

Introductory information for the proposed FY 20-21 Budget

Below is a brief description of the duties/responsibilities for each department at APMA:

Executive Office

The Executive Office is responsible for coordinating the governance processes associated with APMA, component affairs, meetings administration, and policy and practice issues. The Executive Office also manages the legal aspects of the association through the association's general counsel, provides human resource management, coordinates international relations, and oversees the strategic and operational plans. The Executive Office advises the Board of Trustees and is the liaison between the Board and APMA staff.

Council on Podiatric Medical Education

The Council on Podiatric Medical Education (CPME) is the autonomous accrediting arm of APMA. CPME is responsible for evaluating and accrediting, approving, or recognizing colleges of podiatric medicine, residency programs, continuing podiatric medical education sponsors, fellowship programs, and specialty certifying boards (through the JCRSB).

Development

The Department of Development is responsible for generating non-dues income via corporate sponsorships and grants in support of major programs and services of the association. Fundraising efforts include support for the Annual Scientific Meeting (The National), exhibit hall, and special projects. Additionally, the department raises funds and manages the programs of the APMA Educational Foundation.

Finance

The Department of Finance assumes five (5) areas of responsibility – Accounting, Finance, Computer Systems, Production/Shipping, and Physical Plant. The department supports all operations of the association.

Health Policy & Practice

The Health Policy & Practice Department is responsible for monitoring and addressing regulatory issues associated with public insurance programs such as Medicare, Medicaid, and TRICARE. Additionally, the department addresses private insurance regulatory and policy issues, as well as coding, reimbursement, hospital and practice issues. Through the Center for Professional Advocacy (CPA), the department monitors changes to state scopes of practice and assists components in their state legislative, legal, and regulatory advocacy initiatives.

Legislative Advocacy

The Department of Legislative Advocacy assumes three (3) areas of responsibility – federal legislative lobbying, grassroots political activism, and the APMA Political Action Committee/Protecting Our Profession (formerly the Government Education Fund) administration.

Membership

The Membership Department manages all aspects of member relations, including recruitment and retention. Additionally, the department manages dues processing (invoicing, collections, and reporting) for the association, and for thirty-five (35) components. The department oversees the association's member database, meeting registration, publications subscriptions, and various member service duties.

Young Physicians Program

The Young Physicians Program focuses on developing future leaders within the profession and providing educational resources to young physicians. The program has developed the Young Physicians Institute (YPI), the Residency Education Resource Center (REdRC), and the Young Physician Transition Series (YPTS). The program also oversees the Student Recruitment Campaign activities.

Continuing Education and Programs

The Department of Continuing Education and Programs is responsible for ensuring the development and successful implementation of all APMA continuing education programs including the APMA Annual Scientific Meeting (The National) and for the ongoing management of the review and recognition processes associated with the Seal of Approval and Seal of Acceptance programs. Additionally the department supports the Physicians' Recovery Network (PRN) Subcommittee and PRN hotline.

Clinical Affairs

The Department of Clinical Affairs is responsible for research and data collection endeavors including the development and management of the APMA Data Registry and APMA MIPS App. The department supports the Clinical Practice Advisory Committee (CPAC) and Public Health and Preventive Podiatric Medicine Committee (PHPPMC), as well as, administers the APMA/The Dartmouth Institute Public Health Fellowship program. Additionally, the department represents the podiatric profession by liaising with various organizations, such as professional societies, healthcare organizations, educational entities, patient empowerment alliances, and government offices.

Communications

The Communications Department oversees the production/publication of *APMA News*, *JAPMA*, digital publications, etc. The department also oversees all marketing and promotions activities including career awareness, member recruitment and retention efforts as well as all public relations functions including media relations, social media, and public education campaigns. The department manages media training, designs and updates the website, and offers editorial and graphic design support to all APMA departments and programs.

Proposed FY 20-21 Budget

Budget Process

The budget process was as follows:

- Board of Trustees prioritized the strategic plan goals.
- Senior staff updated the list of activities in the Operational Plan.
- Senior staff prepared budget calculations for all Operational Plan items.
- Executive staff met with all department directors/program managers to review budget calculations.
- A balanced budget was developed.
- The Board of Trustees thoroughly reviewed and discussed the proposed FY 20-21 Budget at its February meeting.
- The Board of Trustees approved the proposed budget for transmittal to the APMA Finance Committee.
- The Finance Committee thoroughly reviewed and discussed the proposed FY 20-21 Budget at its February meeting.
- The Finance Committee approved the proposed budget for transmittal to the House of Delegates.

Overall Budget Notes

The proposed FY 20-21 balanced budget is \$13,993,500.

- \$242,600 (1.76%) more than the FY 19-20 budget

The Board of Trustees is not proposing a dues increase or cost of living adjustment (COLA) for FY 20-21. As discussed when the last dues increase was approved (FY 11-12), APMA would consider taking allocations of the Strategic Reserve once the reserve reached one year's worth of operating expenses. In addition to the annual \$300,000 allocation for operations from the Strategic Reserve, the board and management recommend a one-time allocation of \$250,000

from the Strategic Reserve for FY 20-21 operations. Additional allocations of reserves have been proposed in the budget.

The allocations of reserves in the proposed budget are as follows:

- Strategic Reserves
 - Operations \$550,000
 - Data Registry/APMA App \$270,000
 - Retirement Plan Termination Loan \$250,000

- Research Endowment
 - Research Grants \$ 25,000

- Legal & Legislative Reserve
 - Scope of Practice \$ 10,000
 - Innovation Grants

- Capital Improvements \$ 50,000

The challenges APMA has been experiencing over the past few years continue: tight budgets with potential program and staff adjustments needed over the next few years until budget-relieving solutions come to fruition such as dues increases, increased membership, monetization of the registry, the defined benefit plan obligation is paid off, and development of other non-dues initiatives.

The proposed FY 20-21 budget includes \$242,600 in additional funding/expenditures. The main source of increased funding is the utilization of strategic reserves in lieu of a dues increase. The allocation is a stop-gap measure while non-dues revenue programs are being launched. There are several programs where revenue is projected to increase (Annual Scientific Meeting, CPME, Development, and Membership). The creation of APMA Services, Inc. and the insurance solution program will add management service income, as well as potential annual after-tax distributions back to APMA. Other program revenue has been projected at current levels of activity. Therefore, there should not be any large negative swings from projected to actual results.

Unlike recent years, increased costs/funding is proposed for several programs. The increases tie directly to key areas such as strategic planning, legislative advocacy, member recruitment and retention, young physician engagement, and student recruitment. The staff salary and benefit line item was reduced in the past two budgets. The proposed budget includes funding for salary increases and increased benefits costs. The funding is critical for retaining staff and staying competitive in the current Washington, DC metro area. The cost containment measures taken over the past few years have enabled APMA to reduce the impact of lower revenue trends.

It is anticipated that the non-dues revenue initiatives, such as the insurance solutions program, will also be a catalyst for member recruitment and will begin to bear fruit during FY 20-21. The results will provide more flexibility for programs and less reliance on reserves.

Financial Reports

In addition to the department-based budget reports, two additional financial reports have been provided. The additional reports present information by natural classification of income and expenses, as well as by function. Expense information can be tied to strategic plan goals, governance, and operations. The reports reflect financial information more in line with the IRS Form 990. The reports are:

Proposed Budget - Revenue and Support

- This report is by natural classification and is more detailed than the summary page of the department-based budget report.

Proposed Budget - Expenses by Function

- This report shows expenses by Function (Strategic Plan Goals, Governance, Operations, etc.) and by natural expense category (salaries, benefits, travel, supplies, etc.).

The Strategic Goals are as follows:

- **Advocate** on behalf of DPMs in furtherance of parity with MDs and DOs in public and private health-care delivery systems, to allow DPMs to practice to the fullest extent of their education and training, and to improve timely patient access to foot and ankle care provided by DPMs.
- **Educate** members, consumers, and the health-care community.
- **Research** through the completion of effective clinical and socioeconomic outcomes studies.
- **Lead** through the development of future leaders, exceptional membership engagement, and effective governance.
- **Manage** through outstanding sustainability of financial, operational, and member recruitment efforts.

**AMERICAN PODIATRIC MEDICAL ASSOCIATION
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
ANNUAL SCIENTIFIC MEETING - THE NATIONAL	\$ 1,680,538	\$ 1,720,000	\$ 1,892,500	\$ 172,500	10.03%
COUNCIL ON PODIATRIC MEDICAL EDUCATION	1,201,471	1,198,400	1,342,500	144,100	12.02%
DEVELOPMENT	590,722	678,400	705,900	27,500	4.05%
FINANCE	1,549,458	1,416,500	1,501,500	85,000	6.00%
HEALTH POLICY & PRACTICE	396,522	425,000	395,000	(30,000)	-7.06%
LEGISLATIVE ADVOCACY	-	35,000	30,000	(5,000)	-14.29%
MEMBERSHIP	7,383,378	7,350,600	7,375,600	25,000	0.34%
YOUNG PHYSICIANS PROGRAM	-	375,500	221,500	(154,000)	-41.01%
CONTINUING EDUCATION AND PROGRAMS	221,657	250,000	253,000	3,000	1.20%
CLINICAL AFFAIRS	998	10,000	10,000	-	0.00%
COMMUNICATIONS	315,584	291,500	266,000	(25,500)	-8.75%
TOTAL INCOME	\$ 13,340,328	\$ 13,750,900	\$ 13,993,500	\$ 242,600	1.76%
EXPENSES					
HOUSE OF DELEGATES	\$ 282,219	\$ 288,400	\$ 281,600	\$ (6,800)	-2.36%
ANNUAL SCIENTIFIC MEETING - THE NATIONAL	1,255,899	1,176,100	1,392,000	215,900	18.36%
BOARD OF TRUSTEES	488,690	479,200	527,500	48,300	10.08%
EXECUTIVE OFFICE	1,418,477	1,342,900	1,372,000	29,100	2.17%
COUNCIL ON PODIATRIC MEDICAL EDUCATION	1,084,798	1,163,300	1,179,100	15,800	1.36%
DEVELOPMENT	519,360	576,000	597,000	21,000	3.65%
FINANCE	2,458,213	2,548,400	2,651,000	102,600	4.03%
HEALTH POLICY AND PRACTICE	1,079,709	1,143,600	1,151,100	7,500	0.66%
LEGISLATIVE ADVOCACY	614,081	673,000	719,700	46,700	6.94%
MEMBERSHIP	834,581	869,800	919,300	49,500	5.69%
YOUNG PHYSICIANS PROGRAM	209,889	658,500	590,200	(68,300)	-10.37%
CONTINUING EDUCATION AND PROGRAMS	388,118	464,500	569,800	105,300	22.67%
CLINICAL AFFAIRS	1,122,339	977,600	647,200	(330,400)	-33.80%
COMMUNICATIONS	1,641,723	1,389,600	1,396,000	6,400	0.46%
TOTAL EXPENSES	\$ 13,398,096	\$ 13,750,900	\$ 13,993,500	\$ 242,600	1.76%
NET OPERATING BUDGET	\$ (57,768)	\$ -	\$ -	\$ -	

**HOUSE OF DELEGATES
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
EXPENSES					
1. HOUSE OF DELEGATES					
A. Operations	\$ 18,756	\$ 21,000	\$ 21,500	\$ 500	
B. Meeting Expense - Direct	127,697	124,000	124,000	-	
C. Inaugural Reception	29,825	30,000	32,000	2,000	
D. Past Presidents Reception	1,238	1,500	1,500	-	
E. Staff expenses	17,471	34,600	36,600	2,000	
F. Awards & Recognition	2,471	4,000	4,000	-	
G. Committees	16,056	14,100	5,400	(8,700)	(1)
H. House Speaker expenses	5,990	6,700	6,600	(100)	
I. Dignitaries	2,386	2,500	-	(2,500)	
J. Directives	60,329	50,000	50,000	-	
TOTAL EXPENSES	\$ 282,219	\$ 288,400	\$ 281,600	\$ (6,800)	-2.36%

(1) Reduced meeting costs.

**ANNUAL SCIENTIFIC MEETING - THE NATIONAL
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. EDUCATIONAL PROGRAM					
A. Registration fees	\$ 262,874	\$ 260,000	\$ 350,000	\$ 90,000	
B. Advertising	15,020	10,000	12,500	2,500	
C. Exhibitors	601,138	600,000	630,000	30,000	
D. Corporate Sponsorship	801,506	850,000	900,000	50,000	
TOTAL INCOME	\$ 1,680,538	\$ 1,720,000	\$ 1,892,500	\$ 172,500	10.03% (1)
EXPENSES					
1. EDUCATIONAL PROGRAM					
A. Annual Meeting Committee	\$ 1,643	\$ 2,200	\$ 2,200	\$ -	
B. Operations	173,398	164,800	220,900	56,100	(2)
C. Meeting Expense - Direct	466,013	448,200	418,700	(29,500)	(3)
D. Speakers	160,550	177,000	194,300	17,300	(4)
E. Staff expenses	42,755	52,000	40,000	(12,000)	(5)
F. Exhibit Hall	406,782	326,900	510,900	184,000	(6)
G. Site Visits	4,758	5,000	5,000	-	
TOTAL EXPENSES	\$ 1,255,899	\$ 1,176,100	\$ 1,392,000	\$ 215,900	18.36%

- (1) Increase due to meeting location.
- (2) Revenue share with Region 1.
- (3) Decreased Wi-Fi costs.
- (4) Increased opening speaker costs.
- (5) Decreased travel costs.
- (6) Increased food/beverage costs.

**BOARD OF TRUSTEES
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
EXPENSES					
1. ADMINISTRATION					
A. President's Honorarium	\$ 170,000	\$ 170,000	\$ 174,000	\$ 4,000	
B. Communications allowance	13,800	13,800	14,800	1,000	
C. BOT Orientation Program	3,302	1,800	2,500	700	
D. Strategic Planning	7,389	-	11,000	11,000	(1)
E. Gifts	230	1,400	1,400	-	
	\$ 194,721	\$ 187,000	\$ 203,700	\$ 16,700	8.93%
2. PRESIDENT'S TRAVEL					
A. International Meetings	-	-	-	-	
B. Regional Meetings	21,688	19,000	19,000	-	
C. Medical Liaison	5,945	17,900	17,900	-	
D. Miscellaneous Travel	2,039	5,700	5,700	-	
	29,672	42,600	42,600	-	0.00%
3. MEMBERS' TRAVEL					
A. Regional/State Meetings	14,374	17,000	14,500	(2,500)	
B. Liaisons	7,074	10,000	10,000	-	
C. Miscellaneous	-	2,500	2,500	-	
	21,448	29,500	27,000	(2,500)	-8.47%
4. HOUSE OF DELEGATES					
A. President's Dinner	28,644	30,000	33,000	3,000	
B. President's spouse luncheon	1,000	-	-	-	
C. Allocated costs	96,195	109,400	114,800	5,400	
	125,839	139,400	147,800	8,400	6.03%
5. EDUCATIONAL PROGRAM					
A. Allocated costs	59,947	53,000	53,800	800	
	59,947	53,000	53,800	800	1.51%
6. COMMITTEES					
A. Executive Committee	247	200	200	-	
B. Task Forces	5,167	100	100	-	
	5,414	300	300	-	0.00%
7. MEETINGS					
A. Fall	27,368	500	24,200	23,700	(2)
B. Winter	24,281	26,900	28,100	1,200	
	51,649	27,400	52,300	24,900	90.88%
TOTAL EXPENSES	\$ 488,690	\$ 479,200	\$ 527,500	\$ 48,300	10.08%

(1) Periodic planning meeting.

(2) In-person meeting instead of virtual meeting.

**EXECUTIVE OFFICE
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 1,356,858	\$ 1,296,000	\$ 1,324,000	\$ 28,000	
B. Departmental Operations	10,439	12,500	12,500	-	
	\$ 1,367,297	\$ 1,308,500	\$ 1,336,500	\$ 28,000	2.14%
2. EXECUTIVE DIRECTOR'S TRAVEL					
A. International Travel	-		-	-	
B. Regional Meetings	13,127	12,900	12,900	-	
C. Medical Liaison	6,555	10,000	10,000	-	
D. State Leaders Update Functions	13,418	10,000	10,000	-	
E. Miscellaneous	2,195	1,500	1,500	-	
	35,295	34,400	34,400	-	0.00%
3. INTERNATIONAL RELATIONS					
A. FIP organizational membership	15,885	-	1,100	1,100	
	15,885	-	1,100	1,100	100.00%
TOTAL EXPENSES	\$ 1,418,477	\$ 1,342,900	\$ 1,372,000	\$ 29,100	2.17%

**COUNCIL ON PODIATRIC MEDICAL EDUCATION
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. RESIDENCY VERIFICATION	\$ 10,400	\$ 8,000	\$ 8,000	\$ -	0.00%
2. COLLEGE ACCREDITATION	62,500	60,000	60,000	-	0.00%
3. RESIDENCY APPROVAL	842,221	900,700	972,000	71,300	7.92% (1)
4. CONTINUING EDUCATION APPROVAL	131,000	131,000	153,800	22,800	17.40% (2)
5. CERTIFYING BOARD RECOGNITION	33,458	31,900	31,900	-	0.00%
6. APPEALS	-	6,800	6,800	-	0.00%
7. ADMIN. COST REIMB.	121,892	60,000	110,000	50,000	83.33%
TOTAL INCOME	<u>\$ 1,201,471</u>	<u>\$ 1,198,400</u>	<u>\$ 1,342,500</u>	\$ 144,100	12.02%
EXPENSES					
1. ADMINISTRATION	\$ 722,286	\$ 768,500	\$ 821,800	\$ 53,300	6.94%
2. COMMITTEES	104,932	130,000	130,000	-	0.00%
3. MEETINGS	78,966	75,800	75,800	-	0.00%
4. COLLEGE EVALUATIONS	13,345	15,000	15,000	-	
5. RESIDENCY EVALUATIONS	152,397	137,000	112,000	(25,000)	-18.25% (3)
6. CONTINUING EDUCATION EVALUATIONS	-	3,000	3,000	-	
7. TRAINING & ORIENTATION WORKSHOPS	12,872	34,000	21,500	(12,500)	-36.76% (4)
TOTAL EXPENSES	<u>\$ 1,084,798</u>	<u>\$ 1,163,300</u>	<u>\$ 1,179,100</u>	\$ 15,800	1.36%

- (1) Increase in fees per position.
- (2) Increase in fees and providers.
- (3) Fewer site visits scheduled.
- (4) Reduced planned activity.

**DEVELOPMENT
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. CORPORATE MEMBERS - UNRESTRICTED	\$ 14,792	\$ 37,500	\$ 25,000	\$ (12,500)	(1)
2. TRANSFER FROM EDUCATION FOUNDATION	5,460	5,900	5,900	-	
3. CORPORATE SPONSORSHIPS	570,470	635,000	675,000	40,000	(2)
TOTAL INCOME	\$ 590,722	\$ 678,400	\$ 705,900	\$ 27,500	4.05%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 444,591	\$ 494,000	\$ 515,000	\$ 21,000	
B. Departmental operations	2,003	3,000	3,000	-	
	\$ 446,594	\$ 497,000	\$ 518,000	\$ 21,000	4.23%
2. CORPORATE CULTIVATION					
A. Regional and Medical Liaison meetings	5,500	18,000	18,000	-	
B. Corporate meetings	1,300	7,000	7,000	-	
	6,800	25,000	25,000	-	0.00%
3. MARKETING					
A. Corporate Members	30,581	23,000	23,000	-	
B. Brochures and distribution	-	1,000	1,000	-	
	30,581	24,000	24,000	-	0.00%
4. CORPORATE RECOGNITION PROGRAMS					
A. Educational Program event	28,605	25,000	25,000	-	
B. Awards	6,780	5,000	5,000	-	
	35,385	30,000	30,000	-	0.00%
TOTAL EXPENSES	\$ 519,360	\$ 576,000	\$ 597,000	\$ 21,000	3.65%

(1) Activity in line with current results.

(2) Projected increase in special projects including the Regional Lecture Series program.

FINANCE
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. ADMINISTRATIVE OPERATIONS					
A. Operating account	\$ 4,266	\$ 1,500	\$ 1,500	\$ -	
B. Miscellaneous Income	62,792	-	-	-	
C. Management Fees (ASPS/PAC/Foundation)	185,000	170,000	325,000	155,000	(1)
D. Allocation of Strategic Reserves	971,400	1,050,000	1,070,000	20,000	(2)
E. Allocation of Capital Improvement Reserve	-	-	50,000	50,000	(3)
F. Allocation of Research Endowment	260,619	140,000	25,000	(115,000)	(4)
G. Allocation of Legal & Legislative Reserve	55,000	10,000	10,000	-	
	\$ 1,539,077	\$ 1,371,500	\$ 1,481,500	\$ 110,000	8.02%
2. COMPUTER OPERATIONS					
A. Data files and label sales	10,381	45,000	20,000	(25,000)	[(5)
	10,381	45,000	20,000	(25,000)	-55.56%
TOTAL INCOME	\$ 1,549,458	\$ 1,416,500	\$ 1,501,500	\$ 85,000	6.00%
EXPENSES					
ADMINISTRATIVE OPERATIONS					
1. ADMINISTRATION					
A. Staff expense	\$ 1,087,897	\$ 1,142,900	\$ 1,110,000	\$ (32,900)	
B. Departmental operations	11,833	9,000	11,000	2,000	
	\$ 1,099,730	\$ 1,151,900	\$ 1,121,000	\$ (30,900)	-2.68%
2. FINANCE COMMITTEE	38	200	100	(100)	
	38	200	100	(100)	-50.00%
3. GENERAL OPERATIONS					
A. Supplies	14,938	20,000	17,000	(3,000)	
B. Telephone	43,674	60,000	74,400	14,400	(6)
C. Equipment purchases	-	4,000	4,000	-	
D. Printing	5,242	5,000	5,000	-	
E. Professional Fees/Consultants	288,285	231,000	231,000	-	
F. Insurance	50,891	70,000	72,000	2,000	
G. Taxes	69,174	73,000	72,000	(1,000)	
H. Internal Management Activities	12,721	12,000	13,800	1,800	
I. Employment searches	17,532	4,000	4,000	-	
J. Service fees	202,210	200,000	200,000	-	
K. Interest	-	-	70,000	70,000	(7)
L. Grants	40,460	31,900	31,900	-	
	745,127	710,900	795,100	84,200	11.84%
4. PHYSICAL PLANT					
A. Maintenance services	57,269	49,000	49,000	-	
B. Utilities	58,702	64,000	60,000	(4,000)	
C. Building services	75,534	69,000	77,000	8,000	
D. Capital Improvements	-	-	50,000	50,000	(3)
	191,505	182,000	236,000	54,000	29.67%
5. MAIL & PRODUCTION					

**FINANCE
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%	
A. Paper/Supplies	4,869	7,500	7,500	-		
B. Photocopying	22,272	22,000	17,500	(4,500)		
C. Postage/Courier	27,710	45,000	40,000	(5,000)		
D. Equipment purchase, lease, and maintenance	22,807	22,000	28,000	6,000		
E. In-House printing (billings)	(7,932)	(7,500)	(7,500)	-		
	69,726		89,000	85,500	(3,500)	-3.93%
COMPUTER OPERATIONS						
6. SYSTEMS OPERATIONS						
A. Hardware purchases/upgrades	7,245	11,400	38,300	26,900	(8)	
B. Software purchases/upgrades	25,874	52,400	23,300	(29,100)	(9)	
C. Maintenance agreements	56,678	59,700	60,300	600		
D. Support/Consultants	67,149	73,500	73,500	-		
E. Cloud Hosting	114,330	111,600	111,600	-		
F. Supplies	6,799	13,000	13,000	-		
G. Training programs	-	2,000	2,500	500		
	278,075	323,600	323,600	322,500	(1,100)	-0.34%
INTERNET PRESENCE						
7. INTERNET HOSTING						
A. Website hosting (Results Direct)	24,000	24,000	24,000	-		
B. Web video hosting	330	400	400	-		
C. Fees (domain internet address)	451	200	200	-		
D. Listserve hosting	1,125	1,200	1,200	-		
E. Consultants	48,106	65,000	65,000	-		
	74,012	90,800	90,800	90,800	-	0.00%
TOTAL EXPENSES	\$ 2,458,213	\$ 2,548,400	\$ 2,651,000	\$ 102,600	4.03%	

- (1) APMA Services, Inc. \$170k, APMA Educational Foundation \$90k, APMAPAC-POP \$65,000.
- (2) Data Registry/MMS App \$270k, Operations \$300k, Retirement Plan Termination Loan \$250k, allocation in lieu of dues increase \$250k.
- (3) Building renovation/repairs.
- (4) No TDI Fellow program sponsorship in FY 20-21.
- (5) Decreased data/label sale activity.
- (6) Lease costs for updated phone system.
- (7) Interest expense on Retirement Plan Termination Loan.
- (8) Computer purchase cycle.
- (9) Decrease due to move to software subscriptions.

**HEALTH POLICY AND PRACTICE
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. CODING RESOURCE CENTER	\$ 341,298	\$ 400,000	\$ 350,000	\$ (50,000)	(1)
2. CODING SEMINARS/WORKSHOPS	55,224	25,000	45,000	20,000	(2)
TOTAL INCOME	\$ 396,522	\$ 425,000	\$ 395,000	\$ (30,000)	-7.06%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 574,110	\$ 586,000	\$ 610,000	\$ 24,000	
B. Departmental operations	5,951	6,000	6,000	-	
	\$ 580,061	\$ 592,000	\$ 616,000	\$ 24,000	4.05%
2. HEALTH POLICY					
A. Health Policy & Practice Committee	19,351	28,000	28,800	800	
B. RUC representation	28,455	32,500	37,300	4,800	
C. DME representation	926	2,300	3,800	1,500	
D. MGMA Update Survey	-	800	900	100	
E. Medicare Advisory Body	-	400	400	-	
F. Consultants	120,000	120,000	120,000	-	
G. CMS Initiatives	7,991	7,200	7,200	-	
H. MACRA	828	2,000	2,000	-	
I. BMAD Data	6,500	-	6,500	6,500	
	184,051	193,200	206,900	13,700	7.09%
3. CAC					
A. National CAC/PIAC meeting	21,580	25,000	27,200	2,200	
	21,580	25,000	27,200	2,200	8.80%
4. CODING					
A. Coding Committee	16,519	18,000	18,000	-	
B. CPT representation	10,973	15,500	27,300	11,800	(3)
C. Coding Resource Center	89,479	108,200	98,100	(10,100)	(1)
D. Coding education	33,466	39,700	49,900	10,200	(2)
	150,437	181,400	193,300	11,900	6.56%
5. PRIVATE HEALTHCARE INSURANCE INITIATIVES					
A. Consultants	67,200	67,200	67,200	-	
B. Representation	936	5,000	5,000	-	
C. Private Insurance education	-	4,200	4,200	-	
	68,136	76,400	76,400	-	0.00%
6. CENTER FOR PROFESSIONAL ADVOCACY (CPA)					
A. CPA Advisory Group	1,114	1,000	1,000	-	

**HEALTH POLICY AND PRACTICE
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
B. Legal & Legislative Initiatives	57,251	12,300	12,300	-	
C. State Advocacy meeting	-	44,300	-	(44,300)	(4)
D. Representation	-	6,000	6,000	-	
E. Data tracking	6,664	7,000	7,000	-	
F. Advocacy Resources	10,415	5,000	5,000	-	
	75,444	75,600	31,300	(44,300)	-58.60%
TOTAL EXPENSES	<u>\$ 1,079,709</u>	<u>\$ 1,143,600</u>	<u>\$ 1,151,100</u>	\$ 7,500	0.66%

- (1) Activity in line with current results.
- (2) An additional coding seminar is being planned.
- (3) More CPT participants than previous year.
- (4) Meeting is biennial.

**LEGISLATIVE ADVOCACY
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. REIMB. FROM APMAPAC/GEF - LEGISLATIVE CONF.	\$ -	\$ 35,000	\$ 30,000	\$ (5,000)	
TOTAL INCOME	\$ -	\$ 35,000	\$ 30,000	\$ (5,000)	-14.29%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 333,506	\$ 303,000	\$ 314,500	\$ 11,500	
B. Departmental operations	33,347	37,500	37,500	-	
C. APMAPAC/GEF activities	30,550	26,500	27,500	1,000	
	\$ 397,403	\$ 367,000	\$ 379,500	\$ 12,500	3.41%
2. LEGISLATIVE ACTIVITIES					
A. Legislative Committee	1,388	200	16,600	16,400	(1)
B. Consultant	156,257	171,300	180,000	8,700	(2)
C. Coalition efforts	2,300	2,500	2,500	-	
D. On-line services	56,733	62,000	61,100	(900)	
	216,678	236,000	260,200	24,200	10.25%
3. LEGISLATIVE CONFERENCE					
A. Meeting	-	70,000	80,000	10,000	(3)
	-	70,000	80,000	10,000	14.29%
TOTAL EXPENSES	\$ 614,081	\$ 673,000	\$ 719,700	\$ 46,700	6.94%

(1) Costs for Legislative Committee members to attend Legislative Conference and BOT members Capitol Hill visits.

(2) Increase in service costs.

(3) New program initiatives.

**MEMBERSHIP
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. MEMBERSHIP SERVICES					
A. Dues	\$ 7,259,061	\$ 7,200,000	\$ 7,250,000	\$ 50,000	(1)
B. Verification Services	195	400	400	-	
C. Member Directory/Certificates	35	200	200	-	
D. Affinity Programs	24,087	50,000	25,000	(25,000)	(2)
E. Royalties	100,000	100,000	100,000	-	
TOTAL INCOME	\$ 7,383,378	\$ 7,350,600	\$ 7,375,600	\$ 25,000	0.34%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 801,799	\$ 788,000	\$ 821,000	\$ 33,000	
B. Departmental operations	1,567	2,000	2,000	-	
	\$ 803,366	\$ 790,000	\$ 823,000	\$ 33,000	4.18%
2. COMMITTEES					
A. Membership Committee	274	500	500	-	
	274	500	500	-	0.00%
3. MEMBERSHIP SERVICES					
A. Recognition/awards/certificates	2,241	3,900	3,900	-	
B. Member mailings	2,758	11,600	15,300	3,700	
C. Data Management	368	1,000	12,500	11,500	(3)
	5,367	16,500	31,700	15,200	92.12%
4. MEMBER RECRUITMENT & RETENTION					
A. Marketing	4,715	26,600	25,500	(1,100)	
B. Podiatric College Visitations - Spring	19,973	29,500	29,400	(100)	
C. Podiatric College Visitations - Fall	886	6,700	9,200	2,500	
	25,574	62,800	64,100	1,300	2.07%
TOTAL EXPENSES	\$ 834,581	\$ 869,800	\$ 919,300	\$ 49,500	5.69%

(1) Activity in line with current results.

(2) Discontinuation of bank card program. New programs being pursued.

(3) Increase in data collection/accuracy initiatives.

**YOUNG PHYSICIANS PROGRAM
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. PROGRAM FEES					
A. Student Recruitment Contributions	\$ -	\$ 375,500	\$ 221,500	\$(154,000)	(1)
TOTAL INCOME	<u>\$ -</u>	<u>\$ 375,500</u>	<u>\$ 221,500</u>	<u>\$(154,000)</u>	
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 96,700	\$ 98,000	\$ 168,000	\$ 70,000	
B. Departmental operations	1,127	2,000	2,000	-	
	<u>\$ 97,827</u>	<u>\$ 100,000</u>	<u>\$ 170,000</u>	<u>\$ 70,000</u>	<u>70.00%</u>
2. LEADERSHIP					
A. Young Physician Institute	46,149	45,600	49,700	4,100	
B. Young Physician Planning Group	3,893	17,300	17,300	-	
C. Events for Young Physicians	6,091	20,600	29,500	8,900	
D. Representation (COTH)	2,246	-	2,700	2,700	
E. Liaison Conference Calls	72	-	-	-	
	<u>58,451</u>	<u>83,500</u>	<u>99,200</u>	<u>15,700</u>	<u>18.80%</u>
3. RESOURCES					
A. Residency Education Resource Center (REdRC)	17,970	16,000	16,000	-	
B. Resource development	35,641	33,500	33,500	-	
	<u>53,611</u>	<u>49,500</u>	<u>49,500</u>	<u>-</u>	<u>0.00%</u>
4. STUDENT RECRUITMENT					
A. Program implementation	-	425,500	271,500	(154,000)	(1)
	<u>-</u>	<u>425,500</u>	<u>271,500</u>	<u>(154,000)</u>	
TOTAL EXPENSES	<u>\$ 209,889</u>	<u>\$ 658,500</u>	<u>\$ 590,200</u>	<u>\$ (68,300)</u>	<u>-10.37%</u>

(1) Projections based on contributions received from and a detailed program budget provided to Stakeholders.

**CONTINUING EDUCATION AND PROGRAMS
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. PROGRAM FEES					
A. Seal of Acceptance	\$ 160,657	\$ 195,000	\$ 195,000	\$ -	
B. Seal of Approval	55,500	55,000	55,000	-	
C. Joint Provider Fees	5,500	-	3,000	3,000	
TOTAL INCOME	\$ 221,657	\$ 250,000	\$ 253,000	\$ 3,000	1.20%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 239,463	\$ 273,400	\$ 301,500	\$ 28,100	
B. Departmental operations	2,000	2,500	2,500	-	
	\$ 241,463	\$ 275,900	\$ 304,000	\$ 28,100	10.18%
2. SEAL AND RECOGNITION PROGRAMS					
A. Podiatric Seals Committee	8	200	200	-	
B. Representation	907	1,800	1,800	-	
C. Mailings	5,174	3,500	3,500	-	
D. Marketing	92	2,500	2,500	-	
	6,181	8,000	8,000	-	0.00%
2. OTHER PROGRAMS					
A. Physicians' Recovery Network	1,552	2,900	3,800	900	
B. Regional Lecture Series	129,772	170,200	245,000	74,800	(1)
C. Abstract Competition	9,150	7,500	9,000	1,500	
	140,474	180,600	257,800	77,200	42.75%
TOTAL EXPENSES	\$ 388,118	\$ 464,500	\$ 569,800	\$ 105,300	22.67%

(1) Costs associated with grants/sponsorships already received or in process.

**CLINICAL AFFAIRS
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. PROGRAM FEES					
A. Registry - APMA App	\$ 998	\$ 10,000	\$ 10,000	\$ -	
TOTAL INCOME	\$ 998	\$ 10,000	\$ 10,000	\$ -	0.00%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 292,677	\$ 303,600	\$ 314,000	\$ 10,400	
B. Departmental operations	4,490	4,700	5,000	300	
	\$ 297,167	\$ 308,300	\$ 319,000	\$ 10,700	3.47%
2. PUBLIC HEALTH					
A. Committee	958	300	300	-	
B. Marketing	3,077	2,700	3,000	300	
	4,035	3,000	3,300	300	10.00%
3. CLINICAL PRACTICE & RESEARCH					
A. CPAC meetings	89	300	600	300	
B. Representation	15,601	10,500	16,300	5,800	
C. Physician Parity	2,332	10,500	500	(10,000)	(1)
D. Statistics	8,003	5,000	12,500	7,500	
E. Data Registry	684,377	500,000	270,000	(230,000)	(2)
F. Research Grants	110,735	140,000	25,000	(115,000)	(3)
	821,137	666,300	324,900	(341,400)	-51.24%
TOTAL EXPENSES	\$ 1,122,339	\$ 977,600	\$ 647,200	\$ (330,400)	-33.80%

(1) No in-person meetings planned.

(2) Reduced costs for continuation of Registry/MIPS activity.

(3) No TDI Fellow program sponsorship in FY 20-21.

**COMMUNICATIONS
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
INCOME					
1. APMA NEWS					
A. Subscriptions	\$ 697	\$ 1,000	\$ 1,000	\$ -	
B. Commercial advertisements	131,007	160,000	160,000	-	
C. Classified advertisements	33,539	55,000	55,000	-	
	\$ 165,243	\$ 216,000	\$ 216,000	\$ -	0.00%
2. JAPMA					
A. Subscriptions	49,118	40,000	40,000	-	
B. Commercial advertisements	97,858	27,000	2,000	(25,000)	(1)
C. Reprints	15	500	-	(500)	
D. Online Database Royalties	3,350	8,000	8,000	-	
	150,341	75,500	50,000	(25,500)	-33.77%
TOTAL INCOME	\$ 315,584	\$ 291,500	\$ 266,000	\$ (25,500)	-8.75%
EXPENSES					
1. ADMINISTRATION					
A. Staff expenses	\$ 928,736	\$ 837,000	\$ 855,000	\$ 18,000	
B. Departmental operations	7,390	8,000	8,000	-	
	\$ 936,126	\$ 845,000	\$ 863,000	\$ 18,000	2.13%
2. COMMITTEE					
A. Communications Committee	17,803	21,000	23,000	2,000	
	17,803	21,000	23,000	2,000	9.52%
3. APMA NEWS					
A. Printing and distribution (incl. digital)	154,511	174,300	172,300	(2,000)	
B. Design services	600	1,000	1,000	-	
C. Proofreading	150	-	-	-	
D. Commissions	26,676	27,000	28,800	1,800	
	181,937	202,300	202,100	(200)	-0.10%
4. JAPMA					
A. Printing and distribution	164,454	-	-	-	
B. Online production (includes mobile site)	28,661	29,500	34,000	4,500	
C. Redactor services	28,933	24,000	24,000	-	
D. Software	6,997	4,100	5,400	1,300	
E. Commissions	17,614	8,000	300	(7,700)	
	246,659	65,600	63,700	(1,900)	-2.90%
5. DIGITAL PUBLICATIONS					
A. Production	25,060	25,200	25,200	-	
	25,060	25,200	25,200	-	0.00%
6. OTHER ACTIVITIES					
A. Communications Survey	50,042	20,000	5,000	(15,000)	(2)
	50,042	20,000	5,000	(15,000)	-75.00%
7. PUBLIC RELATIONS FUNCTIONS					
A. Media Opportunities	902	5,000	5,000	-	
B. Social Media/Multimedia Applications	13,288	10,000	10,000	-	

**COMMUNICATIONS
INCOME AND EXPENSES
PROPOSED BUDGET FY 20-21**

	ACTUAL RESULTS FY 18-19	BUDGET FY 19-20	PROPOSED BUDGET FY 20-21	VARIANCE	%
C. Graphics/Photos	3,000	3,000	3,000	-	
D. Video production	-	4,000	4,000	-	
E. Marketing for Individual DPM's	1,500	2,500	2,500	-	
F. Media clipping service	15,037	15,000	15,000	-	
	33,727		39,500	39,500	0.00%
8. FALL CAMPAIGN					
A. Campaign development	25,000	25,000	25,000	-	
B. Video production	12,000	12,000	12,000	-	
C. News Releases	2,901	3,000	3,000	-	
D. Material distribution	5,000	5,000	5,000	-	
	44,901		45,000	45,000	0.00%
9. SPRING CAMPAIGN					
A. Campaign development	19,550	20,000	20,000	-	
B. Video production	7,750	10,000	10,000	-	
C. News Releases	660	3,000	3,000	-	
D. Survey	17,250	10,000	10,000	-	
E. Material distribution	1,727	5,000	5,000	-	
	46,937		48,000	48,000	0.00%
10. CAPABILITIES CAMPAIGN					
A. Materials development	23,156	30,000	30,000	-	
B. Advertising	35,375	28,000	31,500	3,500	
C. Consultants	-	20,000	20,000	-	
	58,531		78,000	81,500	4.49%
TOTAL EXPENSES	\$ 1,641,723	\$ 1,389,600	\$ 1,396,000	\$ 6,400	0.46%

- (1) Activity in line with current results.
(2) More online surveys being utilized.

APMA
 BUDGET - REVENUE AND SUPPORT
 FY 20-21

	FY 19-20		FY 20-21		Variance	%
Membership dues	\$ 7,200,000		\$ 7,250,000		\$ 50,000	0.69%
Sponsorship income	1,528,400		1,605,900		77,500	5.07%
Contributions	375,500		221,500		(154,000)	-41.01%
Allocation of reserves	1,200,000		1,155,000		(45,000)	-3.75%
Accreditation and approval	1,198,400		1,342,500		144,100	12.02%
Meeting registration	285,000		395,000		110,000	38.60%
Subscriptions and sales	497,100		421,600		(75,500)	-15.19%
Exhibit revenue	600,000		630,000		30,000	5.00%
Advertising	252,000		229,500		(22,500)	-8.93%
Service revenue	205,000		358,000		153,000	74.63%
Seal programs	250,000		250,000		-	0.00%
Royalties and affinity programs	158,000		133,000		(25,000)	-15.82%
Investment return	1,500		1,500		-	0.00%
	<u>\$ 13,750,900</u>		<u>\$ 13,993,500</u>		<u>\$ 242,600</u>	<u>1.76%</u>
Membership Dues	\$ 7,200,000	52%	\$ 7,250,000	52%		
Non-dues support	6,550,900	48%	6,743,500	48%		
	<u>\$ 13,750,900</u>		<u>\$ 13,993,500</u>			

APMA
 BUDGET - EXPENSES BY FUNCTION
 FY 20-21

	Advocate	Educate	Research	Lead	Manage	Governance	CPME	Operations	Total	FY 19-20 Budget	Variance	%
Salaries	\$ 671,800	\$ 1,301,300	\$ 365,800	\$ 218,100	\$ 247,500	\$ 412,000	\$ 543,600	\$ 1,540,100	5,300,200	\$ 5,031,600	\$ 268,600	5.34%
Benefits	145,200	342,600	74,300	70,300	85,600	128,100	183,700	419,500	1,449,300	1,480,800	(31,500)	-2.13%
Payroll Taxes	43,700	88,900	21,700	14,200	16,900	23,200	39,500	102,400	350,500	330,500	20,000	6.05%
Professional Fees	4,500	60,800	24,400	-	-	191,000	28,600	308,000	617,300	604,500	12,800	2.12%
Consulting Services	312,400	243,600	293,300	21,300	10,800	10,800	6,500	500	899,200	1,273,300	(374,100)	-29.38%
Travel & Transportation	163,400	366,700	3,000	56,900	46,100	314,200	340,800	6,400	1,297,500	1,242,600	54,900	4.42%
Supplies	300	1,700	400	700	3,900	1,000	1,000	41,100	50,100	59,300	(9,200)	-15.51%
Telecommunications	6,500	6,100	4,400	4,600	7,200	19,800	1,600	162,900	213,100	238,700	(25,600)	-10.72%
Printing & Production	37,600	214,500	41,000	4,500	28,800	300	800	15,000	342,500	467,100	(124,600)	-26.68%
Postage & Shipping	600	39,800	-	100	16,700	1,600	-	46,000	104,800	128,900	(24,100)	-18.70%
Occupancy Costs	-	-	-	-	-	-	-	130,000	130,000	122,000	8,000	6.56%
Utilities	-	-	-	-	-	-	-	60,000	60,000	64,000	(4,000)	-6.25%
Equipment	-	-	-	-	-	-	-	227,900	227,900	145,500	82,400	56.63%
Meeting Expense	62,500	1,246,400	9,000	32,500	66,800	221,200	26,200	17,900	1,682,500	1,359,300	323,200	23.78%
Grants & Contributions	10,000	151,000	25,000	25,000	28,500	-	-	-	239,500	243,500	(4,000)	-1.64%
Taxes-Other	-	-	-	-	-	-	-	72,000	72,000	73,000	(1,000)	-1.37%
Promotion	1,000	81,800	1,000	7,000	282,100	-	-	2,500	375,400	380,800	(5,400)	-1.42%
Subscriptions	71,300	47,600	1,000	-	3,000	-	1,600	1,900	126,400	127,000	(600)	-0.47%
Membership Dues	8,700	7,500	5,500	5,900	-	1,100	5,000	3,600	37,300	34,000	3,300	9.71%
Service Fees	-	-	-	-	-	-	-	200,000	200,000	200,000	-	0.00%
Insurance	-	-	-	-	-	-	-	72,000	72,000	70,000	2,000	2.86%
Commissions	-	22,500	300	-	-	-	-	-	22,800	22,500	300	1.33%
Interest	-	-	-	-	-	-	-	70,000	70,000	-	70,000	
Miscellaneous	-	-	-	-	-	50,400	-	2,800	53,200	52,000	1,200	2.31%
Total	\$ 1,539,500	\$ 4,222,800	\$ 870,100	\$ 461,100	\$ 843,900	\$ 1,374,700	\$ 1,178,900	\$ 3,502,500	\$ 13,993,500	\$ 13,750,900	\$ 242,600	1.76%
	11.00%	30.18%	6.22%	3.30%	6.03%	9.82%	8.42%	25.03%	100.00%			
FY 19-20 Budget	10.91%	27.94%	9.00%	2.95%	7.13%	9.55%	8.46%	24.06%	100.00%			