



FISCAL YEAR 2022  
**APPROVED BUDGET**

**PRESENTED TO THE EXECUTIVE BOARD**

**MAY 2-3, 2021**

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April 30, 2021

**To:** APHA Executive Board

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

**Subject:** Fiscal Year (FY) 2022 Proposed Budget

### **Overview**

This FY 2022 Proposed Budget assumes two things: First, that the Association, like other businesses and organizations across the United States, will be operating remotely throughout much of the fiscal year (July 2021 – June 2022) and second, that the Association will continue to feel the effects of the COVID-19 Pandemic. This is in line with the previous reports from the Treasurer that we should expect the effects of the pandemic to be a multiyear event. As a result, you will see in this budget a proposed deficit.

This deficit was expected, planned for, and what the Finance Committee believes is necessary to continue to support our public health efforts. Therefore, The Finance and Audit Committee is recommending to the Executive Board a budget that *again* goes into reserves, this time in the amount of \$2,575,747 for the upcoming fiscal year.

It is understandable to feel a sense of alarm to see two consecutive budgets with such large deficits, but I want to offer two things that will mitigate that concern. First, last year we approved a deficit of \$2,384,668 from operations, but our current projections as of the end of March show that we will end up the year significantly better and with investment income and appreciation, we may actually end the year in positive territory. Second, we anticipate that the Federal Paycheck Protection Program loan the Association received will be turned into a grant (forgiven), which if approved this fiscal year will add another \$1.2 million dollars to our bottom line, or if approved next fiscal year will cut the proposed deficit nearly in half.

The Proposed FY 2022 Budget was crafted based our best judgment and very conservative revenue and expense projections. It will require enormous efforts from the staff to attain. Outside of the annual meeting, the Association will hold most member business, board, and Governing Council 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 improves, we may be able to address additional program or staff needs.

### **Budget Formulation Timeline**

This year's budget process was different from prior years. It began in January 2021 with APHA Unit Directors and budget managers presenting detailed work plans and budgets to senior management for thorough evaluation and approval. Due to the pandemic several significant adjustments changed revenue and expense forecasts. After careful consideration by the senior management team, the proposed budget was presented to the Finance and Audit Committee April 2021 for their consideration and approval before being presented to the Executive Board during their May 2021 meeting.

### **Proposed Revenues**

After working with the appropriate staff, we are proposing a budget consisting of \$15,734,349 in *Revenues* for FY 2022. This is an increase of \$1,144,158 or 7% compared to the FY 2021 Budget.

For FY 2022, we are planning for a hybrid (half in person and half virtual) annual meeting with 8,517 paid registrants. Convention revenue represents about a 2% increase compared to the current year. Advertising revenue is based on the current performance of the Association's advertising consulting partner. Membership revenue will remain the same as the current fiscal year; book sales are based on seven new books including one of the Association's bestselling books, the CCDM. Grants are based on current awarded grants to date and may increase throughout the federal funding cycle or as private grants are identified and procured. Again, these revenue numbers are based on the information available during the formation of the budget and anticipated efforts of the staff.

### **Proposed Expenses**

In FY 2022, we are proposing expenses of \$18,310,097. This is an increase of \$1,335,237 or 8% compared to FY 2021.

The budget includes 74 staff positions with an anticipated 15% increase (projected) for employee health insurance for half of the fiscal year, technology costs associated with a new member online community platform, migration of Association data to the cloud, expenses related to the Association's 150<sup>th</sup> anniversary, the Member Unit Effectiveness and Engagement project, and a \$50,000 contingency fund. There is no cost of living adjustment, raises, or bonuses included in the FY 2022 budget.

### **Other Pertinent Information**

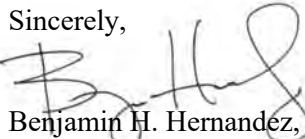
As mentioned in the overview, the Association is waiting to hear if our Federal PPP loan has been forgiven in the amount of \$1.2 million. If the loan is forgiven in the current fiscal year, the money will be recognized as grant revenue to the Association.

### **Conclusion**

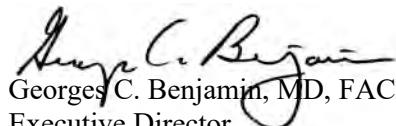
These are uncertain times and the Proposed FY 2022 Budget has a large deficit, but over the years the Association has worked hard to build reserves for this type of situation. We are financially sound overall and, in a position, to navigate these difficult social and financial times through the fiscal year.

We thank you and we look forward to your feedback.

Sincerely,



Benjamin H. Hernandez, MBA  
APHA Treasurer



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

**APHA FY 2022 Proposed Budget**  
**How Activities Align with the Association's Strategic Goals\***

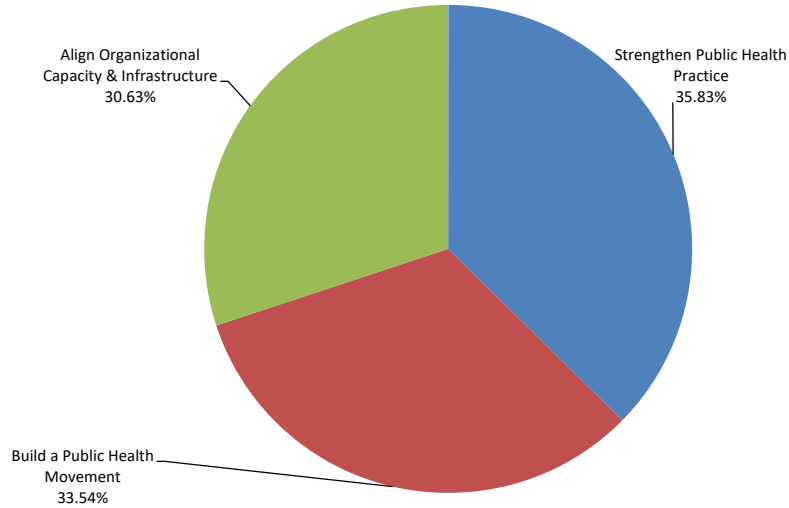
Area and Activity	Strengthen Public Health Practice	Build a Public Health Movement	Align Organizational Capacity Infrastructure
<b>MEMBERSHIP</b> <ul style="list-style-type: none"> <li>• Membership engagement</li> <li>• Multiple section units</li> </ul>	 X X	 X X	 X X
<b>CONVENTIONS</b> <ul style="list-style-type: none"> <li>• 8,517 paid Registrants and 423 Exhibits</li> <li>• Governing Council and Executive Board Meetings</li> <li>• Sections and Committee Meetings</li> <li>• CareerMart</li> <li>• 300 Registrants at Policy Institute</li> </ul>	 X X X X X	  X  X	  X X X
<b>PUBLICATIONS</b> <ul style="list-style-type: none"> <li>• AJPH (7 supplements)</li> <li>• Advertising</li> <li>• The Nation's Health</li> <li>• Books (7 new books)</li> </ul>	 X  X X	 X  X	 X X X X
<b>PROGRAMS</b> <ul style="list-style-type: none"> <li>• National Public Health Week</li> <li>• Get Ready</li> <li>• CDC CSTLTS Partnership</li> <li>• School Based Health Initiative</li> <li>• Environmental Health</li> <li>• Policy and Advocacy activities</li> <li>• Continuing Education</li> <li>• Global Health</li> <li>• Public Health Practice</li> <li>• Professional Development</li> </ul>	 X X X X X X X X X X	 X X X X X X  X X X	 X X X  X   X X X
<b>INFRASTRUCTURE</b> <ul style="list-style-type: none"> <li>• Development activities</li> <li>• APHA Website upgrades and maintenance</li> <li>• Maintenance iMIS; iMIS cloud transition</li> <li>• Higher Logic/comparable</li> <li>• Informz CRM</li> </ul>	 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.

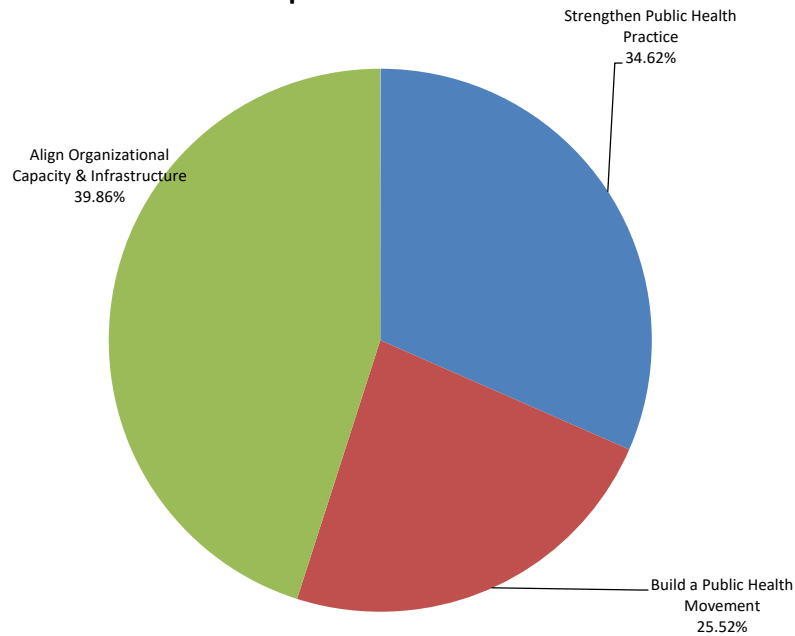
**APHA FY 2022 Proposed Budget**  
**\*Budget Allocation By Strategic Goals**

	Strengthen Public Health Practice	Build a Public Health Movement	Align Organizational Capacity & Infrastructure	<b>Total Budget</b>
Revenue	5,879,668 37.37%	5,122,553 32.56%	4,732,129 30.08%	15,734,349 100%
Expense	5,782,587 31.58%	4,281,469 23.38%	8,246,041 45.04%	18,310,097 100%

**Revenue Allocation**



**Expense Allocation**



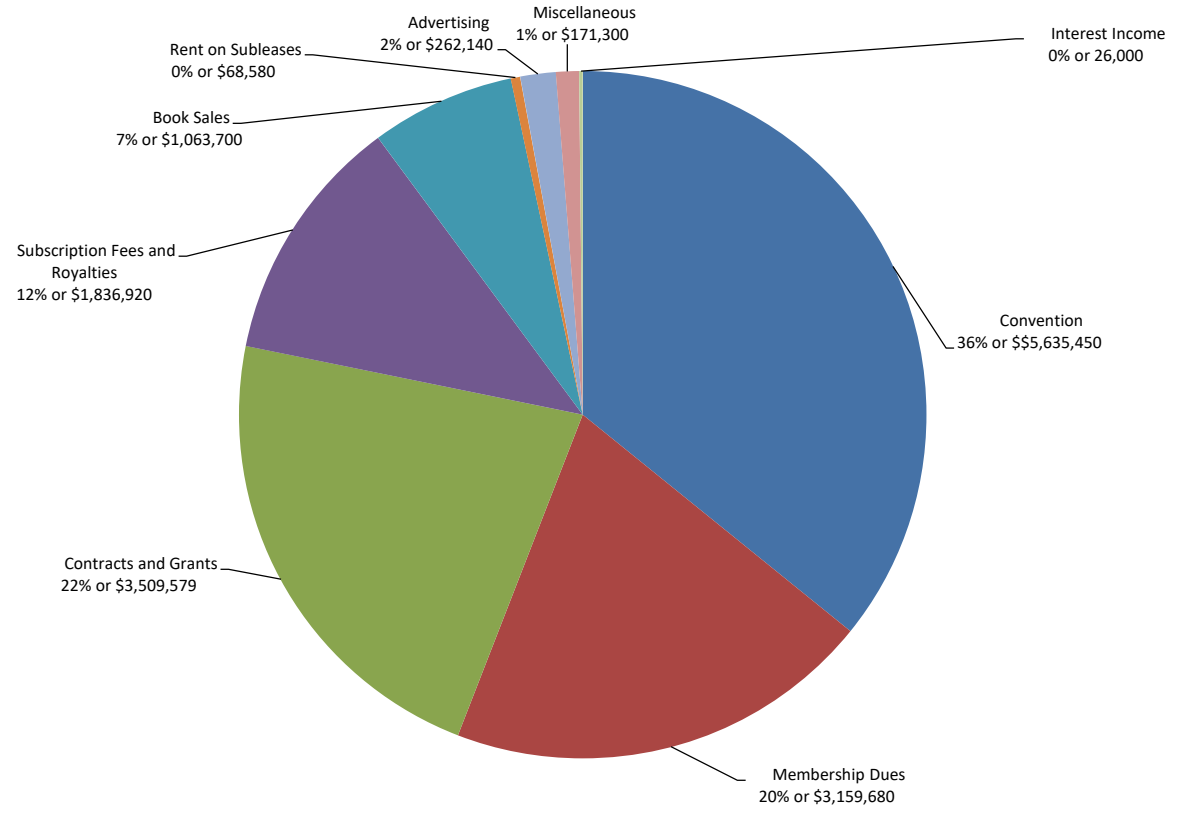
\*The following information is based on the allocation of all cost centers by percentage across the APHA's strategic goals.

**APHA Revenue Budget to Actual/Projection  
2016-2021**

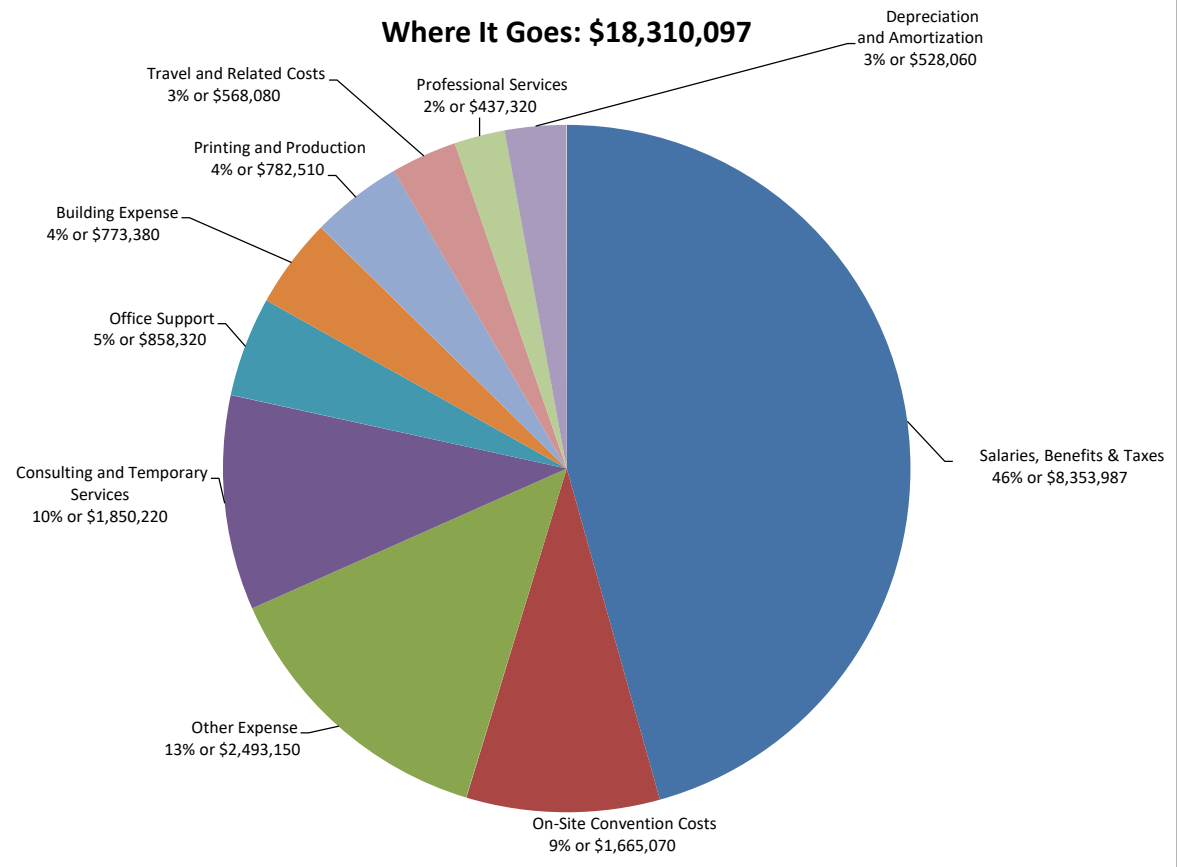
	2016			2017			2018			2019			2020			2021 Projection as of 3/31/21		
	16 Budget	16 Actual	Missed/Exceeded	17 Budget	17 Actual	Missed/Exceeded	18 Budget	18 Actual	Missed/Exceeded	19 Budget	19 Actual	Missed/Exceeded	20 Budget	20 Actual	Missed/Exceeded	21 Budget	21 Projection	Missed/Exceeded
Membership Dues	3,084,990	2,884,255	✗ (200,735)	3,192,850	2,888,680	✗ (304,170)	3,266,330	2,962,252	✗ (304,078)	3,266,330	3,121,660	✗ (144,670)	3,456,000	3,123,668	✗ (332,332)	3,160,370	2,992,547	✗ (167,823)
<b>Subscription Fees and Royalties</b>	1,819,520	1,819,520	✔ -	1,814,890	1,877,476	✔ 62,586	1,874,570	1,905,601	✔ 31,031	1,874,575	1,890,482	✔ 15,907	1,812,180	1,743,987	✗ (68,193)	1,876,980	1,636,696	✗ (240,284)
Advertising	319,000	279,974	✗ (39,026)	263,400	258,410	✗ (4,990)	270,000	257,540	✗ (12,460)	270,000	175,928	✗ (94,072)	270,000	113,896	✗ (156,104)	280,000	167,004	✗ (112,996)
Book Sales	930,000	799,748	✗ (130,252)	933,000	752,425	✗ (180,575)	755,300	567,106	✗ (188,194)	755,300	595,298	✗ (160,002)	800,000	443,251	✗ (356,749)	875,770	422,291	✗ (453,479)
Convention	6,386,200	6,299,985	✗ (86,216)	6,739,220	6,071,654	✗ (667,566)	6,130,550	6,447,423	✔ 316,873	6,685,930	7,262,221	✔ 576,291	7,487,930	7,138,277	✗ (349,653)	5,526,600	4,944,740	✗ (581,860)
Contracts and Grants	3,480,050	3,781,538	✔ 301,488	3,456,130	4,152,221	✔ 696,091	3,120,665	5,149,238	✔ 2,028,573	2,243,633	4,515,024	✔ 2,271,391	2,527,270	3,124,834	✔ 597,564	2,482,092	4,788,539	✔ 2,306,447
<b>YE Operating Income</b>	<b>(268,314)</b>			<b>293,616</b>			<b>1,142,753</b>			<b>1,000,027</b>			<b>340,962</b>			<b>(1,173,412)</b>		
<b>YE Change in Net Assets</b>	<b>(221,315)</b>			<b>577,377</b>			<b>1,567,724</b>			<b>1,693,948</b>			<b>764,735</b>			<b>20,505</b>		

**Summary:** In 2016, 2 of the 6 major revenue missed their revenue goals      In 2017, 2 of the 6 major revenue missed their revenue goals      In 2018, 3 of the 6 major revenue missed their revenue goals      In 2019, 3 of the 6 major revenue missed their revenue goals      In 2020, 1 of the 6 major revenue missed their revenue goals      In 2021, it is projected that 1 of the 6 major revenue areas will miss their goal

### Where It Comes From: \$15,734,349



### Where It Goes: \$18,310,097





## APHA FY 2022 PROPOSED BUDGET

	FY 2020 YTD March 31, 2020	FY 2020 Year- end Projection* As of 03/31/2021	FY 2021 Approved Budget	2022 Proposed Budget	2021 Budget vs 2022 Budget	% Change 2021 Budget vs 2022
<b>Revenues from Operations:</b>						
Convention	4,917,540	4,944,740	5,526,600	5,635,450	108,850	1.97%
Contracts and Grants	4,062,023	4,788,539	2,482,092	3,509,579	1,027,488	41.40%
Membership Dues	2,250,387	2,992,547	3,160,370	3,159,680	(690)	(0.02%)
Subscription Fees and Royalties	1,150,025	1,636,696	1,876,980	1,836,920	(40,060)	(2.13%)
Book Sales	320,747	422,291	875,770	1,063,700	187,930	21.46%
Advertising	124,657	167,004	280,000	262,140	(17,860)	(6.38%)
Miscellaneous	249,735.97	260,356	166,970	171,300	4,330	2.59%
Rent on Subleases	0	0	178,710	69,580	(109,130)	(61.07%)
Interest Income	10,977	41,647	42,700	26,000	(16,700)	(39.11%)
<b>Total Revenues from Operations</b>	<b>13,086,092</b>	<b>15,253,820</b>	<b>14,590,192</b>	<b>15,734,349</b>	<b>1,144,158</b>	<b>6.71%</b>
<b>Expenses from Operations:</b>						
Salaries, Benefits & Taxes	5,446,934	7,389,954	7,800,295	8,353,987	553,692	7.10%
Other Costs	962,736	1,245,083	1,219,600	1,952,100	732,500	60.06%
Consulting and Temporary Services	1,564,034	1,862,129	1,351,840	1,850,220	498,380	36.87%
On-Site Convention Costs	645,613	713,613	2,074,420	1,665,070	(409,350)	(19.73%)
Printing and Production	412,964	598,598	713,670	782,510	68,840	9.65%
Travel and Related Costs	160,296	255,851	630,150	568,080	(62,070)	(9.85%)
Depreciation and Amortization	368,365	508,348	518,100	528,060	9,960	1.92%
Professional Services	360,054	522,984	579,720	437,320	(142,400)	(24.56%)
Taxes Non-Payroll	437,909	440,609	406,800	406,450	(350)	(0.09%)
Postage, Shipping and Mailing	156,103	229,363	312,485	312,860	375	0.12%
Property Mgt, Rent and Utilities	146,575	218,305	269,500	251,030	(18,470)	(6.85%)
Subcontract Costs	1,370,500	1,483,000	225,000	250,000	25,000	11.11%
Equip Rental and Maintenance	181,819	226,379	157,200	171,000	13,800	8.78%
Cost of Goods Sold	111,121	140,541	121,510	169,730	48,220	39.68%
Telephone	90,464	118,494	94,860	155,900	61,040	64.35%
Contributions to Other Orgs	90,528	118,492	107,160	121,320	14,160	13.21%
Building & Interest Finance Costs	88,163	128,914	152,700	115,900	(36,800)	(24.10%)
Supplies and Equipment	75,747	106,642	108,240	111,750	3,510	3.24%
Insurance	94,695	119,933	131,610	106,810	(24,800)	(18.84%)
<b>Total Expenses from Operations</b>	<b>12,764,620</b>	<b>16,427,232</b>	<b>16,974,860</b>	<b>18,310,097</b>	<b>1,335,237</b>	<b>7.87%</b>
<b>Change in Net Assets from Operations</b>	<b>321,472</b>	<b>(1,173,412)</b>	<b>-2,384,668</b>	<b>-2,575,747</b>	<b>-191,079</b>	<b>0</b>
<b>Non-Operational Activity:</b>						
Investment Income	501,673	520,673	76,000	135,000	59,000	77.63%
Net Investment Apprec/(Deprec)	665,744	673,244	30,000	30,000	-	0.00%
<b>Change in Net Assets</b>	<b>\$ 1,488,890</b>	<b>\$ 20,505</b>	<b>\$( 2,278,668 )</b>	<b>\$( 2,410,747 )</b>	<b>\$ ( 132,079 )</b>	<b>5.80%</b>

*\* The projection is based on known information as of the March(9th month of FY 2021) financial presentation. This is not definite. This does not include PPP loan forgiveness of \$1.2Million.*

## APHA FY 2022 PROPOSED BUDGET

### DETAIL ON LINE ITEMS

The FY 2022 budget increase/decrease comparisons are in relation to the FY 2021 budget.

#### REVENUE

##### Conventions

- **Proposed Budget:** \$5,635,450
- **Proposed Budget Change:** Increase of \$108,850 or 2 %
- **Justification:** The FY 2022 budget is based on a hybrid Annual Meeting (40% in person and 60% virtual) due to the COVID-19 pandemic. The location of the Annual Meeting is Denver, Colorado. The budget is based on attendance of 8,517 paid registrants and 423 exhibit booths. The APHA Annual Meeting registration fee is retained at the 2019 rates with a 10% discounted rate to virtual registrants. The Policy Action Institute revenue is based on 300 registrants.
- **Composition:** The conventions budget includes all activities related to the planning and execution of the Annual Meeting, continuing education activities that occur at the Annual Meeting and APHA Policy Action Institute.
- **Current Year Projection:** Conventions will not meet its anticipated revenue for FY 2021 by \$581,860 or (11 %).

##### Contracts and Grants

- **Proposed Budget:** \$3,509,579
- **Proposed Budget Change:** Increase of \$1,027,488 or 41 %
- **Justification:** The FY 2022 budget is based on the five-year cooperative agreement between APHA and the U.S. Centers for Disease Control and Prevention (approved in July 2018) and private foundation contracts with no anticipated carryover from FY 2021.
- **Composition:** The following provides a detailed breakdown of grant and contract related revenues: Federal grants \$1,863,250 (53%); AJPH Supplements \$317,500 (9%) Aetna Foundation \$490,652 (14%); Skoll Foundation \$351,088 (10%); Kresge Foundation \$225,283 (6%); the de Beaumont Foundation \$94,776 (3%); Development (major gifts and grant) \$86,020 (2%); John Hopkins University \$58,500 (2%) and others \$22,510 (1%)
- **Current Year Projection:** Contracts and grants will exceed its anticipated FY 2021 budget by \$2,306,447 or (93%). APHA received additional grants from the Aetna Foundation, the U.S. Centers for Disease Control and Prevention and private foundations that were not included in the approved FY 2021 budget.

##### Membership Dues

- **Proposed Budget:** \$3,159,680
- **Proposed Budget Change:** No change
- **Justification:** The Membership Dues budget was created using paid member averages from August and March 2020 for all traditional membership categories. The budget assumes APHA will maintain the anticipated performance of FY2021.
- **Composition:** The breakdown of membership dues by member type follows: Regular Members 9,263; Student Members 4,283; Retired Members 1,006; Special Health Workers 921; Early Career Professional 1,619; Student Bulk 2,600; Agency individual 864 and Multiple Section 670.
- **Current Year Projection:** Membership will not meet its anticipated revenue for FY 2021 by \$167,823, or 5%. The shortfall can be attributed to the performance of the regular dues category and a deeper student discounted rate than anticipated (student bulk pilot program).

### Subscription Fees and Royalties

- **Proposed Budget:** \$1,836,920
- **Proposed Budget Change:** Decrease of \$40,060 or 2%
- **Justification:** Subscription fees for the AJPH is based on 650 subscribers as budgeted for FY 2021, subscription fees for The TNH as budgeted for FY 2021, and subscriptions fees for 3 books, CCDM, the Food Compendium and Standard Methods of Examination of Water (SMWW). The royalties' budget is based on partnerships, membership affinity programs, the APHA, AJPH and NH websites, and APHA Buyers Guide (product and services site for public health professionals).
- **Composition:** The following provides a breakdown of subscription fees and royalties: subscriptions fees to AJPH, TNH, and SMWW, and royalties from membership affinity programs, the AJPH, TNH and SMWW.
- **Current Year Projection:** Subscriptions fees and royalties will not meet its anticipated revenue for FY 2021 by \$240,284 or 13%.

### Book Sales

- **Proposed Budget:** \$1,063,700
- **Proposed Budget Change:** Increase of \$187,930 or 21%
- **Justification:** This budget includes 7 new books which includes, the Control of Communicable Diseases Manual, Gun Violence, Advocacy & Public Health, and Public Health Policy under Siege.
- **Composition:** The budget was crafted based on the release of seven new books and the sales of existing titles. This includes the latest edition of the CCDM (recognizing 6-months of revenue), and Standard Method of Examination of Water and Waste Water will be in its fifth year.
- **Current Year Projection:** Book sales will not meet its anticipated revenue for FY 2021 by \$453,479 or 52%. This is due in large part to missed production dates for new books anticipated in FY 2021 and expected to yield sales in FY 2021.

### Advertising

- **Proposed Budget:** \$262,140
- **Proposed Budget Change:** Decrease of \$17,860 or 6%
- **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 2022.
- **Composition:** Revenue is based on advertising sales related to AJPH, TNH, Public Health Newswire, the Get Ready calendar, and the APHA website.
- **Current Year Projection:** Advertising will not meet its projected FY 2021 budget by \$112,996 or 40%.

### Miscellaneous Revenue

- **Proposed Budget:** \$171,300
- **Proposed Budget Change:** Increase of \$4,330 or 3 %
- **Justification:** Miscellaneous Revenue is budgeted based on several factors including, parking fees for 6 months, membership sponsorships, historical data related to unrestricted contribution from other organizations and members, historical data related to donations for the help-us-help-them campaign, current year label sales from the Annual Meeting and membership.
- **Composition:** Miscellaneous revenue consists of parking fees from APHA staff and the 6<sup>th</sup> 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 exceed its projected FY 2021 revenue by \$93,386 or 56%.

Rent on Sublease

- **Proposed Budget:** \$69,580
- **Proposed Budget Change:** *Decrease of \$109,130 or 61 %*
- **Justification:** The Rent on Sublease budget is based on the 6<sup>th</sup> floor being rented out the last three months of the fiscal year. The Association continues to engage CRESA to secure a tenant.
- **Composition:** Revenue is based on leasing of the 6<sup>th</sup> floor of the APHA headquarter building for three months.
- **Current Year Projection:** Rent on sublease will not meet its anticipated revenue for FY 2021 by \$178,710 or 100%.

Interest Income

- **Proposed Budget:** \$26,000
- **Proposed Budget Change:** Decrease of \$16,700
- **Justification:** Interest Income is based on \$1,000,000 in certificate of deposit that are going to be renewed at a lower interest rate.
- **Composition:** Operating funds invested in certificate of deposit interest.
- **Current Year Projection:** Interest income will not meet its projected FY 2021 revenue by \$1,053 or 2%.

**EXPENSES\***

Salaries, Benefits and Taxes

- **Proposed Budget:** \$8,353,987
- **Proposed Budget Change:** *Increase of \$553,697 or 7%*
- **Justification:** This is based on 73 staff, which includes, four grants funded positions compared to the current fiscal year 2021 and one AJPA supplement staff; 0% cost of living adjustment; 15% increase in health insurance cost for six months (January 2022 to June 2022).
- **Composition:** 73 staff members; 0% cost of living adjustment; and 15% increase in health insurance cost for six months (January 2022 to June 2022).
- **Current Year Projection:** Salaries, benefits and taxes are under budget by \$410,341 or 5 %. This is because of unfilled positions.

Other Costs

- **Proposed Budget:** \$1,952,100
- **Proposed Budget Change:** *Increase of \$732,500 or 60%*
- **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 \$500,000 for activities related to APHA's 150<sup>th</sup> anniversary.
- **Composition:** Other costs include stipends & honoraria, awards/plaques, publicity and promotion, subscriptions and publications, mailing lists, dues to other organizations, bank fees, Section/Affiliate projects, Student Assembly projects, computer access fees, and bad debt expenses.
- **Current Year Projection:** Other costs will be over budget by \$25,483 or 2%. This is due to released restricted funds throughout FY 2021.

### Consulting and Temporary Services

- **Proposed Budget:** \$1,850,220
- **Proposed Budget Change:** Increase of \$498,380 or 37 %
- **Justification:** Consulting and Temporary Services is budgeted based on existing consulting and temporary services contracts for the Association, including grants activities. This line item includes 27 AJPH Editors at \$385,630. The increase also includes grant related activities, a staff position turned to consultant, and \$250,000 for ongoing activities related to the MUEEP project.
- **Composition:** AJPH editors, temporary staff, book editors, and grants activities.  
**Current Year Projection:** Consulting and temporary services will be over budget by \$510,289 or 38%. This is partly due to non-budgeted grant activities and the usage of temporary staff in the membership, strategic communications, and finance departments.

### On-site Convention Costs

- **Proposed Budget:** \$1,665,070
- **Proposed Budget Change:** Decrease of \$409,350 or 20 %
- **Justification:** On-site Convention Costs are based on projected costs associated with serving registrants at the Annual Meeting in Denver; and the attendees of the fourth annual Policy Action Institute meeting in Washington DC.
- **Composition:** This line item includes convention and continuing education costs associated with the 2021 Annual Meeting. This line item also includes the fourth annual Policy Action Institute meeting in Washington, DC.
- **Current Year Projection:** On-site convention costs will be under budget by \$1,360,807 or 68%.

### Printing and Production

- **Proposed Budget:** \$782,510
- **Proposed Budget Change:** Increase of \$68,840 or 10 %
- **Justification:** The Printing and Production budget is based on the production of twelve issues of AJPH, ten issues of TNH; 7 AJPH supplements, and in-house printing costs.
- **Composition:** This category includes printing, duplication, and graphic design costs associated with APHA printed materials, not limited to AJPH and NH. It also includes vendor and publisher storage fees.
- **Current Year Projection:** Printing and production costs are projected to be under budget by \$115,072 or 16%. This is due in part to printing fewer pages in the AJPH, and printing fewer supplements than anticipated.

### Travel and Related Costs

- **Proposed Budget:** \$568,080
- **Proposed Budget Change:** Decrease of \$62,070 or 10 %
- **Justification:** Travel and Related Costs are budgeted based on planned activities for FY 2022 including travel to the 2021 Annual Meeting in Denver.
- **Composition:** Member travel (including Executive Board, travel, etc.) (\$134,920), staff travel (\$23,930), and Meeting Registrations (\$45,850), Training (\$42,100), consultant travel (\$43,370), Audio visual cost (\$163,450), and other related travel expenses. There are no funds for Association wide in-person meeting from January to June 2022

- **Current Year Projection:** Travel and Related Costs are projected to be under budget by \$374,299 or 59%, due in large part to the pandemic.

#### Depreciation and Amortization

- **Proposed Budget:** \$528,060
- **Proposed Budget Change:** Increase of \$9,960 or 2 %
- **Justification:** Depreciation and Amortization is based on estimated depreciation on the building, website development, website upgrade, 52 new laptops for employees, iMIS migration to cloud development, servers, a cloud-based disaster recovery server, new member online community (higher logic or alternative option), and furniture.
- **Composition:** Items under depreciation and amortization include building-related expenditures, website development, iMIS, Great Plains upgrade and development, conference room A/B renovation/furniture, LED lights, and an IT contingency fund.
- **Current Year Projection:** Depreciation and amortization is projected to be under budget by \$9,752 or 2%.

#### Professional Services

- **Proposed Budget:** \$437,320
- **Proposed Budget Change:** Decrease of \$142,400 or 25 %
- **Justification:** Professional Services is based on historical data and the current year's usage of services, including existing contracts.
- **Composition:** Professional services include personnel recruitment, outside payroll services, financial advisory services, legal services, audit & tax services, and other services.
- **Current Year Projection:** Professional services are projected to be under budget by \$56,736 or 10%.

#### Taxes Non-payroll

- **Proposed Budget:** \$406,450
- **Proposed Budget Change:** No change
- **Justification:** Taxes Non-payroll is based on estimated building property tax and business district tax.
- **Composition:** Property tax
- **Current Year Projection:** Taxes non-payroll will be over by \$33,809 or 8%. The estimated tax was calculated incorrectly for the current year.

#### Postage, Shipping, and Mailing

- **Proposed Budget:** \$312,860
- **Proposed Budget Change:** No change.
- **Justification:** The Postage, Shipping, and Mailing budget is based on mailing twelve issues of the AJPH, ten issues of TNH; 7 AJPH supplements, book sales, and in-house mailing costs.
- **Composition:** AJPH, TNH, Book sales and other Association mailings.
- **Current Year Projection:** Postage, shipping and mailing will be under budget by \$83,122 or 27% is related to the continued reduction in published pages in AJPH.

#### Property Management, Rent and Utilities

- **Proposed Budget:** \$251,030
- **Proposed Budget Change:** Decrease of \$18,470 or 7 %

- **Justification:** Property Management, Rent and Utilities are based on the costs associated with building operations.
- **Composition:** Property management, rent and utilities include utilities, cleaning services, window cleaning, security, pest control, snow removal, water treatment, trash/recycle service, water and oil.
- **Current Year Projection:** Property management, rent and utilities will be under budget by \$51,195 or 19%.

#### Subcontract Costs

- **Proposed Budget:** \$250,000
- **Proposed Budget Change:** Increase of \$25,000 or 11%
- **Justification:** Subcontract Costs are based on CDC subcontracts included in the fourth year of the five-year cooperative agreement with APHA outlined in the proposed budget.
- **Composition:** CDC grants and contracts.
- **Current Year Projection:** Subcontractor costs will be over budget by \$1,258,000 or 559%. \$1,000,000 relates to the Aetna Foundation's Healthiest Cities and Counties Challenge (winning cities and counties award money was passed-through APHA, which weren't included in the FY2021 approved budget).

#### Equipment Rental and Maintenance

- **Proposed Budget:** \$171,000
- **Proposed Budget Change:** Increase of \$13,800 or 9 %
- **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 \$69,179 or 44%. This is a result of technology needs due to pandemic.

#### Cost of Goods Sold

- **Proposed Budget:** \$169,730
- **Proposed Budget Change:** Increase of \$48,220 or 40 %
- **Justification:** The Cost of Goods Sold is based on the historical performance of current available books, expected 7 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 \$19,031 or 16%.

#### Telephone

- **Proposed Budget:** \$155,900
- **Proposed Budget Change:** Increase of \$61,040 or 64%
- **Justification:** Telephone Costs are based on historical data of telephone usage and planned webinar costs for Association activities. The increase is partly a result of cost associated with Association-wide Zoom accounts (for both staff and member units).
- **Composition:** Association wide telephone and webinar costs.
- **Current Year Projection:** Telephone costs are projected to be over the FY 2021 budget by \$23,634 or 25%.

### Contributions to Other Organizations

- **Proposed Budget:** \$121,320
- **Proposed Budget Change:** Increase of \$14,160 or 13 %
- **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 over budget by \$11,332 or 11% as a result of inflationary adjustment contribution to CEPH that was not included in the approved budget.

### Building and Interest Finance Costs

- **Proposed Budget:** \$115,900
- **Proposed Budget Change:** Decrease of \$36,800 or 24%
- **Justification:** Building and Interest Finance Costs are based on the actual cost of interest on the bond, bank monitoring fees, and cost of arbitrage fees.
- **Composition:** The costs associated with financing the APHA building.
- **Current Year Projection:** Building and financing costs are projected to be under budget by \$23,786 or 16%. This is due to the increase in bond interest after the approved FY 2021 budget.

### Supplies and Equipment

- **Proposed Budget:** \$111,750
- **Proposed Budget Change:** Increase of \$3,510 or 3%
- **Justification:** Supplies and Equipment is based on historical data and current year trends.
- **Composition:** Supplies and equipment for the entire Association.
- **Current Year Projection:** Supplies and equipment are projected to be under the FY 2021 budget by \$1,598 or 1%.

### Insurance

- **Proposed Budget:** \$106,810
- **Proposed Budget Change:** Decrease of \$24,800 or 19%
- **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, TNH, 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 \$11,677 or 9%.

*\*Some expenses include grants expenditures.*



AMERICAN PUBLIC HEALTH ASSOCIATION  
 FY 2022 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	0	3,159,680	0	0	0	0	0	0	3,159,680
Subscription Fees and Royalties	0	24,300	0	0	1,475,780	336,840	0	0	1,836,920
Advertising	0	0	7,140	0	255,000	0	0	0	262,140
Book Sales	0	0	0	0	580	1,063,120	0	0	1,063,700
Convention	0	0	0	0	100	0	5,635,350	0	5,635,450
Interest Income	14,000	0	0	0	0	0	0	12,000	26,000
Rent on Subleases	69,580	0	0	0	0	0	0	0	69,580
Miscellaneous	14,240	38,560	0	0	0	0	58,500	60,000	171,300
Contracts and Grants	0	0	3,000,011	83,539	317,500	0	0	108,530	3,509,579
Revenue of Related Org's	0	0	0	0	0	0	0	0	0
<b>Total Revenues from Operations</b>	<b>97,820</b>	<b>3,222,540</b>	<b>3,007,151</b>	<b>83,539</b>	<b>2,048,960</b>	<b>1,399,960</b>	<b>5,693,850</b>	<b>180,530</b>	<b>15,734,349</b>
<b>Expenses from Operations:</b>									
Salaries & Wages & Fringes	2,651,894	677,304	2,037,426	579,094	810,182	505,716	943,022	149,349	8,353,987
Consulting and Temporary Services	258,520	302,300	499,550	39,800	520,410	140,500	77,140	12,000	1,850,220
Professional Services	143,340	45,200	8,500	0	212,090	16,590	10,500	1,100	437,320
Subcontract Costs	0	0	250,000	0	0	0	0	0	250,000
On-Site Convention Costs	0	0	0	1,000	0	0	1,664,070	0	1,665,070
Property Mgt, Rent and Utilities	-566,460	111,200	201,890	136,930	128,730	88,480	129,010	21,250	251,030
Depreciation and Amortization	427,000	23,380	34,360	8,850	12,180	7,720	13,340	1,230	528,060
Equip Rental and Maintenance	132,840	5,030	16,100	4,350	4,030	2,780	5,270	600	171,000
Telephone / Webinar	59,710	10,770	66,240	7,410	4,010	2,090	4,170	1,500	155,900
Travel and Related Costs	285,060	27,010	56,060	42,400	52,000	8,600	43,340	53,610	568,080
Printing and Production	28,740	33,340	22,390	5,060	605,340	22,240	60,150	5,250	782,510
Cost of Goods Sold	0	0	0	0	0	169,730	0	0	169,730
Postage, Shipping and Mailing	11,740	30,220	3,900	930	149,030	76,420	38,570	2,050	312,860
Supplies and Equipment	52,710	6,480	6,180	2,620	3,800	1,930	35,530	2,500	111,750
Insurance	15,330	4,920	12,600	3,000	9,000	29,450	31,550	960	106,810
Real Estate Taxes	406,450	0	0	0	0	0	0	0	406,450
Building & Interest Finance Costs	115,900	0	0	0	0	0	0	0	115,900
Other Costs	983,760	228,320	56,050	61,460	238,080	98,460	260,440	25,530	1,952,100
Contributions to Other Orgs	111,320	0	0	0	0	0	10,000	0	121,320
Data Processing User Charges	0	0	0	0	0	0	0	0	0
Indirect Cost Recovery-	-573,311	0	553,615	19,696	0	0	0	0	0
<b>Total Expenses from Operations</b>	<b>4,544,544</b>	<b>1,505,474</b>	<b>3,824,861</b>	<b>912,599</b>	<b>2,748,882</b>	<b>1,170,706</b>	<b>3,326,102</b>	<b>276,929</b>	<b>18,310,097</b>
Change in Net Assets from Operations	-4,446,724	1,717,066	-817,710	-829,061	-699,922	229,254	2,367,748	-96,399	-2,575,747
<b>Non-Operational Activity:</b>									
Investment Income	120,000	0	0	0	0	0	0	0	120,000
Investment Service Fee	-55,000	0	0	0	0	0	0	0	-55,000
Gain/Loss on Sale of Securities	70,000	0	0	0	0	0	0	0	70,000
Net Investment Apprec/(Deprec)	30,000	0	0	0	0	0	0	0	30,000
Change in Net Assets	-4,281,724	1,717,066	-817,710	-829,061	-699,922	229,254	2,367,748	-96,399	-2,410,747

AMERICAN PUBLIC HEALTH ASSOCIATION  
GENERAL AND ADMINISTRATIVE  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2021 Approved Budget	2022 Proposed Budget	% Change 2022 Budget vs. 2021 Budget
<b>Revenues from Operations:</b>				
Interest Income	\$0.00	\$42,700.00	\$14,000.00	( 67.21%)
Rent on Subleases	0.00	178,710.00	69,580.00	( 61.07%)
Miscellaneous	101,214.44	42,400.00	14,240.00	( 66.42%)
<b>Total Revenues from Operations</b>	<b>101,214.44</b>	<b>263,810.00</b>	<b>97,820.00</b>	<b>( 62.92%)</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	2,016,044.49	2,699,750.95	2,651,894.15	( 1.77%)
Consulting and Temporary Services	252,012.55	154,450.00	258,520.00	67.38%
Professional Services	108,968.49	150,850.00	143,340.00	( 4.98%)
Property Mgt, Rent and Utilities	(434,278.44)	(515,440.00)	(566,460.00)	9.90%
Depreciation and Amortization	301,212.68	421,600.00	427,000.00	1.28%
Equip Rental and Maintenance	154,704.46	118,610.00	132,840.00	12.00%
Telephone / Webinar	30,998.98	29,890.00	59,710.00	99.77%
Travel and Related Costs	27,100.83	184,930.00	285,060.00	54.14%
Printing and Production	4,959.89	14,000.00	28,740.00	105.29%
Postage, Shipping and Mailing	5,922.23	11,940.00	11,740.00	( 1.68%)
Supplies and Equipment	13,716.14	56,320.00	52,710.00	( 6.41%)
Insurance	13,163.22	20,440.00	15,330.00	( 25.00%)
Real Estate Taxes	437,908.84	406,800.00	406,450.00	( 0.09%)
Building & Interest Finance Costs	88,163.24	152,700.00	115,900.00	( 24.10%)
Other Costs	337,941.14	452,880.00	983,760.00	117.22%
Contributions to Other Orgs	71,527.76	102,160.00	111,320.00	8.97%
Indirect Cost Recovery-	(453,346.18)	(379,759.93)	(573,310.54)	50.97%
<b>Total Expenses from Operations</b>	<b>2,976,720.32</b>	<b>4,082,121.02</b>	<b>4,544,543.61</b>	<b>11.33%</b>
<b>Change in Net Assets from Operations</b>	<b>(2,875,505.88)</b>	<b>(3,818,311.02)</b>	<b>(4,446,723.61)</b>	<b>16.46%</b>
<b>Non-Operational Activity:</b>				
Investment Income	137,355.57	60,000.00	120,000.00	100.00%
Investment Service Fee	(22,306.93)	(50,000.00)	(55,000.00)	10.00%
Gain/Loss on Sale of Securities	386,624.38	66,000.00	70,000.00	6.06%
Net Investment Apprec/(Deprec)	665,744.38	30,000.00	30,000.00	0.00%
<b>Change in Net Assets</b>	<b>(1,708,088.48)</b>	<b>(3,712,311.02)</b>	<b>(4,281,723.61)</b>	<b>15.34%</b>

**STAFF COMPOSITION**

**26.34 FTE**

## 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, General Communications, Human Resources, Finance & Accounting, Information Technology, Web Services, Office Services and Governance.

### B. AREAS OF MAJOR RESPONSIBILITY

Activities of this area:

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

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- The decrease in interest income reflects the expected reduction of interest rates from SunTrust and Congressional Bank. SunTrust will go from 75 basis points to zero. We planned to seek a renewal for a Congressional Bank CD and it will be at a lower rate based on the current market.
- Decrease in rent reflects three months of rental income. The rate per square footage has been reduced to facilitate occupancy for the period included in the budget.

- Miscellaneous income reflect a reduction in parking fees and FSA use-it-or lose income.
- The Consulting and temporary services increase is associated with the transfer of a position to consulting in the Governance department.
- The negative amount of (\$566,460) Property Management, Rent and Utilities is from the distribution of occupancy costs across other functional areas.
- Depreciation and Amortization is a result of IT cloud preparation development.
- The increase in telephone and webinar relates to the association wide Zoom usage for FY 2022.
- The printing and production increase relates to office services absorbing all related printing costs.
- Insurance cost relates to an expected decrease in FY 2022 and workman's compensation is now on salary line.
- The indirect cost recovery credit (\$573,311) is the recognition of overhead costs, which are charged for grants within other functional areas.
- A contingency of \$50,000 and \$500,000 has been set aside for the planning and preparation for APHA's 150<sup>th</sup> anniversary, both items are included in the other cost line item.

#### **D. FY 2022 GOALS**

##### **ASSOCIATION AWARDS:**

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

##### **COMMUNICATIONS:**

- Send more than 50 news releases and schedule scores of interviews with journalists by June 2022 to strengthen communication with members, partners and the public and to raise APHA visibility in the media.
- Increase page view on APHA's website (apha.org) by 10% or 700,000 by June 2022.
- Increase the number of followers of APHA social media channels by 10% or 80,000 by June 2022.

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

- Organize two staff training activities by June 2022 Organize two activities with APHA Staff Committees, Culture Club and/or Wellness Committee to boost employee morale by June 2022

##### **FINANCE:**

- To issue monthly financial by the 15<sup>th</sup> following the month end.
- To organize the annual audit to be completed by September 2021.
- To present FY 2023 budget by May 2022
- To review in April 2021 association accounting and investment policies and procedures to ensure its continuing compliance with applicable federal, state and local government.

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

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

**WEBSITE:**

- Continually improve user guide by offering staff 3-10 individual and 2 groups' website training workshops throughout FY 2022.
- Continuously update the website with public health information as soon as it is available.

**OFFICE SERVICES:**

- Prepare building and develop policies for eventual return to staff occupation, dependent upon changing guidelines.
- Maintain and improve building and its systems to ensure continued operation throughout fiscal year.
- Identify a Tenant for leasable space in the building for occupation in last quarter of fiscal year to meet revenue target.

**GOVERNANCE:**

- Manage one in-person (Nov.) and five conference call (Jan., March, May, July, and Sept.) meetings of the Executive Board.
- Manage one in-person (Nov.) and one conference call (June) meeting of the Governing Council.
- Update the governance pages on APHA's website no later than December 2021 with new leadership appointments.

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

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

**COMMUNICATIONS:**

- Send more than 50 news releases and schedule scores of interviews with journalists by June 2021 to strengthen communication with members, partners and the public. **Met**
- Send more than 50 news releases and schedule scores of interviews with journalists by June 2021 to raise APHA visibility in the media. **Met**
- Increase number of followers of APHA social media channels by 10% by June 2021.

**HUMAN RESOURCES:**

- Organize staff training activities. **Unmet**
  - CPR Training (life saving techniques for internal and external use)
  -
- Organize two activities with APHA staff Committees to boost employee morale during the pandemic. **Ongoing**

**FINANCE:**

- To effectively manage the financial operations of the Association and to accomplish the financial results stated in the Board approved principle which aims for a budget and organize annual external audit by September. **Ongoing; Met (later than planned due to change in auditors because of a merger)**
- To review in April association accounting and investment policies and procedures to ensure its continuing compliance with applicable federal, state and local government regulation. **Ongoing (projected to present in April)**
- To produce reliable financial reports monthly and distribute by the third week following the month end. **Met**

**INFORMATION TECHNOLOGY:**

- Support the association technology needs- complete Microsoft 365 installation.
- To complete the iMIS programming scheduled for FY 2021 by end of the third quarter of the fiscal year. *Ongoing*
- Replace 10 new computers in the first quarter of the fiscal year. *Met*

**WEBSITE:**

- To offer staff two website training workshops during FY 2021. *Ongoing*
- Complete Sitecore upgrade. *Met*
- Obtain Sitecore training, as well as training in other work-related areas such as 508 compliance, photo/graphic manipulation and optimization, CSS, HTML by last quarter of FY 2020. *Projected to meet*

**OFFICE SERVICES:**

- Review all maintenance contracts semi-annually for existing office equipment for renewal purpose and service requirements. *Projected to Meet*
- Annually review and update emergency operations plan and standards of conduct. *Projected to Meet*

**GOVERNANCE**

- Manage three in-person meetings (Oct., Jan., and May) of the Executive Board. *The EB met virtually due to the ongoing COVID-19 pandemic. Met*
- Manage three conference call meetings of the Executive Board (July, Sept., and March). *Met*
- Manage one in-person (Oct.) and one conference call (June) meeting of the Governing Council. *The GC met virtually in Oct. due to the ongoing COVID-19 pandemic Projected to meet*
- Update the governance pages on APHA's website no later than December 2020 with new leadership appointments. *Met*

AMERICAN PUBLIC HEALTH ASSOCIATION  
MEMBERSHIP SERVICES  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2021 Approved Budget	2022 Proposed Budget	% Change 2022 Budget vs. 2021 Budget
Revenues from Operations:				
Membership Dues	\$2,250,387.23	\$3,160,370.00	\$3,159,680.00	( 0.02%)
Subscription Fees and Royalties	0.00	24,300.00	24,300.00	0.00%
Miscellaneous	42,725.21	41,010.00	38,560.00	( 5.97%)
Contracts and Grants	17,531.09	0.00	0.00	0.00%
Total Revenues from Operations	2,310,643.53	3,225,680.00	3,222,540.00	( 0.10%)
Expenses from Operations:				
Salaries & Wages & Fringes	342,538.55	642,978.98	677,304.03	5.34%
Consulting and Temporary Services	171,429.20	139,700.00	302,300.00	116.39%
Professional Services	36,243.60	45,200.00	45,200.00	0.00%
Property Mgt, Rent and Utilities	74,477.58	99,290.00	111,200.00	12.00%
Depreciation and Amortization	7,369.71	16,270.00	23,380.00	43.70%
Equip Rental and Maintenance	4,165.10	5,750.00	5,030.00	( 12.52%)
Telephone / Webinar	3,062.70	9,350.00	10,770.00	15.19%
Travel and Related Costs	14,400.33	60,160.00	27,010.00	( 55.10%)
Printing and Production	13,649.98	33,590.00	33,340.00	( 0.74%)
Postage, Shipping and Mailing	17,850.19	28,880.00	30,220.00	4.64%
Supplies and Equipment	7,862.04	5,080.00	6,480.00	27.56%
Insurance	3,984.95	6,190.00	4,920.00	( 20.52%)
Other Costs	57,417.77	143,365.00	228,320.00	59.26%
Total Expenses from Operations	754,451.70	1,235,803.98	1,505,474.03	21.82%
Change in Net Assets from Operations	1,556,191.83	1,989,876.02	1,717,065.97	( 13.71%)
Non-Operational Activity:				
Change in Net Assets	1,556,191.83	1,989,876.02	1,717,065.97	( 13.71%)

**STAFF COMPOSITION**

**7.40 FTE**

## 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), Membership Committee of the Executive Board, Conference of Emeritus Members (CEM), Components, Student Assembly and ECP working group. The FY 2022 budget includes funding for new membership marketing initiatives for recruitment and retention, better utilization of APHA publications 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 be increasing 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 pop-up 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) initiative. We will also work to retain those brought in to include scheduling periodic town hall 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 companies. 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 will be created to cross promote APHA and Affiliate membership.
- Annual Meeting efforts will include extensive targeting of the Denver + four hour radius
- Agency membership prospecting to multiple members within the same organization through the use of 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 reviews 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:

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

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

- Increase in consulting is due to MUEEP project.
- Increase in other cost relates membership engagement system (Higher logic or comparable system).
- No member travel included in the proposed budget as variance indicated.

### **D. FY 2022 GOAL**

- To retain membership numbers totaling 20,556, 52 Affiliates and 212 Agency members by June 2022.
- Organize 15-20 joint component webinars by June 2022.
  - 6 Webinars
  - 6 Hot Topics (ISC Topical Groups)
  - 6 ISC Updates
- Provide two staff-led webinars on Affiliate collaboration for Speak for Health and NPHW opportunities by June 2022.
- Work with the SA to have at least 50% of Sections and SPIGs participate in mentoring program at Annual Meeting.
- Increase the number of APHA leaders becoming Affiliate Members by 50% by June 2022
- At least fifteen Sections and the Student Assembly participating in NPHW the first week of April 2022.
- Increase student participation in Sections and SA by 5% from July 2021 to June 2022.

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

Generally it is unlikely in FY 2021 will achieve its membership revenue goal. All membership types are under except retired, student bulk, agency and agency individual. The School Sponsored Student Discount program (student bulk) program is not retaining all the participants but the agency and agency individual continue to grow than expected. Some of the shortfall in regular membership may be as a result of shift to agency individual. In addition, the average cost for student bulk is less than \$57 as planned.

- To attain membership numbers totaling 20,556, 53 Affiliates and 212 Agency members. **Unmet**
- Organize eight joint component webinars within the fiscal year. **Met.**
- Provide three staff-led webinars on fundraising, advocacy and continuing education opportunities by June 2021. **Unmet**
- Work with the SA to have at least 50% of Sections and SPIGs participate in mentoring program or student networking events at the Annual Meeting. **Unmet – however, over twenty Sections have mentoring chairs and they have started to communicate with one another and the SA Mentoring Co-Chairs.**
- At least 8 of the 17 Caucuses organize and participate in the health equity event at Annual Meeting. **Met**
- 20% of Affiliate and Section leaders collaborate on an effort for the Speak for Health campaign in summer 2020. **Unmet- it was more difficult to organize due to COVID-19.**
- Ten 2021 NPHW events are coordinated by both APHA and Affiliate leaders, organized by ISC/CoA. **Unmet, but it was the first year that APHA had over ten Sections organize webinars and other activities to celebrate NPHW.**
- Increase student participation in Sections and SA by 5%. **Unmet.**

AMERICAN PUBLIC HEALTH ASSOCIATION  
PUBLIC HEALTH PRACTICE  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2021 Approved Budget	2021 Proposed Budget	% Change 2022 Budget vs. 2021 Budget
<b>Revenues from Operations:</b>				
Subscription Fees and Royalties	\$2,053.89	\$0.00	\$0.00	0.00%
Advertising	0.00	10,000.00	7,140.00	( 28.60%)
Miscellaneous	2,475.00	3,000.00	0.00	( 100.00%)
Contracts and Grants	2,995,014.13	1,972,550.51	3,000,010.97	52.09%
<b>Total Revenues from Operations</b>	<b>2,999,543.02</b>	<b>1,985,550.51</b>	<b>3,007,150.97</b>	<b>51.45%</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	1,090,796.07	1,417,631.14	2,037,425.91	43.72%
Consulting and Temporary Services	397,050.19	343,230.00	499,550.00	45.54%
Professional Services	3,535.67	67,980.00	8,500.00	( 87.50%)
Subcontract Costs	1,350,500.00	225,000.00	250,000.00	11.11%
Property Mgt, Rent and Utilities	121,978.30	173,320.00	201,890.00	16.48%
Depreciation and Amortization	16,772.99	24,140.00	34,360.00	42.34%
Equip Rental and Maintenance	8,698.58	12,770.00	16,100.00	26.08%
Telephone / Webinar	55,012.59	34,820.00	66,240.00	90.24%
Travel and Related Costs	91,358.41	144,790.00	56,060.00	( 61.28%)
Printing and Production	1,297.30	15,170.00	22,390.00	47.59%
Cost of Goods Sold	453.62	0.00	0.00	0.00%
Postage, Shipping and Mailing	640.13	2,870.00	3,900.00	35.89%
Supplies and Equipment	1,545.19	7,910.00	6,180.00	( 21.87%)
Insurance	9,247.66	14,360.00	12,600.00	( 12.26%)
Other Costs	85,637.64	23,160.00	56,050.00	142.01%
Indirect Cost Recovery-	327,716.30	360,702.46	553,614.98	53.48%
<b>Total Expenses from Operations</b>	<b>3,562,240.64</b>	<b>2,867,853.60</b>	<b>3,824,860.89</b>	<b>33.37%</b>
 Change in Net Assets from Operations	 (562,697.62)	 (882,303.09)	 (817,709.92)	 ( 7.32%)
<b>Non-Operational Activity:</b>				
 Change in Net Assets	 (562,697.62)	 (882,303.09)	 (817,709.92)	 ( 7.32%)

**STAFF COMPOSITION**

**20.03 FTE**

## **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 general 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. The vast majority of their work is funded by federal agencies and foundation grants. Funding organizations include, but aren't limited to the CDC, the Kellogg Foundation and the Kresge Foundation. The Center for Public Health Practice and Professional Development includes APHA's Global Health program work related to injury and violence prevention (funded by the CDC) and continuing education activities. This functional area also includes the budgets for the Get Ready Campaign, and the Science and Education Boards.

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

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

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

- CPHP develops public health policy materials (in the form of briefs, booklets, fact sheets, webinars, etc.) for public health professionals, general public and policy makers on issues germane to health equity, environmental health, health systems transformation.  
Examples:
  - Produce the [Advancing Racial Equity](#) webinar series and discussion guide
  - Track and analyze [declarations of racism as public health crisis](#)
  - Conduct primary research and community forums to develop report, [Protecting the Health of Children: A National Snapshot of Children's Environmental Health Services](#)
  - [Health equity factsheet series, reports and infographics](#)
  - Host webinars and annual meeting sessions 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, health and transportation, healthy housing and chemical exposures.
    - Build networks, through partnerships and coalitions to inform decision makers and support sound public health policy. Examples:
  - Convene and coordinate [the National Environmental Health Partnership Council](#), [Environmental Health Coalition](#), and [Tribal Public and Environmental Health Think Tank](#)
  - 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 Bloomberg American Health Initiative at John Hopkins University to highlight evidence based policies and programs related to adolescent health, environment, food systems and obesity and violence.
- CPHP is supporting APHA-wide response to the COVID-19 pandemic with a special focus on highlighting equity issues and concerns of vulnerable populations.

### **Center for School, Health and Education**

CSHE focuses its work on the social determinants of health and educational success, advancing “upstream” measures consistent with the vision of APHA to ensure that the United States becomes *the healthiest nation in one generation*.

Key efforts of CSHE are:

- 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), in partnership with the Bloomberg American Health Initiative.

### **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
  1. June 2020: Wildfires, climate and health hosted in partnership with the Kresge Foundation and EPA
  2. July 2020: Effective communications strategies for BRACE Grantees in partnership with CDC
  3. December 2020: Climate Change and Tribal Communities
- ii. Advocacy Training
  1. [Regional Factsheets](#)
  2. [Tiny Climate Chronicles](#)
- o Other:
  - i. [Student Champions for Climate Justice](#)
  - ii. ECO Bookworms Book Club

o

### **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.**

- o Promote a skilled, public health workforce through continuing education, training, and Annual Meeting sessions that build the knowledge base of public health professionals.
- o Translate and disseminate relevant research into public health practice.
- o Build partnerships supporting community-based innovative programs and health promotion and disease prevention efforts.
- o 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.
- o Provide support for global health activities in coordination with the International Health section.
- o Provide technical assistance to CDC's National Center for Injury Prevention and Control to develop and build capacity for the injury and violence prevention workforce through trainings and related efforts.
- o Enhance public health capacity to prevent and address the burden injury and violence.
- o Provide continuing education credits for partner meetings and other educational activities.
- o Provide continuing education credits for APHA sponsored educational activities

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

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

### **D. FY 2022 GOAL**

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

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

#### **Center for School, Health and Education**

- Increase federal and philanthropic funding by 20% (\$15,000) from current funding and over two years.

**Center for Climate, Health and Equity**

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

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

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

**E. STATUS OF CURRENT YEAR ACTIVITY**

**Center for School, Health and Education**

- Increase federal and philanthropic funding by 10% (\$7,500) from current funding and over two years. *Projected not to meet. Reduction in funding from previous year of cooperative agreement. No new grants secured at the time of reporting.*

**Center for Public Health Policy**

- Increase federal and philanthropic funding by 10% (\$78,000) from current funding and over two years. *In progress; achieved 88% of goal to date. At the time of reporting awaiting notification about two submitted proposals.*

**Center for Climate, Health and Equity**

- Increase federal and philanthropic funding by 10% from current funding and over two years. *In progress: have hired a consultant to build and implement the CCEH funding strategy; applied for Smart Surfaces Coalition grant of \$7M.*

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

- Recruit five new organizations to submit applications for APHA's jointly provided CE program by June 2021. *Met*
- Increase federal and philanthropic funding by 20% from current funding and over two years. *Met*

AMERICAN PUBLIC HEALTH ASSOCIATION  
GOVERNMENT RELATIONS AND AFFILIATE AFFAIRS  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2021 Approved Budget	2022 Proposed Budget	<u>% Change</u> 2022 Budget vs. 2021 Budget
<b>Revenues from Operations:</b>				
Book Sales	\$2,485.00	\$0.00	\$0.00	0.00%
Miscellaneous	3,066.25	0.00	0.00	0.00%
Contracts and Grants	189,877.13	85,786.43	83,538.52	( 2.62%)
<b>Total Revenues from Operations</b>	<b>195,428.38</b>	<b>85,786.43</b>	<b>83,538.52</b>	<b>( 2.62%)</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	376,511.81	631,364.01	579,093.92	( 8.28%)
Consulting and Temporary Services	65,773.28	28,750.00	39,800.00	38.43%
Professional Services	582.00	0.00	0.00	0.00%
Subcontract Costs	20,000.00	0.00	0.00	0.00%
On-Site Convention Costs	0.00	0.00	1,000.00	0.00%
Property Mgt, Rent and Utilities	76,807.80	102,340.00	136,930.00	33.80%
Depreciation and Amortization	4,169.08	5,900.00	8,850.00	50.00%
Equip Rental and Maintenance	1,614.69	2,610.00	4,350.00	66.67%
Telephone / Webinar	791.67	7,860.00	7,410.00	( 5.73%)
Travel and Related Costs	11,857.80	65,700.00	42,400.00	( 35.46%)
Printing and Production	572.26	8,690.00	5,060.00	( 41.77%)
Postage, Shipping and Mailing	520.18	1,170.00	930.00	( 20.51%)
Supplies and Equipment	5,368.87	3,200.00	2,620.00	( 18.13%)
Insurance	3,035.17	4,710.00	3,000.00	( 36.31%)
Other Costs	88,447.55	59,910.00	61,460.00	2.59%
Indirect Cost Recovery-	27,211.16	19,057.47	19,695.56	3.35%
<b>Total Expenses from Operations</b>	<b>683,263.32</b>	<b>941,261.48</b>	<b>912,599.48</b>	<b>( 3.05%)</b>
 Change in Net Assets from Operations	 (487,834.94)	 (855,475.05)	 (829,060.96)	 ( 3.09%)
<b>Non-Operational Activity:</b>				
 Change in Net Assets	 (487,834.94)	 (855,475.05)	 (829,060.96)	 ( 3.09%)

**STAFF COMPOSITION:**

**6.19 FTE**



## **GOVERNMENT RELATIONS AND AFFILIATE AFFAIRS**

### **A. SECTION COMPOSITION**

This section composes of Government Relations, Affiliate Affairs, National Public Health Week and Get Ready activities. Government Relations oversees APHA's government relations, lobbying and grassroots advocacy activities as well as APHA's Action Board. The Affiliate Affairs department is tasked with providing support to the 53 state and regional public health associations. The team serves as the liaison between APHA and Affiliate 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 53 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 53 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 that are interested in NPHW themes.

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

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

### **D. FY 2022 GOAL**

#### **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 and/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 2022.
- Increase open rate for APHA monthly Legislative Updates by the end of FY 2022. 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 2021.
- Conduct an annual training for Affiliate Presidents-Elect and provide resources to support new Affiliate leadership transition in July 2021.
- Provide advocacy training for Affiliate leaders during summer 2021 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 19 to 22% by end of June 2022.
- Increase Affiliate leaders' capacity to increase their membership by providing 3-5 educational opportunities, funding opportunities, evaluation strategies and networking events by June 2022.

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

- By April 2022, increase the number of NPHW traditional and cross-sector partners from 760 to 800.
- By April 2022, 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, \$2,000 goal by May 2022.
- Disseminate up to 7 NPHW messages to APHA members and Affiliates by May 2022 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. *Met*
- Develop Speak for Health materials in support of APHA advocacy priorities for use by APHA/Affiliate members. *Met*
- 100% participation in Hill visits by all Action Board members attending the midyear meeting. *Met.*
- Engage members and Affiliates in advocacy activities with members of Congress to support APHA's annual advocacy priorities. *Met*

### **Affiliates Affairs**

- Coordinate and implement the Affiliate dues assessment process by July 2020 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 53 Affiliates through the Affiliate Online Community, direct emails, and the Affiliate e-newsletter. Increase the number of Affiliate members that become APHA members through individual giving. *Met*
- Increase Affiliate leaders' capacity by providing 3-5 educational opportunities, funding opportunities, evaluation strategies and networking events. *Met/surpassed*

### **National Public Health Week**

By April 2021, increase the number of NPHW traditional and cross-sector partners from 650 to more than 700. *Met*

- By April 2021, 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  
2022 PROPOSED BUDGET

	March 31, 2021	2021	2022	% Change
	YTD	Approved	Proposed	2022 Budget vs.
	Actual	Budget	Budget	2021 Budget
<b>Revenues from Operations:</b>				
Subscription Fees and Royalties	\$981,030.58	\$1,567,260.00	\$1,475,780.00	(5.84%)
Advertising	124,656.65	270,000.00	255,000.00	(5.56%)
Book Sales	0.00	180.00	580.00	222.22%
Convention	90.00	800.00	100.00	(87.50%)
Miscellaneous	2,114.70	13,000.00	0.00	(100.00%)
Contracts and Grants	72,500.00	202,500.00	317,500.00	56.79%
<b>Total Revenues from Operations</b>	<b>1,180,391.93</b>	<b>2,053,740.00</b>	<b>2,048,960.00</b>	<b>(0.23%)</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	558,805.45	719,619.95	810,181.98	12.58%
Consulting and Temporary Services	363,139.12	461,370.00	520,410.00	12.80%
Professional Services	195,144.13	287,180.00	212,090.00	(26.15%)
On-Site Convention Costs	0.00	1,300.00	0.00	(100.00%)
Property Mgt, Rent and Utilities	107,279.98	142,940.00	128,730.00	(9.94%)
Depreciation and Amortization	17,070.51	19,140.00	12,180.00	(36.36%)
Equip Rental and Maintenance	4,198.18	5,800.00	4,030.00	(30.52%)
Telephone / Webinar	12.05	3,400.00	4,010.00	17.94%
Travel and Related Costs	652.33	53,590.00	52,000.00	(2.97%)
Printing and Production	376,034.76	550,350.00	605,340.00	9.99%
Postage, Shipping and Mailing	95,325.65	145,025.00	149,030.00	2.76%
Supplies and Equipment	4,735.81	5,950.00	3,800.00	(36.13%)
Insurance	8,198.38	12,730.00	9,000.00	(29.30%)
Other Costs	131,677.47	134,045.00	238,080.00	77.61%
<b>Total Expenses from Operations</b>	<b>1,862,273.82</b>	<b>2,542,439.95</b>	<b>2,748,881.98</b>	<b>8.12%</b>
<b>Change in Net Assets from Operations</b>	<b>(681,881.89)</b>	<b>(488,699.95)</b>	<b>(699,921.98)</b>	<b>43.22%</b>
<b>Non-Operational Activity:</b>				
<b>Change in Net Assets</b>	<b>(681,881.89)</b>	<b>(488,699.95)</b>	<b>(699,921.98)</b>	<b>43.22%</b>

**STAFF COMPOSITION**

**11.27 FTE**

## 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, 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 currently managed by Turpin Distribution. Regular activities include renewal campaigns.
- *AJPH* has partnered with Plimmer Group to conduct marketing activities, including lapsed subscriber and renewal campaigns, international marketing campaigns, and outreach to state and local health departments.
- The *AJPH* is on Facebook, Twitter, YouTube, and a blog site to further provide content to new audiences.

#### **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 the above goals via its print issue, website, app, e-newsletter, social media, podcasts, quiz, translations and other formats.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE

- The decreases in subscription revenue and expense reflect low subscription numbers year to date because of the ongoing pandemic and financial impact to institutional/librarian budgets.
- Increase in miscellaneous revenue pertains to Nations Health new revenue.
- Increase in contract and grants relates to supplements planned for FY 2022.
- The increase in printing and postage reflects the increased number of supplements the journal expects to publish in FY2022.

## **D. FY 2022 GOAL**

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

- Determine whether Tuprin Distribution is a good partner for the publication subscription program and either reaffirm our contract with them or conduct an RFP process to identify potential new subscription and fulfillment partners. Secure \$135,000 in funding to support the production of 3 additional supplements in FY2022 beyond the 4 currently scheduled.
- Identify and implement a new potential revenue stream for the journal.
- Begin rebuilding the institutional subscriber base, which dropped to 540 subscribers at the end of CY2020. We hope to reach 450 subscribers this calendar year and to build off of these numbers as the pandemic hopefully eases into CY2022. Ideally, we would like to reach 500 subscribers by year's end, but this may not be possible given the current economic climate. If we are able to reach 450 to 500 subscribers, it would mean an additional \$100,000 in subscriptions revenue for FY2021.

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

- Make one issue of the paper a "passalong issue." Features will encourage print readers to share that issue with a colleague or other person in public health. Goal is to increase awareness of APHA and in turn, promote membership by June 2022.
- Publish 10 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 10 full print issues
- Publish a weekly news quiz to educate public health professionals.
- Publish monthly Healthy You online in English, Spanish, audio and Quick Facts versions. Use social media, podcasts and e-newsletters to share information.

### **Advertisements**

- Secure 4 digital advertisers per month. Increase sales by an additional \$12,000. Not met.

### **Public Health Career Mart**

- Increase job posting rate online by 4% to meet projection by June 2020. Not met.

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

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

- Identify and contract with a new marketing firm to conduct marketing and promotional activities on behalf of the journal. ***Met. We have contracted with The Plimmer Group to conduct marketing activities on behalf of the journal.***
- Support the publication of 12 issues of the monthly journal and 4 supplements. ***Met. AJPH published 12 regular issues and 4 special supplement issues.***

- Provide additional support for the Editor-in-Chief's podcast activities. **Met.** *We have hired a podcast production assistant to support Dr. Morabia's monthly podcast endeavors.*

### **Nation's Health**

- Publish 10 print issues with hundreds of news articles. **Met**
- 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 10 full print issues **Met**
- 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**
- Create three grant-funded special sections in The Nation's Health on All of Us, NVDRS and climate change in the amount of \$32,500. **Not met**

### **Advertisements**

- Secure six advertisers print per month. **Unmet.** *Each publication has secured 2 advertisers per month. Not met. The trend continues to be the same, a decline in advertisement.*
- Secure four digital advertisers per month. **Met.** *The combined digital media, HTNH, IPH and APHA website, secured 8. Not met at this time. Three additional advertisers have signed on.*
- Increase circulation by 50% based on green membership numbers. This will result in revenue from digital advertisers. **Unmet.** *Due to the delivery of the AJPH issue to members, this is on hold until the online version is downloaded as an e-reader. AJPH can then be recognized by BPA Audit as a digital publication. Once available as such, AJPH digital circulation can then be included in the yearly circulation audit with print. The e-reader should be available by late summer. This is ongoing.*

### **Public Health Career Mart**

- Increase rate by 4% by July 1, 2019. **Met.** *With the 4% increase, projection has exceeded budget.* Projection is on target
- Increase the number of volunteer coaches at the annual meeting by 2. **Met**
- Maintain 70 coaching for the annual meeting coaching sessions. **Met.**

AMERICAN PUBLIC HEALTH ASSOCIATION  
BOOK SALES  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2021 Approved Budget	2022 Proposed Budget	<u>% Change</u> 2022 Budget vs. 2021 Budget
Revenues from Operations:				
Subscription Fees and Royalties	\$166,940.14	\$285,420.00	\$336,840.00	18.02%
Book Sales	318,262.42	875,590.00	1,063,120.00	21.42%
Total Revenues from Operations	<u>485,202.56</u>	<u>1,161,010.00</u>	<u>1,399,960.00</u>	<u>20.58%</u>
Expenses from Operations:				
Salaries & Wages & Fringes	287,519.16	598,818.01	505,716.03	( 15.55%)
Consulting and Temporary Services	129,537.34	139,300.00	140,500.00	0.86%
Professional Services	9,772.62	26,010.00	16,590.00	( 36.22%)
Property Mgt, Rent and Utilities	80,482.37	107,310.00	88,480.00	( 17.55%)
Depreciation and Amortization	11,222.25	16,670.00	7,720.00	( 53.69%)
Equip Rental and Maintenance	2,587.63	3,570.00	2,780.00	( 22.13%)
Telephone / Webinar	72.66	2,750.00	2,090.00	( 24.00%)
Travel and Related Costs	544.00	19,230.00	8,600.00	( 55.28%)
Printing and Production	6,413.81	25,540.00	22,240.00	( 12.92%)
Cost of Goods Sold	110,667.36	121,510.00	169,730.00	39.68%
Postage, Shipping and Mailing	24,199.63	99,430.00	76,420.00	( 23.14%)
Supplies and Equipment	1,046.93	3,050.00	1,930.00	( 36.72%)
Insurance	23,475.64	32,050.00	29,450.00	( 8.11%)
Other Costs	64,444.17	90,160.00	98,460.00	9.21%
Total Expenses from Operations	<u>751,985.57</u>	<u>1,285,398.01</u>	<u>1,170,706.03</u>	<u>( 8.92%)</u>
Change in Net Assets from Operations	(266,783.01)	(124,388.01)	229,253.97	( 284.31%)
Non-Operational Activity:				
Change in Net Assets	(266,783.01)	(124,388.01)	229,253.97	( 284.31%)

**STAFF COMPOSITION**

**1.56 FTE**



## **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 plan established in 2014. APHA Press maintains its efforts to build the program on the following topic areas – social determinants, public health practice, communicable disease, water safety, and food safety. It is also expanding into 3 additional focus areas – environmental health, maternal/child health, and non-communicable chronic disease prevention and control. In addition, APHA Press selectively acquires titles outside of these areas. In each of the main topic areas, APHA 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. Titles are placed on Amazon, authors and editors are encouraged to assist in APHA Press marketing efforts. Third party vendors such as distributors are a source to market to universities and book stores. Once a book is scheduled for publication, an interview and an article are published in The Nation's Health and a press release is issued by APHA. Books are marketed through APHA's communications platforms and strategic partnerships.
- Digital advertisements for each title are used to target by region, depending on what public health issues are happening at the time. Example: if there is a natural disaster (hurricane or flood) in the South, banner advertisements are coded and placed on APHA web properties to show up in those areas.
- The Publications Board provides support and is responsive to the needs of the book program, especially in the approval and rejection process.
- APHA Press titles are also market at the APHA Press Booth at the Annual Meeting along with co-brand and co-published titles.
- Each title is also created in an ebook format and post online for sale.
- The fulfillment center (Ware-Pak) is responsible for shipping APHA Press printed books and uploading Print-on-Demand (POD) titles to Sheridan (APHA's printing house) for shipping.
- APHA Press products are sold in the international market through an international distributor, Eurospan.

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

- Subscription Fees and Royalties: This relates to an expected increase in royalties from the CCDM trio package (core, lab, and practice); a new edition of CCDM core will be released in FY2022.

- **Book Sales:** This revenue line is higher due to the release of seven new books that will be in their first year of production. This includes CCDM core, which is one of the Association's best sellers; this edition will contain a section on the COVID-19 virus. The significant variance in this area has to do with CCDM Clinical and Laboratory. These two titles were affected by the global economic downturn in the international markets. It should be noted that APHA was negotiating to sell 1000 units of each title to our distributor in India and another 1500 combined units in Europe before the COVID pandemic. These markets are promising but will continue to be unreliable for the foreseeable future. The title "Gun Violence Prevention: A Public Health Approach" was released in April of 2021, it was delayed due to production issues (was scheduled to be released Dec. 2020). Cost of goods sold reflects the cost associated with sales projections.

#### **D. FY 2022 GOALS**

- **APHA Press titles scheduled for release: PRINT:** The Press has 5 titles scheduled for release, *Landesman's Public Health Management and Disaster 5<sup>th</sup> edition*, *Healthy Aging and Public Health*, *Cannabis: A Policymakers' Guide*, *Public Health Policy Under Siege*, *Control of Communicable Diseases Manual 21<sup>st</sup>*. Revenue projection is based on these titles with 75% of the revenue projection coming from CCDM 21<sup>st</sup> edition, which will be released January 2022.
- **DIGITAL:** The eBook projection was increased by 25% and the subscription projection was increased by 15%.

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

- **Standard Method of the Examination of Water and Wastewater:** PRINT: The goal is to sell the remaining stock, 600 units. The next edition is scheduled for release in late 2022. *Unmet, The next edition is scheduled for release late 2022, we still have less than 100 copies at the warehouse.* DIGITAL: The goal is to retain the current number of subscribers. *Met*
- **Compendium of Methods for the Microbiological Examination:** PRINT: Due to dropping sales for the last few years and the age of the title, the decision was made to destroy/recycle the inventory. *Met*. DIGITAL: The goal is to focus on increasing the subscription base. *Met*
- **Control of Communicable Diseases:** PRINT: The goal is to sell 3500 units of the core book which would deplete the inventory until the next edition next year; 750 copies of the Lab book, and 1750 units of the Clinical book,; For all other books, the total goal is 285k for the printed editions and 15k for eBooks. *Unmet. We are very close to meeting the projection for the Core book. Due to the loss of the international sales market (COVID), the lab and clinic book did not perform as expected.*

AMERICAN PUBLIC HEALTH ASSOCIATION  
CONVENTION SERVICES  
2022 PROPOSED BUDGET

	March 31 2021 YTD Actual	2021 Approved Budget	FY 2022 Proposed Budget	<u>% Change</u> 2022 Budget vs. 2021 Budget
Revenues from Operations:				
Convention	\$4,917,450.44	\$5,525,800.00	\$5,635,350.00	1.98%
Miscellaneous	41,219.49	28,000.00	58,500.00	108.93%
Contracts and Grants	769,082.11	58,785.03	0.00	( 100.00%)
Total Revenues from Operations	<u>5,727,752.04</u>	<u>5,612,585.03</u>	<u>5,693,850.00</u>	1.45%
Expenses from Operations:				
Salaries & Wages & Fringes	668,466.68	942,305.05	943,021.96	0.08%
Consulting and Temporary Services	178,843.00	73,040.00	77,140.00	5.61%
Professional Services	5,807.50	1,500.00	10,500.00	600.00%
On-Site Convention Costs	645,612.74	2,073,120.00	1,664,070.00	( 19.73%)
Property Mgt, Rent and Utilities	95,897.74	127,840.00	129,010.00	0.92%
Depreciation and Amortization	9,793.70	13,200.00	13,340.00	1.06%
Equip Rental and Maintenance	5,332.64	7,370.00	5,270.00	( 28.49%)
Telephone / Webinar	513.46	5,520.00	4,170.00	( 24.46%)
Travel and Related Costs	14,382.57	60,730.00	43,340.00	( 28.63%)
Printing and Production	10,032.71	61,080.00	60,150.00	( 1.52%)
Postage, Shipping and Mailing	11,204.70	21,640.00	38,570.00	78.23%
Supplies and Equipment	41,332.23	24,230.00	35,530.00	46.64%
Insurance	32,613.40	39,610.00	31,550.00	( 20.35%)
Other Costs	159,444.74	261,000.00	260,440.00	( 0.21%)
Contributions to Other Orgs	19,000.00	5,000.00	10,000.00	100.00%
Indirect Cost Recovery-	98,418.72	0.00	0.00	0.00%
Total Expenses from Operations	<u>1,996,696.53</u>	<u>3,717,185.05</u>	<u>3,326,101.96</u>	( 10.52%)
Change in Net Assets from Operations	3,731,055.51	1,895,399.98	2,367,748.04	24.92%
Non-Operational Activity:				
Change in Net Assets	3,731,055.51	1,895,399.98	2,367,748.04	24.92%

**STAFF COMPOSITION**

**9.63**

## CONVENTIONS

### **A. SECTION COMPOSITION**

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

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

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

- Managing all logistics for the Annual Meeting including sessions, events and offices for both in-person and virtual attendees.
- Managing the abstract submission and session development process.
- Managing a comprehensive sponsorship program to support the Annual Meeting.
- Collaborate with the APHA Center for Professional Development to facilitate Learning Institutes, session evaluations and CE accreditation and offerings for annual meeting sessions.
- Developing and managing marketing efforts for the Annual Meeting (print, digital, online, and social media).
- Developing and managing APHA Now, a web streamed package of annual meeting sessions as well as other virtual sessions and events to include CE credit opportunities and to be marketed to members and non-members.
- Managing the Policy Action Institute, a one-day, standalone event taking place in the Spring and brings together roughly 500 public health professionals.
- Evaluating and recommending future annual meeting sites.

### **C. JUSTIFICATION OF SIGNIFICANT VARIANCE ( This area address the supporting financial budget)**

In FY 2022 we are planning for a hybrid Annual Meeting with 40% of sessions in person and 60% virtual. Doing both presents significant costs to APHA. In addition, we anticipate a much smaller Expo due to residual effects from the pandemic. Our proposed budget numbers are based on the following justifications.

- Registration revenue reflects a goal of 10,000 attendees (40% in-person and 60% virtual only), 0% increase in fees over last year and a 10% discount for virtual-only attendees. In addition, we are estimating 423 in-person exhibit booths in Denver (a 30% reduction over 2019 and 10% decrease from the all virtual Expo in 2020). We are also estimating the registration fees for 300 in-person attendees and 100 virtual attendees at the 2022 Policy Action Institute in Washington, DC.

- The Miscellaneous line item has increased due to the increase in fee for service with partners in continuing education unit.
- On-site Convention costs relate to a higher cost of doing business in a pandemic environment. In general we expect to use fewer session rooms, so onsite AV costs will be lower than Philadelphia but we will likely need almost as many temp staff; we also need to manage and support the virtual sessions so we have the added expense of the virtual meeting platform that we used in 2020. We anticipate lower F&B expenses as we do not plan to hold many ticketed events. We will continue to offer the ADA shuttle for attendees with mobility issues. Additionally, , due to COVID protocols we will contract with a health and safety vendor to assist with messaging, check in processing/health screening, etc., this is required by the Convention Center.
- The increase to the Other Costs line item is related to the Policy Action Institute being in-person in 2022, we've added F&B and AV costs that we did not incur with the virtual PAI in 2021.

#### **D. FY 2022 GOAL**

- 10,000 attendees (8,517 paid registrants). The last time we were in Denver in 2016 we had 11,665 attendees (9,659 paid registrants), but this is our first meeting since the pandemic and our first real hybrid meeting and we anticipate fewer attendees.
- 423 exhibit booths at our virtual annual meeting in Oct. 2021. Many of our original exhibitors rolled over their fees from 2020 but may now not have the funds to travel to Denver. We anticipate this will be a difficult year to sell the Expo. We do not anticipate an increase in exhibitors based on initial responses to the Denver meeting. Those who exhibited with us in 2020 have referenced the high cost of traveling to Denver and lack of resources as the primary reasons for not participating in the 2021 Annual Meeting.
- In 2020, APHA did not sell access to APHA Now (formally APHA Live) in advance of the annual meeting so as not to take away from the virtual meeting registration. Our post AM sales of APHA Now were very low 58 individual paid subscribers and 7 group purchases with a total of 35 users. For the 2021 Annual Meeting we expect similarly low numbers since the whole annual meeting will be available virtually. We will sell access to individual sessions if someone wants to hear a single session or event.

#### **E. STATUS OF CURRENT ACTIVITY (FY 2021)**

- 9750 attendees (8040 paid registrants). The 2020 Annual Meeting was our first ever virtual meeting. – **Met** (reached 9400 total attendees, 8162 paid)
- 509 exhibit booths. – **Did not meet.** Actual virtual exhibit booths sold were almost 50% less than budgeted. Many exhibitors rolled over payments to 2021 AM.
- Increase sales of APHA Now by 10% - **Did not meet.**
- Sponsorship of \$400,000 – **Met and exceeded**, but sponsorship was allocated to 2 cost centers 220000 and 280000.

AMERICAN PUBLIC HEALTH ASSOCIATION  
DEVELOPMENT/FUINDRAISING  
2022 PROPOSED BUDGET

	March 31, 2021 YTD Actual	2020 Approved Budget	2022 Proposed Budget	<u>% Change</u> 2022 Budget vs. 2021 Budget
<b>Revenues from Operations:</b>				
Interest Income	\$0.00	\$0.00	\$12,000.00	0.00%
Miscellaneous	56,920.88	39,560.00	60,000.00	51.67%
Contracts and Grants	5,008.00	125,500.00	108,530.00	( 13.52%)
<b>Total Revenues from Operations</b>	<b>61,928.88</b>	<b>165,060.00</b>	<b>180,530.00</b>	<b>9.37%</b>
<b>Expenses from Operations:</b>				
Salaries & Wages & Fringes	106,251.78	147,827.01	149,349.00	1.03%
Consulting and Temporary Services	5,999.00	12,000.00	12,000.00	0.00%
Professional Services	0.00	1,000.00	1,100.00	10.00%
Property Mgt, Rent and Utilities	23,929.63	31,900.00	21,250.00	( 33.39%)
Depreciation and Amortization	754.46	1,180.00	1,230.00	4.24%
Equip Rental and Maintenance	517.52	720.00	600.00	( 16.67%)
Telephone / Webinar	0.00	1,270.00	1,500.00	18.11%
Travel and Related Costs	0.00	14,780.00	53,610.00	262.72%
Printing and Production	3.03	5,200.00	5,250.00	0.96%
Postage, Shipping and Mailing	216.17	1,250.00	2,050.00	64.00%
Supplies and Equipment	140.00	2,500.00	2,500.00	0.00%
Insurance	976.42	1,520.00	960.00	( 36.84%)
Other Costs	17,485.52	44,680.00	25,530.00	( 42.86%)
<b>Total Expenses from Operations</b>	<b>156,273.53</b>	<b>265,827.01</b>	<b>276,929.00</b>	<b>4.18%</b>
<b>Change in Net Assets from Operations</b>	<b>(94,344.65)</b>	<b>(100,767.01)</b>	<b>(96,399.00)</b>	<b>( 4.33%)</b>
<b>Non-Operational Activity:</b>				
<b>Change in Net Assets</b>	<b>(94,344.65)</b>	<b>(100,767.01)</b>	<b>(96,399.00)</b>	<b>( 4.33%)</b>

**STAFF COMPOSITION:**

**1.15 FTE**

## RESOURCE DEVELOPMENT (FUNDRAISING)

### A. SECTION COMPOSITION

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

### 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 new programs as resources permit and help support the increase in contracts and grants.

### C. JUSTIFICATION OF SIGNIFICANT VARIANCE (for FY 2022 Budget-three areas).

- Revenue: Variation due to expected revenue increase for the fiscal year. As noted, the Association already met the current year goal in general contribution. The efforts of the development manager also reside in helping raise restricted funds on behalf of 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 Denver.

### D. FY 2022 GOAL

- To raise \$11,020 for the Annual Meeting Student Scholarship Fund.
- To raise \$60,000 in unrestricted revenue for the Association.
- To raise \$75,000 in grant revenue

### E. STATUS OF CURRENT YEAR ACTIVITY FY 2021

- Raise \$20,000 for the Annual Meeting Student Scholarship Fund. *Met*
- Raise \$39,560 in unrestricted revenue for the Association. *Met; secured \$56,921.*
- Raise \$100,000 grant revenue for the Association; Ongoing

**FY 2022 PROPOSED BUDGET  
List of Unfunded Items**

<b>Descriptions</b>	<b>Amounts</b>
Salaries and fringe Positions Development Coordinator Staff Accountant- Accounts Receivable Database Manager Member Services Assistant Book Production Coordinator/Sales and Marketing Manager AJPH Prod Coordinator Coordinator Grassroot, Government Relations Media Relations Specialist Journal Admin/formerly adm fellow (PT to FT)	\$ 665,430
FY 2022 3% Cost of living adjustment	228,250
Building related expenses (New roof, roof repair,conference room renovation,alley gate)	128,340
IT (Capitalized-website upgrade,Get Ready site migration)	17,540
Miscellaneous (other line items reductions)	50,120
Travel (Staff, Members, Mtg Registration, Food, Professional Development)	379,160
<b>Total</b>	<b>\$ 1,468,840</b>



**FY 2022 PROPOSED BUDGET**  
**List of Funded Items**

**Positions:**

Journal Project Manager (AJPH Supplement)	\$ 97,880
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<b>Information Technology</b> -(Disaster recovery,servers, cloud migration preparation)	32,730
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<b>Total</b>	<u><u>\$ 130,610</u></u>
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**FY 2022 PROPOSED BUDGET**  
**List of Funded Items-One Time Spending Request**

150th Preparation expense	\$	500,000.00
MUEEP Project		250,000.00
Members Engagement System-Higher Logic or comparable system		150,000.00
<b>Total</b>		900,000.00
Operating cost from reserve		1,675,747.00
		<hr/>
<b>Total reserve request</b>	<b>\$</b>	<b><u>2,575,747.00</u></b>

## BUDGET NOTE