



FISCAL YEAR 2025  
APPROVED BUDGET

PRESENTED TO THE EXECUTIVE BOARD  
July 15, 2024



June 30th, 2024

**To:** APHA Executive Board

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

**Subject:** Fiscal Year (FY) 2025 Proposed Budget

### **Overview**

The Finance and Audit Committee (FAC) recommends the Executive Board approve a budget that authorizes spending authority into reserves with a deficit of \$2,360,844 (with investments) for the upcoming fiscal year. While this is a significant reserve spending authority request, the FAC is confident in making this recommendation based on our projections that at the close of the current fiscal year we will have used much less reserves (if any at all) than we originally planned. Finally, the proposed FY 2025 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 2024 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 FAC on May 28<sup>th</sup>, 2024, for their initial review and consideration. The FAC reviewed the proposed budget a second time on June 24<sup>th</sup>, 2024, and has recommended it for approval to the Executive Board at the July 15<sup>th</sup>, 2024, meeting.

### **Proposed Revenues**

After collaborating with the appropriate staff, we are proposing a budget consisting of \$22,366,402 in *Revenues* for FY 2025. This is a decrease of \$2,167,029 or 9% compared to the FY 2024 Budget.

For FY 2025, we are planning for an in-person annual meeting with 11,590 paid registrants. Event Operation revenue represents 40% of the budget while 30% 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 15% of the proposed budget. Subscription fees and royalties represent 8% of revenue. Advertising revenue make up 2%; book sales are based on five 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 third 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 2025, we are proposing expenses of \$25,028,246. This is a reduction of \$1,156,916 or 4% compared to FY 2024.

The budget includes seventy-five staff positions with an anticipated 15% and 4% increase (projected) for employee health and dental insurance for half of the fiscal year, strategic plan implementation, the replacement of building equipment with repair and maintenance urgently needed for the building and a \$50,000 contingency fund.

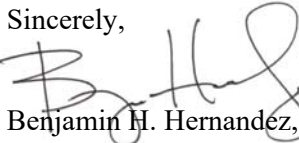
Outside of the annual meeting, the Association will hold most member business and APHA board and committee meetings virtually. All unfunded items will be evaluated based on developing priorities and the availability of funds. Should additional funding become available, or the funding situation improve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

### **Conclusion**

Over the past year we have stated that we wanted the FY 2025 budget deficit to be smaller than the prior year and although we did not achieve that here, we are nonetheless confident in our financial position for the following reasons: First, in each of the prior years where we have presented a deficit budget for approval, we have financially outperformed and those significant deficits have not materialized. Second, our budgeting philosophy is to be intentionally conservative on our revenue and expense projections and as a result will likely outperform our budget again this year. Third, management continues to seek revenue in the areas of grants and contracts as well as control expenses where possible. Finally, I would reiterate that APHA continues to perform better financially than planned in our budgets and am confident that the organization is in a sound financial position.

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

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**APHA FY 2025 Proposed Budget**  
**How Activities Align with the Association’s Strategic Goals\***

Area and Activity	Build Workforce Capacity and Effectiveness	Champion Public Health	Advance Equitable Public Practices & Outcome	Improve Member Engagement & Satisfaction	Execute Operational Excellence
<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	 X X	 X X
<b>CONVENTIONS</b> <ul style="list-style-type: none"> <li>• 11,590 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 Action Institute</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
<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 5 new books</li> </ul>	 X  X X	 X  X X	 X  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>• 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 X X X     X	

**APHA FY 2025 Proposed Budget**  
**How Activities Align with the Association's Strategic Goals\***

<b>INFRASTRUCTURE</b> <ul style="list-style-type: none"> <li>• Development activities</li> <li>• APHA Website Redesign</li> <li>• New EMS- 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
	X	X	X	X	X
					X
					X
					X
					X

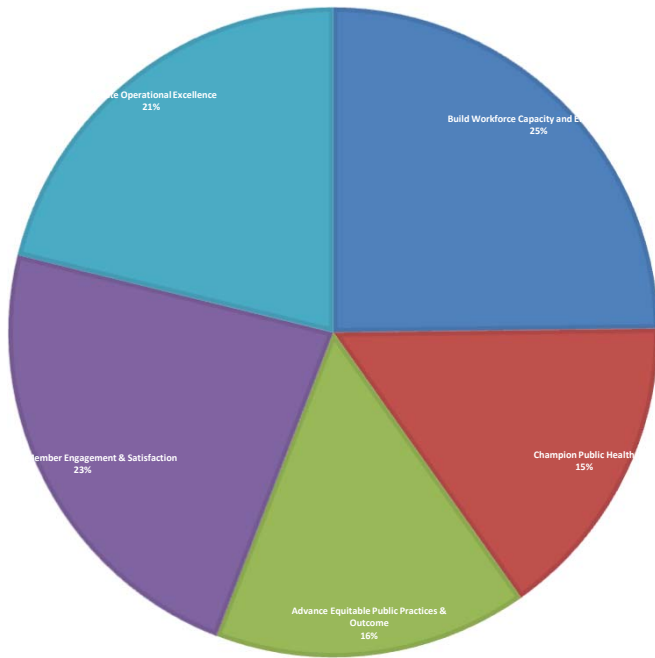
\* The information contained in the above is based on the allocation of all cost centers across APHA's strategic goals.

**APHA FY 2025 Proposed Budget**  
**\*Budget Allocation By Strategic Goals**

	Build Workforce Capacity and Effectiveness	Champion Public Health	Advance Equitable Public Practices & Outcome	Improve Member Engagement & Satisfaction	Execute Operational Excellence	Total Budget
Revenue	5,548,053 24.81%	3,443,578 15.40%	3,501,588 15.66%	5,138,181 22.97%	4,735,002 21.17%	22,366,402 100%
Expense	6,261,405 25.02%	4,354,175 17.40%	4,393,847 17.56%	4,365,717 17.44%	5,653,102 22.59%	25,028,246 100%

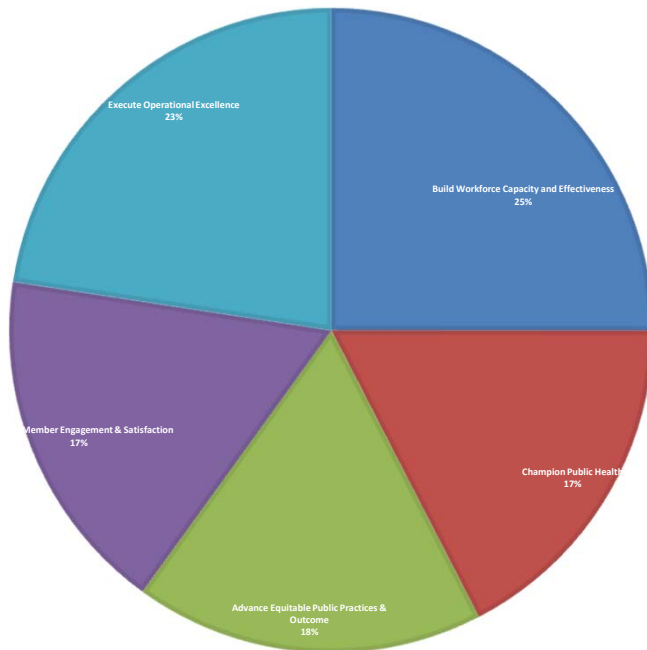
**REVENUE ALLOCATION**

■ Build Workforce Capacity and Effectiveness 
 ■ Champion Public Health 
 ■ Advance Equitable Public Practices & Outcome 
 ■ Improve Member Engagement & Satisfaction 
 ■ Execute Operational Excellence



**EXPENSE ALLOCATION**

■ Build Workforce Capacity and Effectiveness 
 ■ Champion Public Health 
 ■ Advance Equitable Public Practices & Outcome 
 ■ Improve Member Engagement & Satisfaction 
 ■ Execute Operational Excellence



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

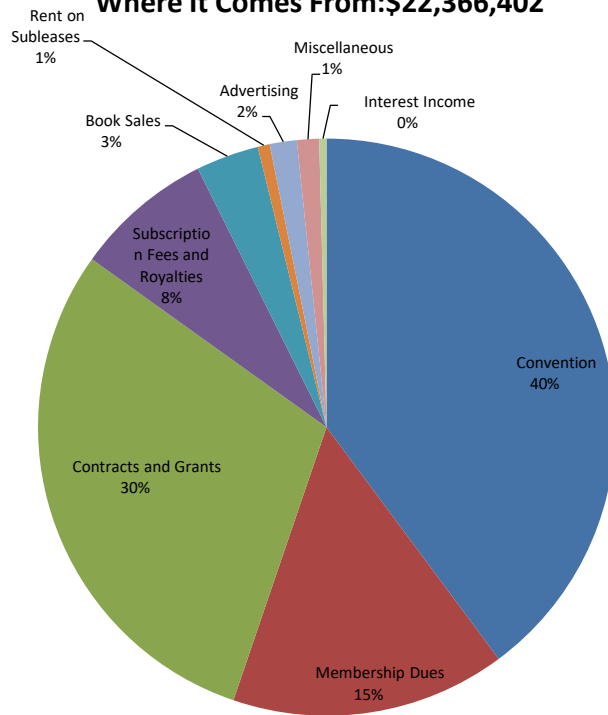
**APHA Revenue Budget to Actual/Projection  
2019-2024**

	2019			2020			2021*			2022			2023			2024 Projection as of 5/31/24		
	19 Budget	19 Actual	Missed/Exceeded	20 Budget	20 Actual	Missed/Exceeded	21 Budget	21 Actual	Missed/Exceeded	22 Budget	22 Actual	Missed/Exceeded	23 Budget	23 Actual	Missed/Exceeded	24 Budget	2 Projection	Missed/Exceeded
<b>Membership Dues</b>	3,266,330	3,121,660	✗ (144,670)	3,456,000	3,123,668	✗ (332,332)	3,160,370	3,020,493	✗ (139,877)	3,159,680	3,089,192	✗ (70,488)	3,159,680	3,324,475	✓ 164,795	3,390,010	3,442,957	✓ 52,947
<b>Subscription Fees and Royalties</b>	1,874,575	1,890,482	✓ 15,907	1,812,180	1,743,987	✗ (68,193)	1,876,980	1,741,345	✗ (135,635)	1,836,920	2,233,653	✓ 396,733	1,942,380	2,070,358	✓ 127,978	1,764,800	1,608,458	✗ (156,342)
<b>Advertising</b>	270,000	175,928	✗ (94,072)	270,000	113,896	✗ (156,104)	280,000	205,327	✗ (74,673)	262,140	340,800	✓ 78,660	330,000	304,066	✗ (25,934)	336,000	405,240	✓ 69,240
<b>Book Sales</b>	755,300	595,298	✗ (160,002)	800,000	443,251	✗ (356,749)	875,770	423,671	✗ (452,099)	1,063,700	281,961	✗ (781,739)	1,048,700	1,032,685	✗ (16,015)	1,080,110	712,996	✗ (367,114)
<b>Convention</b>	6,685,930	7,262,221	✓ 576,291	7,487,930	7,138,277	✗ (349,653)	5,526,600	4,951,670	✗ (574,930)	5,635,450	5,126,045	✗ (509,405)	7,541,714	8,106,608	✓ 564,894	8,332,240	8,580,706	✓ 248,466
<b>Contracts and Grants</b>	2,243,633	4,515,024	✓ 2,271,391	2,527,270	3,124,834	✓ 597,564	2,482,092	3,161,760	✓ 679,668	3,509,579	6,996,782	✓ 3,487,203	4,838,688	11,369,995	✓ 6,531,307	9,225,801	12,884,978	✓ 3,659,177
<b>YE Operating Income</b>	-	1,055,353	✓ 1,055,353	-	340,962	✓ 340,962	(2,384,668)	(559,675)	✓ 1,824,993	(2,575,747)	(606,843)	✓ 1,968,904	(2,910,681)	802,871	✓ 3,713,552	(1,651,730)	(383,256)	✓ 1,268,474
<b>YE Change in Net Assets</b>	-	1,779,264	✓ 1,779,264	156,000	758,110	✓ 602,110	(2,278,668)	9,583,080	✓ 11,861,748	(2,410,747)	1,196,905	✓ 3,607,652	(2,763,961)	269,335	✓ 3,033,296	(1,505,010)	540,882	✓ 2,045,892

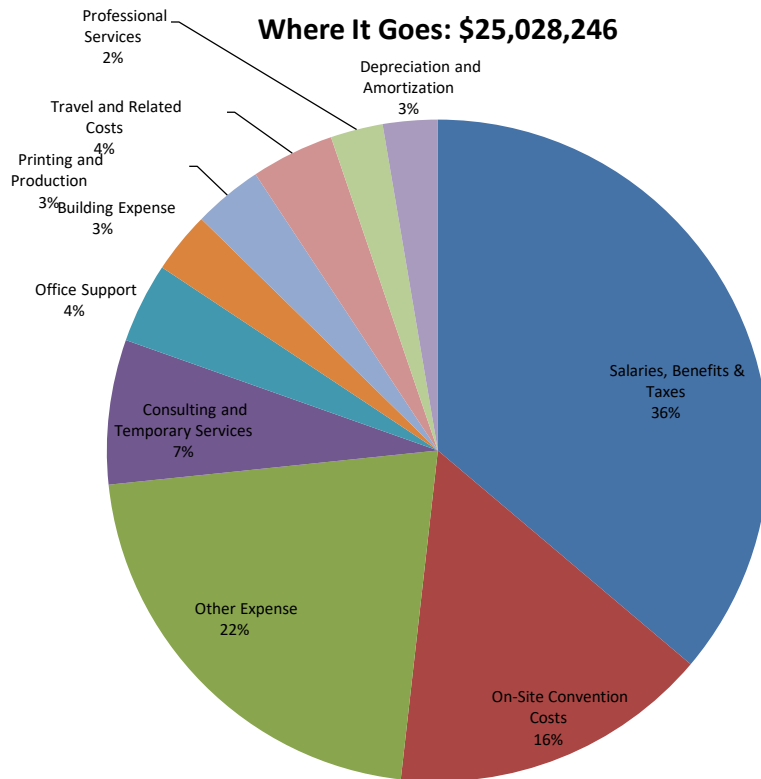
Note:  
\* Change in accounting standard of reporting.



**Where It Comes From: \$22,366,402**



**Where It Goes: \$25,028,246**



## APHA FY 2025 APPROVED BUDGET with FY 2024 ACTUAL

	FY 2024 YTD May 31, 2024	FY 2024 Year- end Actual* As of 06/30/2024	FY 2024 Approved Budget	2025 Proposed Budget	2025 Budget vs 2024 Budget	% Change 2025 Budget vs 2024
<b>Revenues from Operations:</b>						
Convention	8,525,553	8,827,474	8,332,240	8,908,930	576,690	6.92%
Contracts and Grants	11,960,585	14,415,716	9,225,801	6,631,492	(2,594,309)	( 28.12%)
Membership Dues	3,163,607	3,441,748	3,390,010	3,443,950	53,940	1.59%
Subscription Fees and Royalties	1,448,989	1,589,054	1,764,800	1,738,250	(26,550)	( 1.50%)
Book Sales	647,116	658,174	1,080,110	786,330	(293,780)	( 27.20%)
Advertising	383,068	413,257	336,000	340,000	4,000	1.19%
Miscellaneous	234,574.13	262,190	311,120	276,800	(34,320)	( 11.03%)
Interest Income	82,659	196,122	21,350	150,000	128,650	602.58%
Rent on Subleases	0	1,120	72,000	90,650	18,650	25.90%
<b>Total Revenues from Operations</b>	<b>26,446,151</b>	<b>29,804,857</b>	<b>24,533,431</b>	<b>22,366,402</b>	<b>(2,167,029)</b>	<b>( 8.83%)</b>
<b>Expenses from Operations:</b>						
Salaries, Benefits & Taxes	7,549,808	8,172,214	9,791,931	9,051,705	(740,227)	( 7.56%)
On-Site Convention Costs	3,131,588	3,219,082	3,493,540	3,908,630	415,090	11.88%
Other Costs	3,583,591	3,916,538	3,273,340	2,690,870	(582,470)	( 17.79%)
Consulting and Temporary Services	3,208,960	3,834,722	2,340,470	2,437,790	97,320	4.16%
Subcontract Costs	4,184,821	5,269,918	2,351,170	1,767,670	(583,500)	( 24.82%)
Travel and Related Costs	1,003,572	1,355,170	896,770	1,015,180	118,410	13.20%
Depreciation and Amortization	385,560	426,124	640,260	849,000	208,740	32.60%
Professional Services	548,086	657,519	606,900	671,250	64,350	10.60%
Printing and Production	499,806	527,347	736,160	637,380	(98,780)	( 13.42%)
Taxes Non-Payroll	374,591	374,591	375,620	376,620	1,000	0.27%
Equip Rental and Maintenance	85,195	95,310	293,440	288,440	(5,000)	( 1.70%)
Property Mgt, Rent and Utilities	226,207	262,428	260,190	267,730	7,540	2.90%
Postage, Shipping and Mailing	209,295	233,265	287,480	262,630	(24,850)	( 8.64%)
Insurance	146,365	156,316	175,840	180,000	4,160	2.37%
Cost of Goods Sold	158,288	223,077	167,930	158,800	(9,130)	( 5.44%)
Contributions to Other Orgs	107,631	125,990	136,240	140,260	4,020	2.95%
Telephone	108,752	129,750	168,980	127,770	(41,210)	( 24.39%)
Supplies and Equipment	79,187	118,613	94,100	111,270	17,170	18.25%
Building & Interest Finance Costs	77,095	83,252	94,800	85,250	(9,550)	( 10.07%)
<b>Total Expenses from Operations</b>	<b>25,668,397</b>	<b>29,181,228</b>	<b>26,185,161</b>	<b>25,028,245</b>	<b>(1,156,917)</b>	<b>( 4.42%)</b>
<b>Change in Net Assets from Operations</b>	<b>777,753</b>	<b>623,629</b>	<b>(1,651,730)</b>	<b>(2,661,843)</b>	<b>(1,010,113)</b>	<b>61.15%</b>
<b>Non-Operational Activity:</b>						
Investment Income	286,115	346,501	116,720	225,000	108,280	92.77%
Net Investment Apprec/(Deprec)	637,843	715,772	30,000	76,000	46,000	153.33%
<b>Change in Net Assets</b>	<b>\$ 1,701,711</b>	<b>\$ 1,685,902</b>	<b>\$ ( 1,505,010 )</b>	<b>\$ ( 2,360,843 )</b>	<b>\$ ( 855,833 )</b>	<b>56.87%</b>

## APHA FY 2025 PROPOSED BUDGET

	FY 2024 YTD May 31, 2024	FY 2022 Year- end Projection* As of 05/31/2024	FY 2024 Approved Budget	2025 Proposed Budget	2025 Budget vs 2024 Budget	% Change 2025 Budget vs 2024
<b>Revenues from Operations:</b>						
Convention	8,525,553	8,580,706	8,332,240	8,908,930	576,690	6.92%
Contracts and Grants	11,960,585	12,884,978	9,225,801	6,631,492	(2,594,309)	( 28.12%)
Membership Dues	3,163,607	3,442,957	3,390,010	3,443,950	53,940	1.59%
Subscription Fees and Royalties	1,448,989	1,608,458	1,764,800	1,738,250	(26,550)	( 1.50%)
Book Sales	647,116	712,996	1,080,110	786,330	(293,780)	( 27.20%)
Advertising	383,068	405,240	336,000	340,000	4,000	1.19%
Miscellaneous	234,574.13	247,184	311,120	276,800	(34,320)	( 11.03%)
Interest Income	82,659	184,340	21,350	150,000	128,650	602.58%
Rent on Subleases	0	1,120	72,000	90,650	18,650	25.90%
<b>Total Revenues from Operations</b>	<b>26,446,151</b>	<b>28,067,978</b>	<b>24,533,431</b>	<b>22,366,402</b>	<b>(2,167,029)</b>	<b>( 8.83%)</b>
<b>Expenses from Operations:</b>						
Salaries, Benefits & Taxes	7,549,808	8,441,488	9,791,931	9,051,705	(740,227)	( 7.56%)
On-Site Convention Costs	3,131,588	3,308,792	3,493,540	3,908,630	415,090	11.88%
Other Costs	3,583,591	4,363,473	3,273,340	2,690,870	(582,470)	( 17.79%)
Consulting and Temporary Services	3,208,960	3,415,637	2,340,470	2,437,790	97,320	4.16%
Subcontract Costs	4,184,821	4,184,821	2,351,170	1,767,670	(583,500)	( 24.82%)
Travel and Related Costs	1,003,572	1,097,402	896,770	1,015,180	118,410	13.20%
Depreciation and Amortization	385,560	436,440	640,260	849,000	208,740	32.60%
Professional Services	548,086	647,316	606,900	671,250	64,350	10.60%
Printing and Production	499,806	567,416	736,160	637,380	(98,780)	( 13.42%)
Taxes Non-Payroll	374,591	375,991	375,620	376,620	1,000	0.27%
Equip Rental and Maintenance	85,195	292,065	293,440	288,440	(5,000)	( 1.70%)
Property Mgt, Rent and Utilities	226,207	295,439	260,190	267,730	7,540	2.90%
Postage, Shipping and Mailing	209,295	227,095	287,480	262,630	(24,850)	( 8.64%)
Insurance	146,365	156,836	175,840	180,000	4,160	2.37%
Cost of Goods Sold	158,288	173,508	167,930	158,800	(9,130)	( 5.44%)
Contributions to Other Orgs	107,631	122,401	136,240	140,260	4,020	2.95%
Telephone	108,752	136,782	168,980	127,770	(41,210)	( 24.39%)
Supplies and Equipment	79,187	109,367	94,100	111,270	17,170	18.25%
Building & Interest Finance Costs	77,095	98,965	94,800	85,250	(9,550)	( 10.07%)
<b>Total Expenses from Operations</b>	<b>25,668,397</b>	<b>28,451,234</b>	<b>26,185,161</b>	<b>25,028,245</b>	<b>(1,156,917)</b>	<b>( 4.42%)</b>
<b>Change in Net Assets from Operations</b>	<b>777,753</b>	<b>(383,256)</b>	<b>(1,651,730)</b>	<b>(2,661,843)</b>	<b>(1,010,113)</b>	<b>61.15%</b>
<b>Non-Operational Activity:</b>						
Investment Income	286,115	283,795	116,720	225,000	108,280	92.77%
Net Investment Apprec/(Deprec)	637,843	640,343	30,000	76,000	46,000	153.33%
<b>Change in Net Assets</b>	<b>\$ 1,701,711</b>	<b>\$ 540,882</b>	<b>\$ ( 1,505,010)</b>	<b>\$ ( 2,360,843)</b>	<b>\$ ( 855,833)</b>	<b>56.87%</b>

## APHA FY 2025 PROPOSED BUDGET

### DETAIL BY LINE ITEMS

The FY 2025 budget increase/decrease comparisons are in relation to the FY 2024 budget.

### REVENUE

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

- **Proposed Budget:** \$8,908,930
- **Proposed Budget Change:** Increase of \$576,690 or 7 %
- **Justification:** The FY 2025 budget is based on both an in-person and digital Annual Meeting. The location of the Annual Meeting is Minneapolis, MN. The budget is based on attendance of 11,590 paid registrants and 458 exhibit booths. The APHA Annual Meeting registration fee increased by 5%. The APHA Policy Action Institute revenue is based on 495 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 2024. 11,590 paid attendees – Met: 13,671 attendees, 11,410 paid attendees; 385 exhibit booths. – Met – 463 booths sold Policy Action Institute – On going. Convention revenue is expected to be over budget by \$352,725 or 4%.

#### Contracts and Grants

- **Proposed Budget:** \$6,631,492
- **Proposed Budget Change:** Decrease of \$2,594,309 or 28 %
- **Justification:** The FY 2025 budget is based on the five-year cooperative agreement carryover funding plus proposed new five-year cooperative agreement between APHA and the U.S. Centers for Disease Control and Prevention and private foundation contracts. Less grant funding is anticipated at this time.
- **Composition:** The following provides a detailed breakdown of grant and contract related revenues: Federal grants \$2,232,514 (34%); Kaiser-East Bay grant \$1,150,807 (17%); Waverly Foundation \$973,520 (15%); Robert Wood Johnson Foundation \$517,184 (8%); AJPB Supplements \$544,000 (8%); JPB Smart Surface Coalition \$502,670 (8%); Kellogg Foundation \$240,814 (4%); de Beaumont Foundation \$92,764 (1%); Kresge Foundation \$275,547 (4%); Aetna Foundation \$11,523 (0%); and Development (major gifts and grant) and others \$23,130 (0%).
- **Current Year Projection:** Contracts and grants will exceed its anticipated FY 2024 budget by \$1,617,056 or 18 %. APHA received additional grants from the Aetna Foundation, the U.S. Centers for Disease Control and Prevention, JPB Smart Surface Project, and other private foundations.

#### Membership Dues

- **Proposed Budget:** \$3,443,950
- **Proposed Budget Change:** Increase of \$53,940 or 2%
- **Justification:** The Membership Dues budget was based on the paid member averages from the month of August (typically APHA's strongest membership month). This is used as the base budget for FY 2025. The budget assumes APHA will maintain the anticipated performance of FY 2024.
- **Composition:** The breakdown of membership dues by member type follows: Regular Members 8,567; Student Members 4,417; Retired Members 1,206; Special Health Workers 442; Early Career Professional 1,756; Student Bulk 3,953 and Agency Individual Members 2,962.
- **Current Year Projection:** Membership will exceed its anticipated revenue for FY 2024 by \$53,257 or 2%.

### Subscription Fees and Royalties

- **Proposed Budget:** \$1,738,250
- **Proposed Budget Change:** *Decrease of \$26,550 or 2%*
- **Justification:** Subscription fees for the AJPH is based on 650 subscribers as budgeted for FY 2024, subscription fees for NH as budgeted for FY 2024, 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). The decrease in budget is due to a discontinued royalty contract with one of our partners.
- **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 not meet revenue for FY 2024 by \$167,347 or 9%.

### Book Sales

- **Proposed Budget:** \$786,330
- **Proposed Budget Change:** *Decrease of \$293,780 or 27%*
- **Justification:** This budget includes five new books including, Certified in Public Health Exam Review Guide-2<sup>nd</sup> edition, Racism: Science and Tools for the Public Health Profession-2<sup>nd</sup> edition, Covid-19, SSPHP: Systems and Strategic Thinking and SSPHP: Advance Equity and Justice. CCDM and Standard Method for the Examination of Water and Waste are in their third year of production. This is budgeted based on current year performance. CCDM and Standard Methods for the Examination of Water and Wastewater are not generating revenue this year as planned.
- **Composition:** The budget was based on the release of five new books and the sales of existing titles. This includes the third year 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 not meet its anticipated revenue for FY 2024 by \$330,184 or 31%.

### Advertising

- **Proposed Budget:** \$340,000
- **Proposed Budget Change:** *Increase of \$4,000 or 1%*
- **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 2025. Advertisement requests are expected to slow down compared to current fiscal year performance year-to-date.
- **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 meet its projected FY 2024 budget by \$41,995 or 12%.

### Miscellaneous Revenue

- **Proposed Budget:** \$276,800
- **Proposed Budget Change:** *Decrease of \$34,320 or 11 %*
- **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. The reduction is due to a one-time continuing education service that will not occur in FY 2025.

- **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 2024 revenue by \$64,335 or 21%. Contributions budgeted in this area may occur or be reported under section restricted revenue.

#### Interest Income

- **Proposed Budget:** \$150,000
- **Proposed Budget Change:** *Increase of \$128,650 or 603%*
- **Justification:** Interest Income is based on two operating certificates of deposits and interest on operating accounts. We anticipate better market returns in FY 2025.
- **Composition:** Interest income gained on operating funds invested in certificates of deposit.
- **Current Year Projection:** Interest income will exceed its projected FY 2024 revenue by \$157,311 or 737%.

#### Rent on Sublease

- **Proposed Budget:** \$90,650
- **Proposed Budget Change:** *Increase of \$18,650 or 25.90%*
- **Justification:** The Rent on Sublease budget is based on rental income related to the sixth floor for three months. The Association continues to engage a broker to secure a permanent long term tenant.
- **Composition:** Revenue is based on leasing of the sixth floor of the APHA headquarter building for three months and rent revenue from CEPH, who now occupy space on the 4<sup>th</sup> floor.
- **Current Year Projection:** Rent on sublease will not meet its anticipated revenue for FY 2024 by \$70,880 or 98%.

### EXPENSES\*

#### Salaries, Benefits and Taxes

- **Proposed Budget:** \$9,051,705
- **Proposed Budget Change:** *Decrease of \$740,227 or 8%*
- **Justification:** This is based on seventy-five staff, 0% cost of living adjustment; 15% increase in health insurance and 3% in dental insurance. There are five vacant active positions, one grant position and 10 new positions not included in the budget in addition to no cost-of-living adjustments.
- **Composition:** Seventy-five staff members; 0% cost of living adjustment; and 15% increase in health insurance cost for six months (January 2025 to June 2025) and 3% increase in dental insurance.
- **Current Year Projection:** Salaries, benefits and taxes are under budget by \$1,251,605 or 13%. This is due to unfilled staff positions. The cost of temporary staffing is higher in FY 2024 for the same reason.

#### On-site Convention Costs

- **Proposed Budget:** \$3,908,630
- **Proposed Budget Change:** *Increase of \$415,090 or 12%*
- **Justification:** On-site Convention Costs are based on projected costs associated with serving registrants at the Annual Meeting in Minneapolis; and the attendees of the seventh annual Policy Action Institute meeting in Washington DC. The areas of higher costs include space rental, labor cost, audio/visual expenses, and decorating costs.

- **Composition:** This line item includes convention and continuing education costs associated with the FY 2025 Annual Meeting. This line item also includes the seventh annual Policy Action Institute meeting in Washington, DC.
- **Current Year Projection:** On-site convention costs will be under budget by \$244,335 or 7%.

#### Other Costs

- **Proposed Budget:** \$2,690,870
- **Proposed Budget Change:** *Decrease of \$582,470 or 18%*
- **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 East Bay grant scholarships and stipends.
- **Composition:** Other costs include stipends and honoraria, awards/plaques, publicity and promotion, subscriptions, 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 \$634,050 or 19%. This is due to grant funded activities not included in the FY 2024 budget.

#### Consulting and Temporary Services

- **Proposed Budget:** \$2,437,790
- **Proposed Budget Change:** *Increase of \$97,320 or 4 %*
- **Justification:** Consulting and Temporary Services is based on existing consulting and temporary services contracts for the Association (Strategic Plan implementation, IT consultants), including grants activities. This line item also includes the 27 Editors of the AJPH. This area also includes grant related activities, and funds for ongoing APHA activities. The increase includes the cost of the editors of CCDM, strategic plan implementation and IT infrastructure consulting cost.
- **Composition:** AJPH editors, consultants, temporary staff, book editors, and grants activities.
- **Current Year Projection:** Consulting and temporary services will be over budget by \$936,393 or 40%. This is partly due to non-budgeted grant activities and the usage of temporary staff in the membership, strategic communications, Office Services, and finance departments.

#### Subcontract Costs

- **Proposed Budget:** \$1,767,670
- **Proposed Budget Change:** *Decrease of \$583,500 or 25%*
- **Justification:** Subcontract Costs are based on CDC subcontracts included in the one-year extension of the six-year cooperative agreement No cost extension, JPB Smart Surface Project and Waverly Foundation grants. We expected less grant funding and therefore less subcontractors' costs.
- **Composition:** CDC and foundation grants and contracts.
- **Current Year Projection:** Subcontractor costs will be over budget by \$611,757 or 26%.

#### Travel and Related Costs

- **Proposed Budget:** \$1,014,180
- **Proposed Budget Change:** *Increase of \$117,410 or 13 %*
- **Justification:** Travel and Related Costs are based on planned activities for FY 2025 including travel to the 2024 Annual Meeting in Minneapolis. Overall, travel is down across the association, however, the increase in this area is attributed to departmental annual meeting costs in Minneapolis, and a one-time AJPH editors meeting to be held in Washington, DC.

- **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 limited funds for Association wide in-person meetings from January 2025 to June 2025.
- **Current Year Projection:** Travel and Related Costs will be over budget by \$224,487 or 25%.

#### Depreciation and Amortization

- **Proposed Budget:** \$849,000
- **Proposed Budget Change:** *Increase of \$208,740 or 33 %*
- **Justification:** Depreciation and Amortization is based on estimated depreciation on the building, elevators modernization, fire pump controller, iMIS EMS, 20 computers, new telephone system; energy efficient window tint and first floor renovation with new technology 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, and development, and conference room A/B renovation/furniture,
- **Current Year Projection:** Depreciation and amortization is projected to be under budget by \$179,932 or 28%. This is due uncompleted approved projects such as the elevator modernization project.

#### Professional Services

- **Proposed Budget:** \$671,250
- **Proposed Budget Change:** *Increase of \$64,350 or 11 %*
- **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 and tax services, and other services.
- **Current Year Projection:** Professional services will be over budget by \$29,985 or 5%.

#### Printing and Production

- **Proposed Budget:** \$637,380
- **Proposed Budget Change:** *Decrease of \$98,780 or 13 %*
- **Justification:** The Printing and Production budget is based on the production of twelve issues of AJPH (500 printed copies per month), ten issues of NH; eight AJPH supplements, and in-house printing costs. The decrease in this area is attributed to our continued effort to print less pages and copies of the Journal.
- **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 \$153,325 or 21%. This is due in part to printing fewer pages and converting to electronic copies of the AJPH.

#### Taxes Non-payroll

- **Proposed Budget:** \$376,620
- **Proposed Budget Change:** *Increase of \$1,000 or 0%*
- **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 over budget by \$371 or 0%.

#### Equipment Rental and Maintenance

- **Proposed Budget:** \$288,440
- **Proposed Budget Change:** *Decrease of \$5,000 or 2%*



- **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 over budget by \$10,165 or 3%.

#### Property Management, Rent and Utilities

- **Proposed Budget:** \$267,730
- **Proposed Budget Change:** *Increase of \$7,540 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 for backup generator.
- **Current Year Projection:** Property management, rent and utilities will be over budget by \$44,338 or 17%. This is due increase in energy cost.

#### Postage, Shipping, and Mailing

- **Proposed Budget:** \$262,630
- **Proposed Budget Change:** *Decrease of \$24,850 or 9%*
- **Justification:** The Postage, Shipping, and Mailing budget is based on mailing twelve issues of the AJPH (500 printed copies per month), ten issues of NH; eight AJPH supplements, book sales, and in-house mailing costs The decrease in this area is attributed to our continued effort to print less pages and copies of the Journal.
- **Composition:** AJPH, NH, book sales and other Association mailings.
- **Current Year Projection:** Postage, shipping and mailing will be under budget by \$22,768 or 8%.

#### Insurance

- **Proposed Budget:** \$180,000
- **Proposed Budget Change:** *Increase of \$4,160 or 2%*
- **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 \$18,487 or 11%.

#### Cost of Goods Sold

- **Proposed Budget:** \$158,800
- **Proposed Budget Change:** *Decrease of \$9,130 or 5%*
- **Justification:** The Cost of Goods Sold is based on the historical performance of current available books, expected five 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 \$15,199 or 9%. This is a result of higher of printing additional books.

### Contributions to Other Organizations

- **Proposed Budget:** \$140,260
- **Proposed Budget Change:** *Increase of \$4,020 or 3%*
- **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 \$11,839 or 9%.

### Telephone

- **Proposed Budget:** \$127,770
- **Proposed Budget Change:** *Decrease of \$41,210 or 24%*
- **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). The budget reduction is also related to a decrease in grant webinar activities.
- **Composition:** Association wide telephone and webinar costs.
- **Current Year Projection:** Telephone costs are projected to be under the FY 2024 budget by \$27,020 or 16%.

### Supplies and Equipment

- **Proposed Budget:** \$111,270
- **Proposed Budget Change:** *Increase of \$17,170 or 18%*
- **Justification:** Supplies and equipment is based on historical data, current year trends and additional IT supplies needed for FY 2025.
- **Composition:** Supplies and equipment for the entire Association and grant related activities.
- **Current Year Projection:** Supplies and equipment will be over budget by \$17,513 or 19%.

### Building and Interest Finance Costs

- **Proposed Budget:** \$85,250
- **Proposed Budget Change:** *Decrease of \$9,550 or 10%*
- **Justification:** Building and Interest Finance Costs are based on the actual cost of interest on the bond, and bank monitoring fees. The decrease is associated with less interest on the bond’s principal balance related to the APHA headquarters building.
- **Composition:** The costs associated with financing the APHA building.
- **Current Year Projection:** Building and financing costs are projected to be over budget by \$4,006 or 4%.

*\*Expenses include grants expenditures.*

AMERICAN PUBLIC HEALTH ASSOCIATION  
FY 2025 PROPOSED BUDGET BY FUNCTION  
UNRESTRICTED FUND ONLY

	Gen and Admin & Gov	Membership Services	Public Health Practice	GRAA	Periodicals	Books	Conventions	Resource Development	Total
<b>Revenues from Operations:</b>									
Membership Dues	\$ -	\$ 3,443,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,443,950
Subscription Fees and Royalties	0	8,000	0	0	1,366,210	364,040	0	0	1,738,250
Advertising	0	0	20,000	0	320,000	0	0	0	340,000
Book Sales	0	0	0	0	0	786,330	0	0	786,330
Convention	0	0	0	0	0	0	8,908,930	0	8,908,930
Interest Income	150,000	0	0	0	0	0	0	0	150,000
Rent on Subleases	90,650	0	0	0	0	0	0	0	90,650
Miscellaneous	29,700	39,600	15,000	0	13,000	0	26,500	153,000	276,800
Contracts and Grants	0	0	5,412,040	377,264	798,318	0	0	43,870	6,631,492
Revenue of Related Org's	0	0	0	0	0	0	0	0	0
<b>Total Revenues from Operations</b>	<b>270,350</b>	<b>3,491,550</b>	<b>5,447,040</b>	<b>377,264</b>	<b>2,497,528</b>	<b>1,150,370</b>	<b>8,935,430</b>	<b>196,870</b>	<b>22,366,402</b>
<b>Expenses from Operations:</b>									
Salaries & Wages & Fringes	2,856,473	803,609	1,820,025	883,068	928,035	452,681	1,160,815	146,998	9,051,705
Consulting and Temporary Services	819,780	68,000	396,940	167,530	622,250	268,260	90,030	5,000	2,437,790
Professional Services	158,250	41,200	123,800	2,500	334,200	7,700	2,350	1,250	671,250
Subcontract Costs	0	0	1,767,670	0	0	0	0	0	1,767,670
On-Site Convention Costs	0	0	0	0	0	0	3,908,630	0	3,908,630
Property Mgt, Rent and Utilities	-674,620	124,440	245,470	152,710	160,090	69,240	168,310	22,090	267,730
Depreciation and Amortization	713,750	21,300	31,680	12,450	42,920	8,210	14,570	4,120	849,000
Equip Rental and Maintenance	231,090	10,750	16,070	6,630	10,230	4,360	7,750	1,560	288,440
Telephone / Webinar	61,330	2,900	49,360	6,370	2,980	1,210	2,930	690	127,770
Travel and Related Costs	292,960	88,670	208,220	150,230	126,010	15,450	78,360	55,280	1,015,180
Printing and Production	58,400	34,860	25,350	5,660	447,200	25,270	34,220	6,420	637,380
Cost of Goods Sold	0	0	0	0	0	158,800	0	0	158,800
Postage, Shipping and Mailing	12,510	31,040	2,760	3,180	145,010	63,980	3,130	1,020	262,630
Supplies and Equipment	72,690	3,780	9,380	4,870	5,350	6,200	4,000	5,000	111,270
Insurance	18,770	5,140	22,460	5,470	13,380	50,010	63,690	1,080	180,000
Real Estate Taxes	376,620	0	0	0	0	0	0	0	376,620
Building & Interest Finance Costs	85,250	0	0	0	0	0	0	0	85,250
Other Costs	550,230	205,880	1,067,930	81,640	281,660	98,900	351,320	53,310	2,690,870
Contributions to Other Orgs	126,260	0	4,000	0	0	0	10,000	0	140,260
Data Processing User Charges	0	0	0	0	0	0	0	0	0
Indirect Cost Recovery-Contracts/Grants	-578,235	0	503,353	52,593	22,289	0	0	0	0
<b>Total Expenses from Operations</b>	<b>5,181,508</b>	<b>1,441,569</b>	<b>6,294,468</b>	<b>1,534,901</b>	<b>3,141,605</b>	<b>1,230,271</b>	<b>5,900,105</b>	<b>303,818</b>	<b>25,028,245</b>
<b>Change in Net Assets from</b>	<b>-4,911,158</b>	<b>2,049,981</b>	<b>-847,428</b>	<b>-1,157,637</b>	<b>-644,076</b>	<b>-79,901</b>	<b>3,035,325</b>	<b>-106,948</b>	<b>-2,661,843</b>
<b>Non-Operational Activity:</b>									
Investment Income	200,000	0	0	0	0	0	0	0	200,000
Investment Service Fee	-75,000	0	0	0	0	0	0	0	-75,000
Gain/Loss on Sale of Securities	100,000	0	0	0	0	0	0	0	100,000
Net Investment Apprec/(Deprec)	76,000	0	0	0	0	0	0	0	76,000
<b>Change in Net Assets</b>	<b>\$ (4,610,158)</b>	<b>\$ 2,049,981</b>	<b>\$ (847,428)</b>	<b>\$ (1,157,637)</b>	<b>\$ (644,076)</b>	<b>\$ (79,901)</b>	<b>\$ 3,035,325</b>	<b>\$ (106,948)</b>	<b>\$ (2,360,843)</b>

AMERICAN PUBLIC HEALTH ASSOCIATION  
GENERAL AND ADMINISTRATIVE  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Book Sales	\$84	\$0	\$0	0.00%
Interest Income	25,648	21,350	150,000	602.58%
Rent on Subleases	0	72,000	90,650	25.90%
Miscellaneous	37,985	28,720	29,700	3.41%
Contracts and Grants	10,615	0	0	0.00%
<b>Total Revenues from Operations</b>	<b>74,331</b>	<b>122,070</b>	<b>270,350</b>	<b>121.47%</b>
Expenses from Operations:				
Salaries & Wages & Fringes	2,605,560	3,117,155	2,856,473	( 8.36%)
Consulting and Temporary Services	627,012	420,580	819,780	94.92%
Professional Services	129,783	143,530	158,250	10.26%
Property Mgt, Rent and Utilities	(491,793)	(760,300)	(674,620)	( 11.27%)
Depreciation and Amortization	354,275	550,830	713,750	29.58%
Equip Rental and Maintenance	65,603	252,990	231,090	( 8.66%)
Telephone / Webinar	48,825	68,560	61,330	( 10.55%)
Travel and Related Costs	167,450	216,220	292,960	35.49%
Printing and Production	7,222	36,440	58,400	60.26%
Postage, Shipping and Mailing	7,369	12,510	12,510	0.00%
Supplies and Equipment	25,356	59,750	72,690	21.66%
Insurance	12,451	15,360	18,770	22.20%
Real Estate Taxes	374,591	375,620	376,620	0.27%
Building & Interest Finance Costs	77,095	94,800	85,250	( 10.07%)
Other Costs	381,068	524,580	550,230	4.89%
Contributions to Other Orgs	107,470	122,240	126,260	3.29%
Indirect Cost Recovery-	(1,022,634)	(914,258)	(578,235)	( 36.75%)
<b>Total Expenses from Operations</b>	<b>3,476,704</b>	<b>4,336,607</b>	<b>5,181,508</b>	<b>19.48%</b>
<b>Change in Net Assets from</b>	<b>(3,402,372)</b>	<b>(4,214,537)</b>	<b>(4,911,158)</b>	<b>16.53%</b>
Non-Operational Activity:				
Investment Income	243,334	120,000	200,000	66.67%
Investment Service Fee	(79,430)	(73,280)	(75,000)	2.35%
Gain/Loss on Sale of Securities	122,211	70,000	100,000	42.86%
Net Investment Apprec/(Deprec)	637,843	30,000	76,000	153.33%
<b>Change in Net Assets</b>	<b>\$ (2,478,414)</b>	<b>\$ (4,067,817)</b>	<b>\$ (4,610,158)</b>	<b>13.33%</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 the 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, enhance the visibility of APHA activities, products, and services, and disseminate 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 members of APHA.
- 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 Forbright Bank (formerly Congressional Bank).
- The increase in rent reflects CEPH lease for FY 2025.
- The increase in consulting reflects the cost for strategic plan implementation and IT consultants.
- The increase in professional services reflect the increased auditors' fees and legal cost associated with the Governing Council.

- Increase in Travel and related cost is associated with Governing Council AV and the cost of labor cost at the annual meeting.
- Salaries and Wages and Fringe decrease is due to open positions not included in the proposed budget. 15% and 5% increase is built in for six months of health and dental insurance.
- The negative amount of (\$674,620) Property Management, Rent and Utilities is from the distribution of occupancy costs across other functional areas.
- Depreciation and Amortization is a result of IT New Imis, new website 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 and new copier and general maintenance.
- The travel and related cost increase is a result of high Governing Council AV costs in Minneapolis.
- The printing and production increase relates to office services absorbing all related printing costs.
- The indirect cost recovery credit (\$578,235) is the recognition of overhead costs, which are charged for grants within other functional areas.

#### **D. FY 2025 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's 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 2025.

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

- Organize two staff training activities by June 2025. Organize two activities with APHA Staff Committees, Culture Club and/or Wellness Committee to boost employee morale by June 2025

##### **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 2024.
- To present FY 2025 budget by May 2025.
- To review in April 2025 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 using Sky Data Vault to verify that Mission critical data is quickly and easily recoverable from a cloud environment with no egress fees. Protected server environments are also recoverable in a secure cloud environment within approximately 30 minutes in the event of a ransomware attack, site disaster, fire, flood, or electrical outage.
- Continue to upgrade and maintain APHA's technology solutions to increase employee's productivity and maintain APHA's relevancy as a place to work.
- Will deploy IMIS Data Management Suite-Cloud version. iMIS EMS is the industry's only combination of CRM, AMS and CMS, which operates as a complete Engagement Management System (EMS), purpose-built for non-profit organizations like APHA. It's designed to meet your

unique needs and to support your continuous performance improvement, providing us with the flexibility to enhance and extend our community, all with automatic continuous upgrades.

- 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 migration to Kentico and full website redesigns for apha.org, nphw.org, aphagetready.org and publichealthnewswire.org.

#### **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 (October and May) and four conference call (Jan., March, July, and Sept.) meetings of the Executive Board.
- Manage one in-person (October) and one conference call (June) meeting of the Governing Council.
- Update the governance pages on APHA's website no later than December 2024 with new leadership appointments in January.

### **E. STATUS OF CURRENT ACTIVITIES**

#### **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. **Met**

#### **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. **Met; ongoing.**
- Maintain average monthly page views on APHA's website (apha.org) of 600,000. **Unmet; ongoing. Corrected some apparent double counting and Google completely changed how the analytics are collected.**
- Grow the number of followers of APHA social media channels by 5% or 50,000 by June 2024. **Met; ongoing.**

#### **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.

*Met*

**FINANCE:**

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

**INFORMATION TECHNOLOGY:**

- Upgrade the APHA Technology infrastructure to assure smooth continuity in the event of a disaster. *Ongoing*
- Implement a Disaster Recovery Plan by utilizing a VEEAM Cloud Connect partner. *Unmet*
- Continue to upgrade and maintain APHA's technology solutions to increase employee's productivity and maintain APHA's relevancy as a place to work. *Met; ongoing*.
- Acquire and deploy IMIS Data Management Suite. This tool contains 3 components: iImport, iUpdate, and iSchedule. *Met*
- 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. *Met; ongoing*.

**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. *Met; Ongoing*.
- Continuously update the website with Association and relevant public health information as appropriate. *Met; Ongoing*
- 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. *Met*

**OFFICE SERVICES:**

- Provide support for staff working in the building through training on systems and procedures. *Met; ongoing*.
- Identify new technologies to assist staff with ongoing functions. *Met; 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.
- Maintain and modernize building systems and equipment to ensure consistent, quality service for APHA staff, visitors, and tenants. *Met; Ongoing*.
- 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. *Unmet; Ongoing*

**GOVERNANCE:**

- Manage two in-person (November and May) and four conference call (Jan., March, July, and Sept.) meetings of the Executive Board. *Met*
- Manage one in-person (Nov.) 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 appointments in January. *Met*



AMERICAN PUBLIC HEALTH ASSOCIATION  
MEMBERSHIP SERVICES  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Membership Dues	\$3,163,607	\$3,390,010	\$3,443,950	1.59%
Subscription Fees and Royalties	6,820	8,000	8,000	0.00%
Convention	230	0	0	0.00%
Miscellaneous	28,316	39,600	39,600	0.00%
Contracts and Grants	121,938	0	0	0.00%
<b>Total Revenues from Operations</b>	<b>3,320,911</b>	<b>3,437,610</b>	<b>3,491,550</b>	<b>1.57%</b>

Expenses from Operations:

Salaries & Wages & Fringes	677,509	775,325	803,609	3.65%
Consulting and Temporary Services	73,279	119,500	68,000	( 43.10%)
Professional Services	30,493	39,200	41,200	5.10%
Property Mgt, Rent and Utilities	89,470	126,060	124,440	( 1.29%)
Depreciation and Amortization	5,295	12,590	21,300	69.18%
Equip Rental and Maintenance	2,446	7,320	10,750	46.86%
Telephone / Webinar	1,256	2,820	2,900	2.84%
Travel and Related Costs	194,590	69,610	88,670	27.38%
Printing and Production	45,249	35,790	34,860	( 2.60%)
Postage, Shipping and Mailing	22,017	30,690	31,040	1.14%
Supplies and Equipment	11,918	4,580	3,780	( 17.47%)
Insurance	3,953	4,920	5,140	4.47%
Other Costs	142,598	190,150	205,880	8.27%
<b>Total Expenses from Operations</b>	<b>1,300,073</b>	<b>1,418,555</b>	<b>1,441,569</b>	<b>1.62%</b>

<b>Change in Net Assets from</b>	<b>2,020,838</b>	<b>2,019,055</b>	<b>2,049,981</b>	<b>1.53%</b>
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Non-Operational Activity:

<b>Change in Net Assets</b>	<b>\$ 2,020,838</b>	<b>\$ 2,019,055</b>	<b>\$ 2,049,981</b>	<b>1.53%</b>
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## 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 2025 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 Minneapolis + 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 online member community platform (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 the online membership community platform (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.
- Create how to videos for various areas of interest for section leaders.
- 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 2025.
- 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 2025 GOALS**

- **To retain membership numbers totaling 24,000, 52 Affiliates and 450 Agency members by June 2025.**
- Expand APHA School sponsored student discount membership program to over 40 schools.
- Conduct a membership survey to active and lapsed members in alignment with new strategic plan.
- Promote membership and the APHA brand at least 4 industry events (NACCHO, USPHS, ASSPH, etc.).
- Organize over 20 component webinars by June 2025.
  - 3 DEI Webinars
  - 6 Hot Topics (ISC Topical Groups)
  - 6 ISC Updates
  - 9 staff lead trainings for section leaders
- Increase campus liaison program by 25%
- Release and train section leaders on new leadership manual.
- Create a new streamline election process.
- Align section workplans with new APHA strategic plan.
- In person DEI training at annual meeting and chair elect training.
- Conduct bi-monthly new member webinars.
- Provide bi-monthly Distinguished Leader mentoring sessions.
- Create a new DLMS promo video.
- Increase engagement for mentoring match.
- Have at least fifteen Sections and the Student Assembly participate in NPHW the first week of April 2025.
- Increase student participation in Sections and SA by 5% from July 2024 to June 2025.
- Create 4 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.
- Hold a new member webinar at the annual meeting in new format since Navigate & Network is no more.

## **E. STATUS OF CURRENT ACTIVITIES**

Despite economic headwinds, membership did achieve its membership revenue goal for FY 2024. The School Sponsored Student Discount program (student bulk), the agency and agency individual categories continue to grow

more than expected. Regular membership and student membership are below budget and not showing signs of growth because of the shift in membership to the agency individual and student bulk category.

- **To retain membership numbers totaling 22,691, 52 Affiliates and 400 Agency members by June 2024. *MET***
- Conduct quarterly new member webinars. *MET*
- Organize 15-20 joint component webinars by June 2024.
  - 6 Webinars. *MET*
  - 6 Hot Topics (ISC Topical Groups) *MET*
  - 6 ISC Updates *MET*
- Provide two staff-led webinars on Affiliate collaboration for Speak for Health and NPHW opportunities by June 2024. *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 2024. *UNMET*
- At least fifteen Sections and the Student Assembly participating in NPHW the first week of April 2024. *MET*
- Increase student participation in Sections and SA by 5% from July 2023 to June 2024. *MET*
- Provide quarterly Distinguished Leader mentoring sessions. *MET*
- Launch mentoring match online tool in LEAD. *MET*
- To sustain and grow participating schools/students with the Schools of Public Health program. *MET*
- Create a series of new videos highlighting the benefits of membership topics to use across APHA communication channels. *MET*
- Launch LinkedIn campaign to promote benefits of membership and member only-benefits enticing non-members to join. *UNMET*
- Redesign the membership brochure into a standalone piece removing need for separate brochures. *MET*
- Conduct a membership survey to active and lapsed members. First survey in approximately 4 years. *UNMET*
- Promote membership and the APHA brand at industry events (NACCHO, USPHS, ASSPH, etc.) *MET*
- Expand APHA School sponsored student discount membership program to include “allied” professions such as nursing, social work, engineering, transportation, education, planning, etc. *MET*

AMERICAN PUBLIC HEALTH ASSOCIATION  
PUBLIC HEALTH PRACTICE  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Advertising	\$27,935	\$16,000	\$20,000	25.00%
Miscellaneous	20,623	0	15,000	0.00%
Contracts and Grants	10,055,175	7,820,959	5,412,040	( 30.80%)
<b>Total Revenues from Operations</b>	<b>10,103,733</b>	<b>7,836,959</b>	<b>5,447,040</b>	<b>( 30.50%)</b>
Expenses from Operations:				
Salaries & Wages & Fringes	1,638,087	2,392,000	1,820,025	( 23.91%)
Consulting and Temporary Services	1,097,635	883,440	396,940	( 55.07%)
Professional Services	20,109	30,600	123,800	304.58%
Subcontract Costs	3,879,540	2,224,120	1,767,670	( 20.52%)
Property Mgt, Rent and Utilities	221,828	312,500	245,470	( 21.45%)
Depreciation and Amortization	9,416	22,570	31,680	40.36%
Equip Rental and Maintenance	5,928	13,750	16,070	16.87%
Telephone / Webinar	46,168	83,040	49,360	( 40.56%)
Travel and Related Costs	315,959	243,980	208,220	( 14.66%)
Printing and Production	21,285	20,800	25,350	21.88%
Postage, Shipping and Mailing	2,560	1,850	2,760	49.19%
Supplies and Equipment	25,179	8,340	9,380	12.47%
Insurance	24,376	30,000	22,460	( 25.13%)
Other Costs	2,426,562	1,683,620	1,067,930	( 36.57%)
Contributions to Other Orgs	161	4,000	4,000	0.00%
Indirect Cost Recovery-	901,521	833,658	503,353	( 39.62%)
<b>Total Expenses from Operations</b>	<b>10,636,311</b>	<b>8,788,268</b>	<b>6,294,468</b>	<b>( 28.38%)</b>
<b>Change in Net Assets from</b>	<b>(532,578)</b>	<b>(951,309)</b>	<b>(847,428)</b>	<b>( 10.92%)</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>(532,578)</b>	<b>(951,309)</b>	<b>(847,428)</b>	<b>( 10.92%)</b>

## 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 achieving optimal, equitable health and well-being 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](#)
  - Develop [resources](#) on funding and donor development and communications to strengthen the capacity of environmental justice and community based organizations
  - 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 Council for Environmental Health and Equity](#), and the 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.

- With support from Special Olympics, APHA is elevating intellectual and developmental disabilities as a health equity imperative.
- 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 2025 GOAL

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

- Increase federal and philanthropic funding by 20% from current funding and over two years.

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

- Increase federal and philanthropic funding by 10% (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 2025.
- Increase federal and philanthropic funding by 20% from current funding and over two years.
- Host 3 virtual training workshops by June 2025

#### 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. *Met; 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 2024. *Met; 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  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Miscellaneous	\$20,490	\$0	\$0	0.00%
Contracts and Grants	900,498	332,947	377,264	13.31%
<b>Total Revenues from Operations</b>	<b>920,987</b>	<b>332,947</b>	<b>377,264</b>	<b>13.31%</b>
Expenses from Operations:				
Salaries & Wages & Fringes	670,658	705,361	883,068	25.19%
Consulting and Temporary Services	364,912	62,600	167,530	167.62%
Professional Services	8,583	2,000	2,500	25.00%
Subcontract Costs	265,719	127,050	0	( 100.00%)
Property Mgt, Rent and Utilities	105,819	149,120	152,710	2.41%
Depreciation and Amortization	3,560	8,020	12,450	55.24%
Equip Rental and Maintenance	2,301	5,230	6,630	26.77%
Telephone / Webinar	6,817	6,870	6,370	( 7.28%)
Travel and Related Costs	147,976	130,300	150,230	15.30%
Printing and Production	718	5,470	5,660	3.47%
Postage, Shipping and Mailing	1,125	3,050	3,180	4.26%
Supplies and Equipment	957	4,580	4,870	6.33%
Insurance	3,711	4,560	5,470	19.96%
Other Costs	63,480	70,060	81,640	16.53%
Indirect Cost Recovery-	95,436	47,316	52,593	11.15%
<b>Total Expenses from Operations</b>	<b>1,741,771</b>	<b>1,331,587</b>	<b>1,534,901</b>	<b>15.27%</b>
<b>Change in Net Assets from</b>	<b>(820,784)</b>	<b>(998,640)</b>	<b>(1,157,637)</b>	<b>15.92%</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>\$ (820,784)</b>	<b>\$ (998,640)</b>	<b>\$ (1,157,637)</b>	<b>15.92%</b>

## **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 the increase in grant related activities.

## D. FY 2025 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 2025.
- Increase the open rate for APHA monthly legislative updates by the end of FY 2025. 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 2024.
- Conduct an annual training for Affiliate Presidents-Elect and provide resources to support new Affiliate leadership transition in July 2024.
- Provide advocacy training for Affiliate leaders during summer 2024 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 17 to 23% by end of June 2025.
- Increase Affiliate leaders' capacity to increase their membership by providing 3-5 educational opportunities, funding opportunities, evaluation strategies and networking events by June 2025.

### National Public Health Week

- By April 2025, increase the number of NPHW traditional and cross-sector partners from 794 to 830.
- By April 2025, 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, \$8,000 goal by May 2025.
- Disseminate up to 7 NPHW messages to APHA members and Affiliates by May 2025 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.

## 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 2023 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*

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

- By April 2024, increase the number of NPHW traditional and cross-sector partners from 700 to more than 800. *Nearly met (removed partners that no longer existed)*
- 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 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  
2025 PROPOSED BUDGET

	,May 31 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$1,057,550	\$1,378,000	\$1,366,210	(0.86%)
Advertising	355,133	320,000	320,000	0.00%
Convention	0	600	0	(100.00%)
Miscellaneous	36,697	13,000	13,000	0.00%
Contracts and Grants	829,178	1,033,016	798,318	(22.72%)
<b>Total Revenues from Operations</b>	<b>2,278,558</b>	<b>2,744,616</b>	<b>2,497,528</b>	<b>(9.00%)</b>
Expenses from Operations:				
Salaries & Wages & Fringes	762,495	1,004,593	928,035	(7.62%)
Consulting and Temporary Services	624,457	573,230	622,250	8.55%
Professional Services	354,982	370,370	334,200	(9.77%)
Subcontract Costs	39,562	0	0	0.00%
Property Mgt, Rent and Utilities	116,457	164,020	160,090	(2.40%)
Depreciation and Amortization	3,918	28,610	42,920	50.02%
Equip Rental and Maintenance	3,112	5,130	10,230	99.42%
Telephone / Webinar	1,635	2,930	2,980	1.71%
Travel and Related Costs	86,384	118,760	126,010	6.10%
Printing and Production	377,970	566,940	447,200	(21.12%)
Postage, Shipping and Mailing	138,065	169,530	145,010	(14.46%)
Supplies and Equipment	3,870	3,900	5,350	37.18%
Insurance	9,356	11,520	13,380	16.15%
Other Costs	132,251	304,320	281,660	(7.45%)
Indirect Cost Recovery-Contracts/Grants	25,678	33,285	22,289	(33.03%)
<b>Total Expenses from Operations</b>	<b>2,680,190</b>	<b>3,357,138</b>	<b>3,141,605</b>	<b>(6.42%)</b>
<b>Change in Net Assets from Operations</b>	<b>(401,632)</b>	<b>(612,522)</b>	<b>(644,076)</b>	<b>5.15%</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>\$ (401,632)</b>	<b>\$ (612,522)</b>	<b>\$ (644,076)</b>	<b>5.15%</b>

## 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, 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 reflects subscriptions for AJPH, NH, royalties and electronic books including The Standard Methods, The CCDM trilogy and the Food Compendium.
- Decrease in convention revenue relates to not having onsite coaching at the annual meeting in Minneapolis.
- The decrease in contract and grants relates to seven supplements less than FY 2024.
- The decrease in salary and wages reflect vacant positions not funded.
- The increase in consulting and temporaries relates to search for the AJPH new Editor in chief.
- The increase in depreciation and equipment maintenance relates to building expenses allocated across program activities.

### D. FY 2025 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 FY2025.
- Identify and implement a new potential revenue stream for the AJPH.
- 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 past few 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. This is not included in the proposed budget.***
- 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 – The online bookstore launched on January 2024 and provides full issue PDFs of the Journal for members only. Members can purchase a subscription when joining or renewing at a reduced rate. ePub versions of the journal to nonmembers are available for a premium rate.***
- Secure funding to support the production of 8 to 12 supplements in FY 2024. ***We were able to secure funding for seven supplements rather than our stated goal, which secured \$600,000 in grant revenue, and a program grant from Robert Wood Johnson Foundation for an additional \$494,000. For FY 2025, we have already secured five supplements for a total of \$300,000; the Robert Wood Johnson Foundation program grant ends in FY 2025 and adds an additional \$295,000 for the first 6 months of the fiscal year.***
- Identify and implement a new potential revenue stream for the journal. ***Ongoing – A major threat to the viability of AJPH in FY 2025 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. The AJPH Editorial Board is investigating the viability of adding additional journals to the Association’s roster.***

- 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 Unmet – Third-party aggregator contracts continue to hurt our institutional subscription business despite the royalty checks that we receive. 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 further shrink as commercial publishers dominate librarian budgets. We are exploring ways to increase our relative size as a publisher to try and bring subscribers back to the program.*

#### **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. *Met; Ongoing.*

#### **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. *Unmet; Ongoing.*



AMERICAN PUBLIC HEALTH ASSOCIATION  
BOOK SALES  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$384,618	\$378,800	\$364,040	( 3.90%)
Book Sales	647,033	1,080,110	786,330	( 27.20%)
Interest Income	47,895	0	0	0.00%
<b>Total Revenues from Operations</b>	<b>1,079,546</b>	<b>1,458,910</b>	<b>1,150,370</b>	<b>( 21.15%)</b>
Expenses from Operations:				
Salaries & Wages & Fringes	370,640	531,655	452,681	( 14.85%)
Consulting and Temporary Services	264,904	200,380	268,260	33.88%
Professional Services	1,809	17,900	7,700	( 56.98%)
Property Mgt, Rent and Utilities	54,869	77,290	69,240	( 10.42%)
Depreciation and Amortization	1,846	3,820	8,210	114.92%
Equip Rental and Maintenance	2,344	2,510	4,360	73.71%
Telephone / Webinar	770	1,360	1,210	( 11.03%)
Travel and Related Costs	16,084	28,900	15,450	( 46.54%)
Printing and Production	17,364	30,120	25,270	( 16.10%)
Cost of Goods Sold	158,288	167,930	158,800	( 5.44%)
Postage, Shipping and Mailing	37,121	65,850	63,980	( 2.84%)
Supplies and Equipment	2,932	4,850	6,200	27.84%
Insurance	39,969	54,440	50,010	( 8.14%)
Other Costs	63,787	106,080	98,900	( 6.77%)
<b>Total Expenses from Operations</b>	<b>1,032,727</b>	<b>1,293,085</b>	<b>1,230,271</b>	<b>( 4.86%)</b>
<b>Change in Net Assets from</b>	<b>46,819</b>	<b>165,825</b>	<b>(79,901)</b>	<b>( 148.18%)</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>\$ 46,819</b>	<b>\$ 165,825</b>	<b>\$ (79,901)</b>	<b>( 148.18%)</b>

## **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 – 1) Determinants of Health: Social, Behavioral, and Economic; 2) Communicable Disease; 3) Chronic Conditions; 4) Food/Water/Environment; 5) Policy, Advocacy, and Communication, 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 and provide book specific strategies. While internal staff uses all tools available to promote the books. Third-party vendors such as distributors are a source to market to universities and other countries.
- Digital advertisements for each title are utilized on a need basis. This can be geographical, topical, or time sensitive ad placements.
- The Publications Board provides strategic planning and support and is responsive to the needs of the book program, especially in the approval and rejection process, as well as recommending book titles and authors.
- The Press book titles are marketed at the Press Booth at the Annual Meeting and new titles are featured at the annual book signing party. APHA Press is also responsible for selling APHA merchandise during the Annual Meeting.
- Each book title is also created in an eBook format and placed on third party platforms for sales, which is housed on the AJPH platform.
- The Press titles are also in subscription format.
- APHA Press has moved fulfillment services internally. APHA staff create invoices, proformas, quotes, and provide customer service and accounting needs. While also fulfilling all print on demand titles from Sheridan (POD) The fulfillment center is responsible for shipping the Press printed books such as Control of Communicable Diseases Manual and Standard Methods for the Examination of Water and Wastewater.

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

- Subscription: The decrease is based on FY 2024 performance.
- Book Sales: Control of Communicable Disease Manual, 21<sup>st</sup> edition is entering its third fiscal year. It underperformed in year two, however we are seeing an upswing in new sales and hope to get back to normal sales of this title. Standard Methods for the Examination of Water and Wastewater is entering its third fiscal year and there are very few print books left to sell. This book overperformed in year two but most likely will not sustain this level based on historical data.
- Decrease in salary and wages reflect vacant positions not funded.
- Increase in consulting is because of editors needed for CCDM which has been done as contribution since inception.

#### **D. FY 2025 GOALS**

- **APHA Press titles scheduled for release:** Budget based on 5 new books which includes SSS: Systems and Strategic Thinking, SSS: Data-Informed Decision Making, Racism, 2<sup>nd</sup> edition; CPH, 2<sup>nd</sup> ed, and COVID-19
- **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 9 titles scheduled for release, with 7 titles released. Emergency Health, Chronic Disease Epidemiology 5<sup>th</sup>, Black Women's Reproductive Health and Sexuality, Health Equity, SSPHP: Systems and Strategic Thinking\*, SSPHP, Policy Engagement, Standard Methods for the Examination of Dairy 18<sup>th</sup>, Responding to the Opioid Epidemic, and Race & Research 2<sup>nd</sup> edition\*. Revenue projection is based on these titles with 75% of the revenue projection coming from CCDM 21<sup>st</sup> edition and Standard Methods for the Examination of Water and Wastewater 24<sup>th</sup> Edition. *Unmet and Ongoing*
- **DIGITAL:** The eBook projection is based on the release of the above titles. *Unmet and Ongoing*

AMERICAN PUBLIC HEALTH ASSOCIATION  
EVENT OPERATIONS (FORMERLY CONVENTION SERVICES)  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	FY 2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Convention	\$8,525,323	\$8,331,640	\$8,908,930	6.93%
Miscellaneous	44,738	75,800	26,500	( 65.04%)
<b>Total Revenues from Operations</b>	<b>8,570,061</b>	<b>8,407,440</b>	<b>8,935,430</b>	<b>6.28%</b>
Expenses from Operations:				
Salaries & Wages & Fringes	697,025	1,109,514	1,160,815	4.62%
Consulting and Temporary Services	151,962	75,740	90,030	18.87%
Professional Services	2,328	2,200	2,350	6.82%
On-Site Convention Costs	3,131,588	3,493,540	3,908,630	11.88%
Property Mgt, Rent and Utilities	112,425	167,380	168,310	0.56%
Depreciation and Amortization	3,782	8,120	14,570	79.43%
Equip Rental and Maintenance	3,004	5,290	7,750	46.50%
Telephone / Webinar	1,600	2,700	2,930	8.52%
Travel and Related Costs	45,939	38,000	78,360	106.21%
Printing and Production	28,473	34,500	34,220	( 0.81%)
Postage, Shipping and Mailing	359	2,880	3,130	8.68%
Supplies and Equipment	2,574	5,600	4,000	( 28.57%)
Insurance	51,689	53,960	63,690	18.03%
Other Costs	330,865	342,030	351,320	2.72%
Contributions to Other Orgs	0	10,000	10,000	0.00%
<b>Total Expenses from Operations</b>	<b>4,563,615</b>	<b>5,351,454</b>	<b>5,900,105</b>	<b>10.25%</b>
<b>Change in Net Assets from</b>	<b>4,006,446</b>	<b>3,055,986</b>	<b>3,035,325</b>	<b>( 0.68%)</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>\$ 4,006,446</b>	<b>\$ 3,055,986</b>	<b>\$ 3,035,325</b>	<b>( 0.68%)</b>

## 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 Policy Action Institute and APHA webinars. As well as assists colleagues in the management of in-person events in Washington, DC and beyond.

#### ***Annual Meeting***

Held each year in the fall, this event 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).
- Managing the digital event including the livestream of high-level sessions and the collection of on-demand content
- Evaluating and recommending future annual meeting sites.

#### ***Policy Action Institute***

Held each year in June, this event attracts 500 public health leaders, students, and professionals for a collaborative event to discuss proven and proposed policy solutions to tackle today's most pressing health threats at the local, state, and federal levels. Activities of note within this area include:

- Managing all logistics for this two-day, hybrid event including contract negotiations, event setup, and catering
- Managing the digital event including the livestream of the first day's program

### ***Digital Events***

Hosted on the platform branded as APHA Now, the event team works with our colleagues and membership to host digital events including live webinars, interactive zoom sessions and the hosting of video content. Activities of note within this area include:

- Setting up event registration and course descriptions
- Working with the APHA Center for Professional Development to offer continuing education credit.
- Marketing digital events via email and social media

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

In FY 2025 we are planning for a full and robust in-person Annual Meeting and Policy Action Institute as well as virtual options for both meetings.

#### Revenue

- Annual Meeting Registration revenue was maximized with a 5% fee category increase across all registration types.
- Annual Meeting registration revenue based on goal of 11,590 paid in person and digital registrants (12,250 total). The average paid attendance over the past three years is 9,915.
- Annual Meeting exhibit booth revenue is based on a 4% increase from FY 2024 sales with a goal of 458 booths sold.
- FY 2025 includes the addition of Partner Symposiums which are sponsored scientific sessions. Based on current interest we expect an additional \$40,000 from this new offering.
- Policy Action Institute revenue fees have been adjusted to match the scale of Annual Meeting fees so that students receive less of a discount and there is an incentive for non-members to become members.

#### Expenses

Labor and building costs are higher in Minneapolis than Atlanta. Minneapolis also has higher tax rates, especially on catering. On top of the basic charges associated with the meeting we have initiated the following changes:

- The president's reception and the CoA reception have morphed into a Saturday Welcome Reception whose budget now falls under Event Operations
- The use of an online scheduling tool which will assist the Event Operations Team in the scheduling of sessions.
- Policy Action Institute expenses are more realistic than in the past as we have signed a two-year contract allowing for real numbers to be used.

### **D. FY 2025 GOALS**

- Annual Meeting goal of 11,590 paid attendees.
- Annual Meeting goal of 458 exhibit booths in the expo hall.
- Annual Meeting goal of \$100,000 in revenue for selling space to partners for receptions and sessions.
- Policy Action Institute goal of 495 paid attendees.

#### **E. STATUS OF CURRENT ACTIVITY (FY 2024)**

The Event Operations team met revenue goals for the 2024 Annual Meeting and received positive feedback on the event hosted in Atlanta in November.

- Total registrations = 13,575
  - In-person – 12,928 (6% increase over 2022)
  - Digital – 647 (55% increase over 2022)
- Total Exhibit Booths = 440 (20% increase over 2022)

Planning for the 2024 Policy Action Institute is underway. We are on track to match registration numbers from previous years but due to low sponsorship will not hit revenue goals. New activities and upgrades to the meeting promise to inspire those who do attend.

AMERICAN PUBLIC HEALTH ASSOCIATION  
DEVELOPMENT/FUINDRAISING  
2025 PROPOSED BUDGET

	May 31, 2024 YTD Actual	2024 Approved Budget	2025 Proposed Budget	<u>% Change</u> 2025 Budget vs. 2024 Budget
Revenues from Operations:				
Miscellaneous	\$45,725	\$154,000	\$153,000	( 0.65%)
Contracts and Grants	12,368	38,880	43,870	12.83%
<b>Total Revenues from Operations</b>	<b>58,092</b>	<b>192,880</b>	<b>196,870</b>	<b>2.07%</b>
Expenses from Operations:				
Salaries & Wages & Fringes	127,834	156,328	146,998	( 5.97%)
Consulting and Temporary Services	4,800	5,000	5,000	0.00%
Professional Services	0	1,100	1,250	13.64%
Property Mgt, Rent and Utilities	17,133	24,120	22,090	( 8.42%)
Depreciation and Amortization	3,469	5,700	4,120	( 27.72%)
Equip Rental and Maintenance	458	1,220	1,560	27.87%
Telephone / Webinar	1,680	700	690	( 1.43%)
Travel and Related Costs	11,138	51,000	55,280	8.39%
Printing and Production	1,523	6,100	6,420	5.25%
Postage, Shipping and Mailing	166	1,120	1,020	( 8.93%)
Supplies and Equipment	6,352	2,500	5,000	100.00%
Insurance	860	1,080	1,080	0.00%
Other Costs	17,702	52,500	53,310	1.54%
<b>Total Expenses from Operations</b>	<b>193,114</b>	<b>308,468</b>	<b>303,818</b>	<b>( 1.51%)</b>
<b>Change in Net Assets from</b>	<b>(135,022)</b>	<b>(115,588)</b>	<b>(106,948)</b>	<b>( 7.47%)</b>
Non-Operational Activity:				
<b>Change in Net Assets</b>	<b>\$ (135,022)</b>	<b>\$ (115,588)</b>	<b>\$ (106,948)</b>	<b>( 7.47%)</b>



## 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 2025 GOAL

- To raise **\$15,550** for the Annual Meeting Student Scholarship Fund.
- To raise **\$20,740** for the APHA Award Endowment fund.
- To raise **\$4,280** to support the Roemer award.
- To raise **\$3,300** for the Council of Affiliates award.
- To raise **\$153,000** in unrestricted revenue for the Association.

### E. STATUS OF CURRENT YEAR ACTIVITY FY 2024

- 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*
- 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

**FY 2025 PROPOSED BUDGET**  
**List of Funded Items**

		<b>Amounts</b>
15% Health Insurance and % % Dental Insurance		\$ 76,208
EB- Strategic Plan Implementation Consultant		234,970
Contingency fund		50,000
IT Consultant		283,870
CCDM Editors		101,500
AJPH Editors DC Meeting		41,050
EIC Search cost		60,000
Nurse Consultation Service and CE fee		12,400
IT Infrastructure		105,150
<b><i>New Capital Project</i></b>		
iMIS EMS System	250,000.00	83,333
20 computers @ 2,500	50,000.00	16,667
Website development	405,000.00	135,000
Costs for 1st Floor Conference Room Furniture and Accessories	340,740.00	22,716
Energy Efficient Window Tint	67,000.00	3,350
Telephone System	16,850.00	1,685
<b>Total</b>		<b>\$ 1,227,899</b>

**FY 2025 PROPOSED BUDGET**  
**List of Unfunded Items**

Descriptions	Amounts	Priority
Unfunded Positions and salary adjustments (included \$305,000 (4%) COLA)	1,677,506	1
Event Operations	757,140	3
Publication	118,770	3
Human Resources	105,460	3
Information Technology	103,660	3
AED Policy Center (Men's Health Initiative)	61,680	3
Development Activities	60,680	3
Association wide list	52,100	3
CareerMart	50,520	3
Travel meeting - Executive Board (January 2025)	43,000	3
Committee on Affiliates	42,720	3
AJPH	33,660	3
National Public Health Week	28,500	3
Accounting services	23,540	3
Membership	21,200	3
Executive Office	20,900	3
Action Board	17,200	3
ISC Meeting June	15,390	3
Publication Board	9,800	3

**Total** **\$ 3,243,426**

*Note-Unfunded building projects not included. Last assessment is three years old.*

**Pending Grant Proposals NOT Included in the FY 2025 Budget**

	<b>Direct</b>	<b>Indirect</b>	<b>Total</b>
Agency for Toxic Substance and Disease Registry Pediatric Environment Health Specialty Units CDC-RFA-TS-24-005	\$2,834,417	165,583.00	\$3,000,000.00
Special Olympics	50,000.00	-	50,000.00
Kaiser Permanente (Assume two months)	238,301.67	11,915.08	250,216.75
<b>Alliance:</b> Building a National Movement for the Public's Health-Seeking unknown multiple funders	1,615,500.00	161,550.00	1,777,050.00
<b>Total</b>	<b>\$4,738,219</b>	<b>\$339,048</b>	<b>\$5,077,267</b>

## BUDGET NOTE