Climate, Health and Equity**

The Center for Climate, Health and Equity leads public health efforts to inspire action on climate and health, advance policy and galvanize the field to address climate change. The center works to:

- Raise awareness, so everyone in the U.S., beginning with the public health field, recognizes the urgency of practices, policies and individual choices that address climate change and improve public health.
- Enable an environment and culture in which "climate healthy" and equitable choices are easy choices.
- Promote policies focused on environmental justice and health equity designed to address climate change adaptation and mitigation.
- Support science that clarifies the health impacts of climate change, as well as offers solutions and policies to guide decision makers.
- Lead. APHA is recognized as the leading voice around the connection between climate change and health.
- Specific work includes:
  - Adaptation:
    - i. Climate and Health Equity Playbook
    - ii. Smart Surfaces adaptation manuscript
  - Mitigation:
    - i. Energy Justice Factsheets
    - ii. Energy Justice manuscript
  - Public Health Workforce Training:
    - i. Webinars
    - ii. Advocacy Training
      - 1. [Regional Factsheets](#)
      - 2. [Tiny Climate Chronicles](#)
  - Other:
    - i. [Student Champions for Climate Justice](#)
    - ii. ECO Bookworms Book Club

### **Center for Public Health Practice and Professional Development**

The Center for Public Health Practice and Professional Development works to build capacity at the individual, community, and institutional level to address public health challenges.

- Promote a skilled public health workforce through continuing education, training, professional development, and curation of Annual Meeting sessions that build the knowledge base of public health professionals.
- Translate and disseminate relevant research into public health practice initiatives.
- Build partnerships supporting community-based innovative programs and health promotion and disease prevention efforts.

- Promote national accreditation efforts of public health agencies and support the Public Health Accreditation Board in strengthening and improving the quality and performance of state, local, territorial, and tribal public health departments through policy work, the convening of meetings, and dissemination of educational materials.
- Provide support for global health activities in coordination with the International Health Section.
- Provide technical assistance to CDC’s National Center for Injury Prevention and Control to build capacity for the injury and violence prevention workforce through trainings, prevention programs, demonstration projects, research, evaluation, and other related efforts.
- Enhance public health capacity to prevent and address the burden injury and violence.
- Provide continuing education credits for partner meetings and other educational activities.
- Provide continuing education credits for APHA sponsored educational activities.
- Develop content for APHA Now, APHA’s online community.
- Host convenings (e.g., think tanks, local meetings, national meetings) of on a myriad of public health topics.
- Educate the public health workforce through APHA produced materials, including in-person and virtual trainings and webinars.
- Build research capacity and increase the pipeline of minority researchers.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- All increases/decreases in this area of the proposed budget reflect grant-supported activities.

### D. FY 2024 GOAL

#### **Center for Public Health Policy**

- Increase federal and philanthropic funding by 20% (\$156,000) from current funding and over two years.

#### **Center for Climate, Health and Equity**

- Increase federal and philanthropic funding by 10% (\$70,000) from current funding and over two years.

#### **Center for Public Health Practice and Professional Development**

- Recruit five new organizations to submit applications for APHA’s jointly provided CE program by June 2024.
- Increase federal and philanthropic funding by 20% (\$200,000) from current funding and over two years.
- Host 3 virtual training workshops by June 2024

### E. STATUS OF CURRENT YEAR ACTIVITY

#### **Center for Public Health Policy**

- Increase federal and philanthropic funding by 20% (\$156,000) from current funding and over two years. *Partially met; Ongoing*

#### **Center for Climate, Health and Equity**

- Increase federal and philanthropic funding by 10% (\$70,000) from current funding and over two years. *Unmet; Ongoing*

#### **Center for Public Health Practice and Professional Development**

- Recruit five new organizations to submit applications for APHA’s jointly provided CE program by June 2022. *Unmet; Ongoing*
- Increase federal and philanthropic funding by 10% (\$100,000) from current funding and over two years. *Met; Ongoing*

AMERICAN PUBLIC HEALTH ASSOCIATION  
GOVERNMENT RELATIONS AND AFFILIATE AFFAIRS  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Miscellaneous	\$2,051.50	\$2,000.00	\$0.00	( 100.00%)
Contracts and Grants	373,598.18	197,698.34	332,946.58	68.41%
Total Revenues from Operations	<u>375,649.68</u>	<u>199,698.34</u>	<u>332,946.58</u>	66.72%
Expenses from Operations:				
Salaries & Wages & Fringes	485,552.56	705,463.98	705,361.05	( 0.01%)
Consulting and Temporary Services	94,698.62	90,760.00	62,600.00	( 31.03%)
Professional Services	658.56	2,300.00	2,000.00	( 13.04%)
Subcontract Costs	163,500.00	0.00	127,050.00	0.00%
Property Mgt, Rent and Utilities	103,113.01	150,410.00	149,120.00	( 0.86%)
Depreciation and Amortization	4,804.76	7,930.00	8,020.00	1.13%
Equip Rental and Maintenance	3,370.45	5,490.00	5,230.00	( 4.74%)
Telephone / Webinar	1,951.19	7,190.00	6,870.00	( 4.45%)
Travel and Related Costs	81,944.44	76,780.00	130,300.00	69.71%
Printing and Production	228.30	5,910.00	5,470.00	( 7.45%)
Postage, Shipping and Mailing	1,439.40	2,830.00	3,050.00	7.77%
Supplies and Equipment	3,559.75	3,520.00	4,580.00	30.11%
Insurance	3,014.60	4,320.00	4,560.00	5.56%
Other Costs	68,772.30	63,370.00	70,060.00	10.56%
Indirect Cost Recovery- Contracts/Grants	50,027.11	34,224.36	47,315.55	38.25%
Total Expenses from Operations	<u>1,066,635.05</u>	<u>1,160,498.34</u>	<u>1,331,586.60</u>	14.74%
Change in Net Assets from Operations	(690,985.37)	(960,800.00)	(998,640.02)	3.94%
Non-Operational Activity:				
Change in Net Assets	(690,985.37)	(960,800.00)	(998,640.02)	3.94%

## **GOVERNMENT RELATIONS AND AFFILIATE AFFAIRS**

### **A. SECTION COMPOSITION**

This section includes Government Relations, Affiliate Affairs and National Public Health Week. Government Relations oversees APHA's lobbying and grassroots advocacy activities as well as APHA's Action Board. The Affiliate Affairs department is tasked with providing support to the 52 state and regional public health associations. The team serves as the liaison between APHA and Affiliates and facilitates funding and partnership opportunities.

### **B. AREAS OF MAJOR RESPONSIBILITY**

#### **Government Relations**

- Coordinate the activities of the CDC Coalition and Friends of HRSA and participate in other coalitions relative to APHA priority areas.
- Organize and participate in meetings with members of Congress and their staff on APHA's annual advocacy priorities.
- Develop letters, comments, testimony and other written communications to support APHA's advocacy priorities.
- Coordinate APHA's involvement in advocacy with the federal courts through legal actions and legal briefs in support/opposition to various public health-related cases.
- Develop and maintain fact sheets and other advocacy materials to educate policymakers and APHA members and Affiliates on APHA's advocacy priorities.
- Encourage and facilitate APHA member and Affiliate participation in various advocacy activities including Hill visits, congressional recess activities such as town hall meetings and other in-district events (Speak for Health) and response to action alerts in coordination with APHA's Action Board.

#### **Affiliates Affairs**

- Provide technical assistance and support to APHA's 52 state and regional public health associations to increase their capacity to improve health, implement policy change and advocate for a healthier nation.
- Coordinate efforts to increase communication and engagement between APHA, Affiliates and the Council of Affiliates.
- Develop strategic partnerships and communication activities to support NPHW priorities.
- Strengthen the 52 Affiliates' capacity to effectively address public health issues and advocacy at the local, state and federal levels.
- Enhance communication among all Affiliates, between APHA and Affiliates and with partner organizations through monthly messages via the Affiliate Online Community, direct emails, the Affiliate e-newsletter and the Informz platform.
- Promote APHA membership and Affiliate engagement with APHA efforts.
- Enhance CoA communication and facilitate communication between Regional Representatives and ARGCS through regular conference calls and direct messaging.

#### **National Public Health Week**

- Organize and coordinate NPHW activities and communication to engage APHA members, Affiliates and partners to create a healthier nation.
- Develop long-term plan for NPHW to seek reliable funding base.
- Continue to utilize NPHW as an opportunity to leverage partnerships and develop new relationships with government agencies, cross-sector partners and funders who are interested in NPHW themes.



## C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- The increase in revenue relates to grant and contract activities.
- The expense increase was due to increase in grant related activities.

## D. FY 2024 GOALS

### Government Relations

- Influence key legislation and rules/regulations to reflect APHA's advocacy priorities/positions.
- Aim for 100% of Action Board member participation in Hill meetings during the Action Board midyear meeting, NPHW or during the summer Speak for Health campaign.
- Recruit at least 20% of APHA Affiliates to engage in at least one activity during NPHW or Speak for Health summer congressional recess campaign or respond to another major advocacy request from APHA by the end of FY 2024.
- Increase the open rate for APHA monthly legislative updates by the end of FY 2024. The monthly legislative update highlights APHA's actions on the annual advocacy priorities for members. Our goal is to keep members informed about APHA advocacy actions and to encourage member participation in activities to advance the association's advocacy priorities.

### Affiliates Affairs

- Coordinate and implement the Affiliate dues assessment process by July 2023.
- Conduct an annual training for Affiliate Presidents-Elect and provide resources to support new Affiliate leadership transition in July 2023.
- Provide advocacy training for Affiliate leaders during summer 2023 to discuss APHA priority issues and expound on how to use APHA resources for state-level advocacy.
- Increase Affiliate engagement and expand APHA membership from to 23% by end of June 2024.
- Increase Affiliate leaders' capacity to increase their membership by providing 3-5 educational opportunities, funding opportunities, evaluation strategies and networking events by June 2024.

### National Public Health Week

- By April 2024, increase the number of NPHW traditional and cross-sector partners from 858 to 890.
- By April 2024, create communications tools and strategies that educate, engage, and empower partners to participate in and implement NPHW activities. Develop one toolkit, up to seven fact sheets, an educational website and an events calendar that will be utilized by people engaging in NPHW.
- Build out fundraising program to help support NPHW events and programming, \$5,000 goal by May 2024.
- Disseminate up to 7 NPHW messages to APHA members and Affiliates by May 2024 to engage them in the campaign and further provide support, and identity partnerships to expand the campaign's ability to address the public health issue(s) and to improve the nation's health outcomes.

## E. STATUS OF CURRENT YEAR ACTIVITIES

### Government Relations

- Provide APHA input on proposed legislation/regulations on APHA priority issues and other important public health issues. *Ongoing*
- Develop Speak for Health materials in support of APHA advocacy priorities for use by APHA/Affiliate members. *Met/finalizing*
- 100% participation in Hill visits by all Action Board members attending the midyear meeting. *Ongoing*
- Engage members and Affiliates in advocacy activities with members of Congress to support APHA's annual advocacy priorities. *Ongoing*

### Affiliates Affairs

- Coordinate and implement the Affiliate dues assessment process by July 2022 and administer annual benefits to Affiliates in good standing. *Met*

- Conduct a virtual training for Affiliate Presidents-Elect and provide resources to support new Affiliate leadership transition. *Met*
- Increase Affiliate engagement and expand membership between APHA and Affiliates by publicizing the benefits of agency membership to 52 Affiliates through the Affiliate Online Community, direct emails, and the Affiliate e-newsletter. Increase the number of Affiliate members that become APHA members. *Met*
- Increase Affiliate leaders' capacity by providing 3-5 educational opportunities, funding opportunities, evaluation strategies and networking events. *Met/surpassed*

#### **National Public Health Week**

- By April 2023, increase the number of NPHW traditional and cross-sector partners from 700 to more than 800. *Met*
- By April 2023, create communications tools and strategies that educate, engage and empower partners to participate in and implement NPHW activities. Develop one toolkit, up to nine fact sheets, an educational website and an events calendar that will be utilized by people engaging in NPHW. *Met*
- Disseminate (5-7) NPHW messages to APHA members and Affiliates to engage them in the campaign and further provide support, and identify partnerships to expand the campaign's ability to address the public health issue(s) and to improve the nation's health outcomes. *Met*

AMERICAN PUBLIC HEALTH ASSOCIATION  
PERIODICALS  
2023 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$1,150,257.19	\$1,590,500.00	\$1,378,000.00	(13.36%)
Advertising	209,943.23	320,000.00	320,000.00	0.00%
Book Sales	0.00	500.00	0.00	(100.00%)
Convention	200.00	600.00	600.00	0.00%
Miscellaneous	2,189.50	0.00	13,000.00	0.00%
Contracts and Grants	668,178.20	412,020.00	1,033,015.69	150.72%
Total Revenues from Operations	<u>2,030,768.12</u>	<u>2,323,620.00</u>	<u>2,744,615.69</u>	18.12%
Expenses from Operations:				
Salaries & Wages & Fringes	524,277.07	791,193.99	1,004,592.90	26.97%
Consulting and Temporary Services	528,890.18	478,390.00	573,230.00	19.82%
Professional Services	354,132.26	425,050.00	370,370.00	(12.86%)
Property Mgt, Rent and Utilities	93,739.07	125,390.00	164,020.00	30.81%
Depreciation and Amortization	6,731.85	5,610.00	28,610.00	409.98%
Equip Rental and Maintenance	3,073.30	3,880.00	5,130.00	32.22%
Telephone / Webinar	1,285.02	2,690.00	2,930.00	8.92%
Travel and Related Costs	57,060.41	61,620.00	118,760.00	92.73%
Printing and Production	411,548.06	609,550.00	566,940.00	(6.99%)
Postage, Shipping and Mailing	155,554.81	168,790.00	169,530.00	0.44%
Supplies and Equipment	3,246.19	3,900.00	3,900.00	0.00%
Insurance	9,080.50	11,040.00	11,520.00	4.35%
Other Costs	147,209.05	291,820.00	304,320.00	4.28%
Indirect Cost Recovery-Contracts/Grants	47,328.58	0.00	33,284.70	0.00%
Total Expenses from Operations	<u>2,343,156.35</u>	<u>2,978,923.99</u>	<u>3,357,137.60</u>	12.70%
Change in Net Assets from Operations	(312,388.23)	(655,303.99)	(612,521.91)	(6.53%)
Non-Operational Activity:				
Change in Net Assets	(312,388.23)	(655,303.99)	(612,521.91)	(6.53%)

## PERIODICALS

### A. SECTION COMPOSITION

This functional area includes the *American Journal of Public Health (AJPH)* (including the *AJPH* Editorial Board), *The Nation's Health (NH)* newspaper, E-books and advertising activity for both.

### B. AREAS OF MAJOR RESPONSIBILITY

#### **American Journal of Public Health**

- Monthly submission, peer review, production, printing, publication, digital development of the *American Journal of Public Health*.
- Support for the Editor-in-Chief and his Associate Editors.
- Support for the *AJPH* Editorial Board and its members.
- The subscription system for *AJPH* and *NH*. Regular activities include renewal campaigns.
- *AJPH* has partnered with Plimmer Group to conduct marketing activities, including lapsed subscriber and renewal campaigns, international marketing campaigns, and outreach to state and local health departments.
- The *AJPH* is on Facebook, Twitter, YouTube, and a blog site to further provide content to new audiences.

#### **The Nation's Health**

- Educate members and readers about science-based health information, public health-related legislation, public health practice and current issues in public health so that they can play an informed role in public health work at the state, local, national, and global levels.
- Inform members and readers about APHA activities and encourage participation in the Association to support and promote membership.
- Foster ideas, information-sharing, advocacy, and professional development and build support for APHA's goals and Generation Public Health movement.
- Advocate for APHA positions, including the Association's priorities and central focus areas spelled out in the strategic map.
- *The Nation's Health* accomplishes these goals via its myriad formats, including its print issue, website, e-newsletters, social media, and translations as well as its online news service, *Public Health Newswire* from *The Nation's Health*.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- The subscription revenue reflect subscription for *AJPH*, *NH*, royalties and electronic books including *Standard Methods*, *CCDM* trilogy and the *Food Compendium*.
- Increase in contract and grants relates to eight supplements and RWJ funding two regular issues for FY 2024.
- Increase in salary and wages reflect positions funded to support growing supplements activities.
- The decrease in professional services reflects the commission for service formerly provided by Tulpin and service moved to consulting line.
- The increase in depreciation and equipment maintenance relates to building expenses allocated across program activities.

### D. FY 2024 GOAL

### **American Journal of Public Health**

- Evaluate all licensing contracts for AJPH content and renegotiate or terminate as needed based on usage. – No change to this goal
- Invest in the development of more digital products—either as a member benefit or at a reduced rate—and provide integrated accessibility with the APHA web properties.
- Secure funding to support the production of 8 to 12 supplements in FY2024.
- Identify and implement a new potential revenue stream for the journal.
- Provide an analysis of current market conditions and highlight areas of strategic growth for the journal program.

### **The Nation’s Health**

- Publish ten print issues with hundreds of news articles.
- Publish monthly news articles that highlight APHA work and promote membership and advocacy.
- Publish content that promotes APHA publications, the Annual Meeting and other revenue streams.
- Publish monthly online-only news articles and post ten full print issues.
- Publish monthly Healthy You online in English, Spanish, audio, and Quick Facts versions. Share information on social media and via e-newsletters Publish news articles on Public Health Newswire and push out to readership.

### **Advertisements**

- The goal for advertising is to continue to focus on digital sales which have grown steadily over the past several years.

### **Public Health Career Mart**

- PHC continues to perform well but the 40% increase in usage over the last two years is leveling off. The only change is a 10% price increase for job packages.

## **E. STATUS OF CURRENT YEAR ACTIVITY**

### **American Journal of Public Health**

- Evaluate all licensing contracts for AJPH content and renegotiate or terminate as needed based on usage. ***Ongoing – We have reviewed our contracts and are currently negotiating a new multiyear contract to secure journal subscription and royalty revenue for the next 10 years.***
- Discontinue majority print availability of the AJPH magazine. Implement a wider array of digital AJPH products for members—either as a member benefit or at a reduced rate—and provide integrated accessibility with the APHA web properties. ***Ongoing – This project is ready for launch before June 2023. The new online bookstore will provide full issue PDFs of the Journal for members only for subscription at a reduced rate and will provide ePub versions of the journal to nonmembers for a premium rate.***
- Secure funding to support the production of 8 to 12 supplements in FY2023. ***Although we were only able to secure funding for six supplements rather than our stated goal, we secured \$400,000 in grant revenue. For FY 2024, we have already secured six supplements for a total of \$576,000 and a program grant from Robert Wood Johnson Foundation for an additional \$494,000.***
- Identify and implement a new potential revenue stream for the journal. ***Ongoing – A major threat to the viability of AJPH in FY 2024 and beyond is the encroachment of other publishers – JAMA, Health Affairs, for-profit publishers – into what has traditionally been APHA’s space. One way to mitigate the threat is by strategically expanding our coverage of public health. We are putting together a program proposal for Dr. Benjamin’s review in June.***

- Continue rebuilding the institutional subscriber base by focusing efforts on renewals; increase the number of large institutes that pay premium rates to access content; finally, increase the number of international subscriptions, especially in Asia, Europe, and South America. ***Ongoing – Turpin Distribution’s recordkeeping has made subscription recovery difficult, as have third-party contracts that are ongoing and signed well over a decade ago. The program may not be able to recover the lost customers, but we continue to market heavily to these groups and try to encourage them to renew their subscriptions. The market, however, continues to shrink as commercial publishers gobble up independent journals and add them to subscription packages that provide more value than what APHA can offer at this time. We are reviewing our strategies to determine how best to leverage our brand to recover lapsed subscribers.***

#### **The Nation’s Health**

- Publish ten print issues with hundreds of news articles. ***Met; Ongoing***
- Publish monthly news articles that highlight APHA work and promote membership and advocacy. Publish content that promotes APHA publications, the Annual Meeting and other revenue streams. ***Met***
- Publish monthly online-only news articles and post ten full print issues. ***Met; Ongoing***
- Publish a weekly news quiz to educate public health professionals. ***Met***
- Publish monthly Healthy You online in English, Spanish, audio, and Quick Facts versions. Use social media, podcasts, and e-newsletters to share information. ***Met***

#### **Advertisements**

- The goal for advertising is to focus on digital sales which has been growing at 5% yearly. ***Unmet***

#### **Public Health Career Mart**

- The online job center has seen an almost a 40% increase in the last 6-month due to the public health job surge. We do not expect this increase to continue but do expect it to hold steady. ***Met***

AMERICAN PUBLIC HEALTH ASSOCIATION  
BOOK SALES  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$263,410.86	\$343,880.00	\$378,800.00	10.15%
Book Sales	973,523.42	1,048,200.00	1,080,110.00	3.04%
Interest Income	19,602.76	0.00	0.00	0.00%
Total Revenues from Operations	<u>1,256,537.04</u>	<u>1,392,080.00</u>	<u>1,458,910.00</u>	4.80%
Expenses from Operations:				
Salaries & Wages & Fringes	339,222.14	498,139.15	531,655.00	6.73%
Consulting and Temporary Services	163,148.86	214,380.00	200,380.00	( 6.53%)
Professional Services	11,403.37	44,370.00	17,900.00	( 59.66%)
Property Mgt, Rent and Utilities	64,394.68	86,220.00	77,290.00	( 10.36%)
Depreciation and Amortization	3,305.10	4,040.00	3,820.00	( 5.45%)
Equip Rental and Maintenance	2,212.94	2,800.00	2,510.00	( 10.36%)
Telephone / Webinar	916.71	2,010.00	1,360.00	( 32.34%)
Travel and Related Costs	7,366.32	21,090.00	28,900.00	37.03%
Printing and Production	116,039.78	37,940.00	30,120.00	( 20.61%)
Cost of Goods Sold	199,337.97	139,440.00	167,930.00	20.43%
Postage, Shipping and Mailing	56,703.47	90,990.00	65,850.00	( 27.63%)
Supplies and Equipment	301.09	4,850.00	4,850.00	0.00%
Insurance	35,778.00	41,550.00	54,440.00	31.02%
Other Costs	172,084.55	113,060.00	106,080.00	( 6.17%)
Total Expenses from Operations	<u>1,172,214.98</u>	<u>1,300,879.15</u>	<u>1,293,085.00</u>	( 0.60%)
Change in Net Assets from Operations	84,322.06	91,200.85	165,825.00	81.82%
Non-Operational Activity:				
Change in Net Assets	84,322.06	91,200.85	165,825.00	81.82%

## BOOKS

### A. SECTION COMPOSITION

This functional area is responsible for the acquisition, development, and production of APHA publications. Budgets within this area include Publications, Sales and fulfillment, the APHA Press booth (at the Annual Meeting), APHA's partnership with AWWA and WEF for Standard Methods for the Examination of Water and Wastewater, and the Publications Board.

### B. AREAS OF MAJOR RESPONSIBILITY

- The APHA Press acquisition editor actively pursues book acquisitions based on the strategic publishing plan. APHA Press maintains its efforts to build the program on these pillars – communicable disease, maternal health, advocacy, social determinants, substance use disorders, criminal justice, chronic disease, and general interest in each of the main topic areas, the Press is working toward a suite of titles, with a signature title.
- The marketing strategy for each title is based on the book's needs. Authors and editors assist in APHA Press marketing efforts. Third-party vendors such as distributors are a source to market to universities and other countries.
- Digital advertisements for each title are used to target by region, depending on what public health issues are happening at the time. Example: if there is a natural disaster (hurricane or flood) in the South, banner advertisements are coded and placed on APHA web properties to show up in those areas.
- The Publications Board provides support and is responsive to the needs of the book program, especially in the approval and rejection process.
- The Press book titles are marketed at the Press Booth at the Annual Meeting along with co-brand and co-published titles, and book signings.
- Each book title is also created in an ebook format and placed on third party platforms for sales.
- The Press titles are also in subscription format.
- The fulfillment center is responsible for shipping the Press printed books and the upload of the Print-on-Demand (POD) titles to Sheridan for shipping.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- Subscription: The increase is because of anticipated new edition eBook sales.
- Book Sales: The increase in book sales pertains to nine new titles and sales from the new editions of SMWW and CCDM which are in their second year of publication.

### D. FY 2024 GOALS

- **APHA Press titles scheduled for release:** Budget based on 9 new books which includes Emergency Health: A Practical Application of Public Health, Standard Method of the Examination of Dairy Products 18<sup>th</sup> Edition, Chronic Disease Epidemiology, Black Women's Reproductive Health, and Sexuality, Race and Research, Health Equity: African American and Public Health and three SSPHP series.
- **Digital:** The eBook projections are based on the release of the above titles.

### E. STATUS OF CURRENT YEAR ACTIVITIES



- **APHA Press titles scheduled for release:** The Press had 6 titles scheduled for release, The Picture of Health, Chronic Disease Epidemiology 5<sup>th</sup>, SSPHP: Systems and Strategic Thinking, SSPHP, Policy Engagement, Dairy 18<sup>th</sup>, and *Control of Communicable Diseases Manual 21<sup>st</sup>*. Revenue projection is based on these titles with 75% of the revenue projection coming from CCDM 21<sup>st</sup> edition. ***Met and Ongoing***
- **DIGITAL:** The eBook projection is based on the release of the above titles. ***Met and Ongoing***

AMERICAN PUBLIC HEALTH ASSOCIATION  
EVENT OPERATIONS (FORMERLY CONVENTION SERVICES)  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	FY 2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Convention	\$7,641,952.88	\$7,541,114.00	\$8,331,640.00	10.48%
Miscellaneous	44,715.00	82,610.00	75,800.00	( 8.24%)
Contracts and Grants	200,000.00	0.00	0.00	0.00%
Total Revenues from Operations	<u>7,886,667.88</u>	<u>7,623,724.00</u>	<u>8,407,440.00</u>	10.28%
Expenses from Operations:				
Salaries & Wages & Fringes	626,950.46	1,058,540.06	1,109,513.98	4.82%
Consulting and Temporary Services	115,197.73	69,460.00	75,740.00	9.04%
Professional Services	4,462.54	2,700.00	2,200.00	( 18.52%)
On-Site Convention Costs	3,140,654.44	3,781,005.00	3,450,140.00	( 8.75%)
Property Mgt, Rent and Utilities	112,792.60	151,010.00	167,380.00	10.84%
Depreciation and Amortization	7,309.62	12,450.00	8,120.00	( 34.78%)
Equip Rental and Maintenance	5,357.22	6,770.00	5,290.00	( 21.86%)
Telephone / Webinar	1,574.43	6,890.00	2,700.00	( 60.81%)
Travel and Related Costs	22,232.20	41,650.00	38,000.00	( 8.76%)
Printing and Production	29,344.65	30,210.00	34,500.00	14.20%
Postage, Shipping and Mailing	1,465.42	6,300.00	2,880.00	( 54.29%)
Supplies and Equipment	24,537.24	65,730.00	5,600.00	( 91.48%)
Insurance	46,825.41	59,520.00	53,960.00	( 9.34%)
Other Costs	244,326.73	252,840.00	342,030.00	35.28%
Contributions to Other Orgs	7,428.00	10,000.00	10,000.00	0.00%
Total Expenses from Operations	<u>4,390,458.69</u>	<u>5,555,075.06</u>	<u>5,308,053.98</u>	( 4.45%)
Change in Net Assets from Operations	3,496,209.19	2,068,648.94	3,099,386.02	49.83%
Non-Operational Activity:				
Change in Net Assets	3,496,209.19	2,068,648.94	3,099,386.02	49.83%

## EVENT OPERATIONS

### **A. SECTION COMPOSITION**

The primary cost centers that comprise the Event Operations budget focus on Annual Meeting planning and logistics, expo management, program development, sponsorship, APHA Now (formally APHA Live), the Policy Action Institute and marketing.

### **B. AREAS OF MAJOR RESPONSIBILITY**

The Event Operations Unit (formerly Conventions) implements and manages the logistics, revenue and expenses for the APHA Annual Meeting and Expo. The Annual Meeting typically attracts 11,000-13,000 public health professionals and is a comprehensive collection of close to 1600 sessions and events. The APHA Public Health Expo typically features over 400 exhibitors with state-of-the-art products and services geared toward the public health community. Activities of note within this area include:

- Managing all logistics for the Annual Meeting including sessions, events and offices for both in-person and virtual attendees.
- Managing the abstract submission and session development process.
- Managing a comprehensive sponsorship program to support the Annual Meeting.
- Collaborate with the APHA Center for Professional Development to facilitate Learning Institutes, session evaluations and CE accreditation and offerings for annual meeting sessions.
- Developing and managing marketing efforts for the Annual Meeting (print, digital, online, and social media).
- Developing and managing APHA Now, a web streamed package of annual meeting sessions as well as other virtual sessions and events to include CE credit opportunities and to be marketed to members and non-members.
- Managing the Policy Action Institute, a two-day, hybrid event taking place in the Spring of 2024 and brings together roughly 600 public health professionals.
- Evaluating and recommending future annual meeting sites.

### **C. JUSTIFICATION OF SIGNIFICANT VARIANCE**

In FY 2024 we are planning for a full and robust in-person Annual Meeting with a smaller recorded digital meeting.

#### Revenue

- Annual Meeting Registration revenue was maximized with a 5% fee category increase (no increase for student registration),
- Annual Meeting registration revenue based on goal of 9,750 paid in person and digital registrants (11,590 total). The average attendance over 5 years is 9,643.
- Annual Meeting exhibit booth revenue is based on 8% increase for commercial booths and 7% increase in nonprofit booths, assuming 385 booths (20 more than FY 2023 actual) sold.
- Policy Action Institute Registration revenue is based on a 15% increase from FY 2022 actuals.

### Expenses

Labor and building costs are lower in Atlanta than in Boston. Expenses reflect the addition of new activities and experiences for meeting attendees. The biggest increase in Annual Meeting costs is in these areas:

- Signage costs increase due to absorption of costs of all signs for the meeting (not billed out to departments) and the amount of signs needed to ensure attendees can navigate a complicated convention center.
- Entertainment cost increase to account for new activities.
- Food and beverage cost increase to account for additional activities and inclusion of beverages for high-level events (per survey requests).

### **D. FY 2024 GOALS**

- Annual Meeting goal of 11,590 paid attendees.
- Annual Meeting goal of 385 exhibit booths in the expo hall. Exhibit interest is not returning to pre-pandemic levels however sponsorship interest continues to grow with new activities available.
- Policy Action Institute goal of 430 paid attendees.

### **E. STATUS OF CURRENT ACTIVITY (FY 2023)**

COVID-19 continued to influence travel for individuals and companies/organizations. Many companies/organizations, including the CDC, were prohibited from travelling last fall which impacted the number of exhibit booths.

- 12,000 attendees (10,000 paid registrants). – **Met: 12,801 attendees, 10,287 paid attendees**
- 467 exhibit booths. – **Did not meet – 365 booths sold.**
- Sponsorship of \$385,000 – **Met- \$387,745 received.**

AMERICAN PUBLIC HEALTH ASSOCIATION  
DEVELOPMENT/FUINDRAISING  
2024 PROPOSED BUDGET

	April 30, 2023 YTD Actual	2023 Approved Budget	2024 Proposed Budget	<u>% Change</u> 2024 Budget vs. 2023 Budget
Revenues from Operations:				
Miscellaneous	\$46,618.97	\$52,500.00	\$154,000.00	193.33%
Contracts and Grants	14,854.48	47,465.00	38,880.00	( 18.09%)
Total Revenues from Operations	<u>61,473.45</u>	<u>99,965.00</u>	<u>192,880.00</u>	<u>92.95%</u>
Expenses from Operations:				
Salaries & Wages & Fringes	107,245.59	154,506.98	156,328.03	1.18%
Consulting and Temporary Services	5,382.84	97,000.00	5,000.00	( 94.85%)
Professional Services	10.00	1,100.00	1,100.00	0.00%
Property Mgt, Rent and Utilities	17,117.59	22,890.00	24,120.00	5.37%
Depreciation and Amortization	3,389.21	1,270.00	5,700.00	348.82%
Equip Rental and Maintenance	696.25	880.00	1,220.00	38.64%
Telephone / Webinar	258.21	740.00	700.00	( 5.41%)
Travel and Related Costs	5,465.80	63,985.00	51,000.00	( 20.29%)
Printing and Production	1,229.24	5,200.00	6,100.00	17.31%
Postage, Shipping and Mailing	214.78	1,750.00	1,120.00	( 36.00%)
Supplies and Equipment	4,287.53	2,500.00	2,500.00	0.00%
Insurance	914.60	1,440.00	1,080.00	( 25.00%)
Other Costs	19,812.40	50,170.00	52,500.00	4.64%
Total Expenses from Operations	<u>166,024.04</u>	<u>403,431.98</u>	<u>308,468.03</u>	<u>( 23.54%)</u>
Change in Net Assets from Operations	(104,550.59)	(303,466.98)	(115,588.03)	( 61.91%)
Non-Operational Activity:				
Change in Net Assets	(104,550.59)	(303,466.98)	(115,588.03)	( 61.91%)

## RESOURCE DEVELOPMENT (FUNDRAISING)

### A. SECTION COMPOSITION

This segment is composed of: Development, the Annual Meeting Student Scholarship Fund and Council of Affiliates Awards and Scholarship Fund, and APHA Endowment Awards.

### B. AREA OF MAJOR RESPONSIBILITY

To continue elevating the culture of philanthropy throughout the Association, increase the total number of donors and total contributions to APHA, and initiate innovative programs as resources permit and help support the increase in contracts and grants.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- Revenue: Variation due to expected revenue increase for the fiscal year. As noted, the Association has nearly met the current year goal in general contributions. The efforts of the development manager also reside in helping raise restricted funds on behalf of APHA awards, Sections' enrichment accounts and awards and the Student Assembly enrichment accounts and scholarship funds.
- Expenses: The significant variance relates to hosting in-person events at the Annual Meeting in Atlanta.

### D. FY 2024 GOAL

- To raise **\$15,050** for the Annual Meeting Student Scholarship Fund.
- To raise **\$20,295** for the APHA Award Endowment fund.
- To raise **\$4,350** to support the Roemer award.
- To raise **\$7,520** for the Council of Affiliates award.
- To raise **\$154,000** in unrestricted revenue for the Association.

### E. STATUS OF CURRENT YEAR ACTIVITY FY 2023

- To raise **\$15,540** for the Annual Meeting Student Scholarship Fund. *Unmet; Ongoing*
- To raise **\$52,500** in unrestricted revenue for the Association. *Unmet; Ongoing*
- To raise **\$75,000** in grant revenue. *Unmet; Ongoing*

**FY 2024 PROPOSED BUDGET**

**List of Funded Items**

	<b>Amounts</b>
4% Cost of Living Adjustment for APHA Staff	\$ 277,235
EB- Strategic Planning Consultant	77,820
Contingency fund	50,000
Roof in fair to poor condition *	50,000
Acquire six -17-inch Laptops for the Accounting team 3-YR- Technology Plan). Acquire forty-eight 15-Inch laptops to renew 48 laptops purchased in 2020 (3-Year Technology Plan) *	35,333
Replace existing shut-off VAV boxes*	25,000
Sprinkler - Johnson Control*	10,500
Creating interactive APHA history on APHA website*	10,000
Governing Council Consultant	7,070
NPHW, Get Ready and PHNW mobile friendly*	6,667
Climate Center Dues to other organization	5,000
Lighting *	4,900
Policy center AEEE contribution	4,000
President Expense -Food	2,000
President Affiliate travel	1,000
 <i>All Funded Positions</i>	 659,569
<b><i>Office Services Department</i></b>	
Office Services Asst	
<b><i>Finance Department</i></b>	
Grant Manager	
Junior Staff Accountant Part Time	
<b><i>Event Operations (Formerly Convention Services)</i></b>	
Manager, Event and Registration Operations	
<b><i>Publication Department</i></b>	
Journal Production Coordinator	
Journal Project Manager	
<b><i>Communications Department</i></b>	
Media Relations Specialist	
 <b>Total</b>	 <b>\$ 1,226,094</b>

\* *Depreciable amount*

**FY 2024 PROPOSED BUDGET**

**List of Unfunded Items**

<b>Descriptions</b>	<b>Amounts</b>	<b>Priority</b>
Low priority building upgrades/repairs per assessment	\$ 2,830,000	3
Medium priority building upgrade/repairs per assessment	2,415,000	2
Unfunded Positions	770,974	3
High priority building upgrades/repairs per assessment	652,610	1
Extend third party-consultant for continuation of \$3.5M campaign support	115,000	2
Ttravel meeting - AJPB Editors Meeting	45,050	3
Travel meeting - Council of Affiliates	36,650	3
Travel meeting - Executive Board (January 2024)	26,500	3
Consultant support for creating campaign videos	20,000	3
Consultant support for creating campaign brochures and prospectuses	20,000	3
Annual Meeting event - Development Activities	20,000	3
ISC Meeting	16,160	3
Action Board	15,200	3
Consultants – for Keep It Moving Challenge	10,000	3
ED- Travel and other related expenses AM food	7,500	3
Annual Meeting Swag for Donors	5,000	3
Covering space and food deposit for NPHW happy hour/Public health trivia event.	5,000	3
Publicity (entire budget) – no swag for Annual Meeting, no prizes for challenge winners or other contests	4,000	3
Travel -NPHW	2,800	3
	<hr/>	
	<b>\$ 4,187,444</b>	
	<hr/>	



**FY 2024 Proposed Budget Unfunded Positions**

**Department and Job Titles**

***Development***

Coordinator 1  
Coordinator 2 Major Gift

***Human Resources***

Human Resources Specialist

***Publications***

Customer Service/Fulfillment Associate

***Information Technology***

Network Administrator/LAN Spec-Imis/ Database Manager

***Membership Department***

Member Onboarding Specialist

***Affiliate***

Affiliate Specialist

***Communications Department***

Social Media Specialist

***Government Relations Department***

Government Relations Manager-2

**Total**

## BUDGET NOTE