



Memorandum

To: CC Board of Directors
From: Rosemarie Boardman, Donna Pina Robinson
Date: December 11, 2015
Re: Finance Materials for Board Meeting

Year To Date Financial Statements:

The October year to date financial statements are provided. We continue to project a year end surplus in line with the approved budget.

FY 16 Draft Budget:

In the 2016 budget we see our first full year of revenue and expenses for the *Center for Consumer Engagement in Health Innovation*. At the same time we also see a reduction in the number of programmatic departments and funding transitions in core areas of our work.

Our revenue in 2016 is \$17,151,794, down \$1.5 ml from 2015 with a similar reduction in expenses. The income reduction is driven by a number of reasons including:

- The planned retirement of two program departments in 2016, Road Maps to Health and Prescription Access. These two departments had \$1 ml of income in 2015.
- The anticipated reduction of \$3.6 ml in subgrants due to the end of the RWJF funded Certified Application Counselor Initiative as well as smaller reductions in other subgrant programs.
- These reductions were balanced by significant revenue growth fueled by the Atlantic Philanthropies grant for the Center.

Expenses include the addition of nine new positions for the Center, External Affairs, Development, and our state advocacy work. We continue to invest in the organization's infrastructure through increased IT resources, strengthening our evaluation work and exploring ways to manage the knowledge we have developed as an organization.

Of the \$15,285,845 in program revenue in the budget, 75 % is committed. The majority of the uncommitted funds are renewals of existing grants or new grants from funders with whom we have existing relationships. We are challenged this year to raise funds for In The Loop from a source(s) as yet unidentified. We are looking to increase our fee for service work with hospitals to fund the Hospital Accountability Project.

Looking ahead to 2017 there are several funding transitions on the horizon that we will plan for in 2016. The most significant is the end of RWJF support for our State Health Advocacy work. We have provided a list of funders indicating support available in 2017.

We look forward to discussing these materials with you at the meeting next Friday.

COMMUNITY CATALYST, INC
DRAFT BUDGET FISCAL YEAR
2016

	FY 15	FY 16	\$ Change	% Change
Income				
Unrestricted Grants	0	65,825	65,825	100%
Restricted Grants	17,271,966	15,339,564	-1,932,402	-11%
Contracts	723,106	785,179	62,073	9%
Donations	256,000	337,027	81,027	32%
Fees	118,095	132,507	14,412	12%
Subtenant Rent & Fees	274,842	434,092	159,250	58%
Investment Income	4,300	57,600	53,300	1240%
Total Income	18,648,309	17,151,794	-1,496,515	-8%
Personnel				
Salaries	4,882,549	5,943,388	1,060,839	22%
Fringe @ 23%	1,125,799	1,353,794	227,995	20%
Total Personnel	6,008,348	7,297,182	1,288,834	21%
Nonpersonnel Expenses				
Program Services	868,537	1,673,985	805,448	93%
Admin Services	169,740	228,381	58,641	35%
Contractual Services	1,038,277	1,902,366	864,089	83%
Subgrants	9,188,261	5,570,020	-3,618,241	-39%
Meetings	427,560	326,417	-101,143	-24%
Travel	628,982	469,158	-159,824	-25%
Telecommunications	102,818	94,940	-7,878	-8%
Printing & Mailing	29,674	51,849	22,175	75%
Supplies	49,512	50,381	869	2%
Staff Development	67,447	72,168	4,721	7%
Office Equipment	71,434	83,418	11,984	17%
Rent	694,111	780,406	86,295	12%
Dues, Fees & Insurance	138,671	180,720	42,049	30%
Subtotal Other Expenses	2,210,209	2,109,457	-100,752	-5%
Total NonPersonnel	12,436,747	9,581,843	-2,854,904	-23%
Total Expenses	18,445,095	16,879,025	-1,566,070	-8%
Net Income	203,214	272,769	69,555	34%

COMMUNITY CATALYST
REVENUE/EXPENSES COMPARISON
FISCAL YEAR 2015 & 2016

	Revenue	Expenses	Surplus/Deficit	% Growth of Expenses	% Growth of Revenue
Community Catalyst FY15	18,648,309	18,445,095	203,214		
Community Catalyst FY16	17,151,794	16,879,025	272,769	-8%	-8%
1000 VBH - Voices for Better Health FY15	1,712,339	1,818,658	-106,319		
1000 The Center / VBH - Voices for Better Health FY16	4,130,004	3,997,067	132,937	120%	141%
3000 R2H - Roadmaps to Health FY15	870,020	925,755	-55,735		
3000 R2H - Roadmaps to Health FY16	<i>Department was CLOSED in FY15</i>				
3100 NEACH FY15	884,015	801,083	82,932		
3100 NEACH FY16	849,305	839,223	10,082	5%	-4%
3500/4000 RXP FY15	312,156	301,833	10,323		
3500/4000 RXP FY16	<i>Department was CLOSED in FY15</i>				
4500 External Affairs FY15	273,785	283,155	-9,370		
4500 External Affairs FY16	478,495	478,495	0	69%	75%
4900 Substance Usage Disorder FY15	1,264,320	1,266,892	-2,572		
4900 Substance Usage Disorder FY16	840,449	839,294	1,155	-34%	-34%
5000/5100 State Advocacy FY15	11,733,680	11,374,322	359,358		
5000/5100 State Advocacy FY16	7,721,990	7,612,228	109,762	-33%	-34%
5200 Dental FY15	947,787	899,036	48,751		
5200 Dental FY16	805,618	736,798	68,820	-18%	-15%
6000 HAP FY15	190,000	344,534	-154,534		
6000 HAP FY16	459,983	515,295	-55,312	50%	142%

	Total	Center	Communications	NEACH	Ext. Affairs	Substance Use	State Advocacy	Dental	HAP	Admin	Devt	Incubator	HCFA	CCAF	MergerWatch
Wilkinson, Wells	0.50						0.50								
Wood, Megan	1.00						1.00								
Yee, Al	0.75							0.75							
TBH - AD of External Affairs	1.00				1.00										
TBH - Center Partnership Manager	1.00	1.00													
TBH - Center C-Suite Manager	0.50	0.50													
TBH - Center Program Assoc	1.00	1.00													
TBH - Communication Manager	1.00			0.20			0.80								
TBH- Development Manager	1.00										1.00				
TBH - Digital Communication	1.00		1.00												
TBH - Database Manager	1.00	1.00													
TBH - Fellowship	0.50						0.50								
TBH - Manager, Delivery System & Consumer	1.00	1.00													
TBH - NEACH Policy	1.00			0.77			0.23								
TBH - SCHAP Program Coordinator	1.00						1.00								
TBH - Strategic Policy Manager (DC/Center)	1.00	1.00													
TBH - VAP Policy	1.00						1.00								
Subtotal Salaries	5,943,388	1,184,451	202,697	246,532	319,640	313,906	1,559,210	314,116	226,400	842,707	300,849	0	98,895	22,183	311,801
Fringe (23%)	1,353,794	270,624	46,620	55,802	73,517	71,298	356,368	68,647	51,622	191,006	69,195	0	22,278	5,102	71,714
Total Salaries	7,297,182	1,455,075	249,317	302,334	393,157	385,204	1,915,578	382,763	278,022	1,033,713	370,045	0	121,173	27,286	383,515
Total FTE		13.47	3.00	3.77	5.09	4.81	23.60	2.90	2.51	8.67	5.00	0.00	1.43	0.25	5.00
Contractual Services															
Communications Consulting	358,175	165,400	50,000	5,000		25,000	50,275	60,000			2,500				
Evaluation/NAC/Stipends	98,750						96,000			2,750					
Finance/Audit	23,500									23,500					
Grantwriters/FR Consulting	40,000	30,000									10,000				
HCFA Admin Staff	40,681									40,681					
In-Kind Expense	100,000										100,000				
Interns/Work Study/temps	43,350									3,350					40,000
Legal	6,800						2,800			3,500	500				
Management Consulting	102,750						85,000			15,000					2,750
Nathanson + Hauck	96,858	30,000		11,143	11,143	11,143	11,143	11,143	11,143						
Program Consulting	578,902	314,720	2,500		20,182	35,000	93,500	32,500	13,000	5,000	42,500				20,000
Technology Consulting	262,600	105,000	3,500	500	500	5,000	1,500		1,500	134,600	500				10,000
UMASS	150,000	150,000													
Total Contractual Services	1,902,366	795,120	56,000	16,643	31,825	76,143	340,218	103,643	25,643	228,381	156,000	0	0	0	72,750
Subgrants	5,570,020	897,850	0	310,000			68,000	3,969,170	0	75,000	0	0	0	0	250,000
Office & Program Expenses															
Meetings & Events	326,417	88,000	150	6,007	500	35,000	100,000	30,000	750	38,000	8,000				20,010
Travel	469,158	86,000	9,000	25,846	23,800	45,000	142,512	67,850	15,000	28,000	8,000				18,150
Telecommunications	94,940	20,000	4,340	5,800	2,500	3,500	27,850	6,500	3,500	8,000	3,500				9,450
Rent	780,406	14,952			0	3,540	17,556	10,740		394,456		306,144			33,018
Print-Copy-Postage	51,849	12,000	2,500	925	2,300	1,200	7,474	1,000	750	6,300	2,400				15,000
Supplies	50,381	5,000	1,000	550	1,500	1,500	9,481	1,500	500	23,000	1,500	150			4,700
Staff Training	72,169	10,102	5,750	2,830	3,818	5,410	18,446	2,175	3,386	14,503	2,250	500			3,000
Advertising	2,000	1,500					250			250					0
Dues & Subscriptions	28,908	1,500	9,550						300	5,500	2,558	550			8,950
Fees	36,269	2,750	7,600		2,621		9,539			10,000	3,232				527
Insurance	31,336						0			31,336					0
Equip Purchase/Related	37,000	7,500	2,250	500	2,000	500	3,500	1,500	500	13,000	2,500	250			3,000
Depreciation	46,418									46,418					
Admin Fees	82,207														82,207
Total Other Expenses	2,109,458	249,304	42,140	42,458	39,039	95,650	336,608	121,265	24,686	618,763	33,940	307,594	0	0	198,012
Allocated Admin costs	0	353,607	78,762	98,932	133,632	126,354	619,488	76,136	66,005	-1,690,749	131,269			6,563	
Allocated Comm costs	0	77,044	-351,218	21,555	29,116	27,530	134,974	16,588	14,381		28,601			1,430	
Allocated Dev Costs	0	118,175	0	33,063	44,660	42,227	207,032	25,445	22,059		-494,855			2,194	
Allocated External Affairs Costs	0	50,893		14,239	-192,934	18,185	89,159	10,958	9,500						
Total Expenses	16,879,025	3,997,067	75,000	839,223	478,495	839,294	7,612,228	736,798	515,295	190,107	225,000	307,594	121,173	37,473	904,277
Revenue FY 16															
ACA Fund Fee	286,559						286,559								
ACA Fund Subgrants	3,719,170						3,719,170								
Alki-Rockefeller Fund	135,000														135,000
Atlantic Philanthropies	3,548,677	3,548,677													
Atlantic Philanthropies - CC due from CCAF	93,685	93,685													
Baptist Healing Trust	50,000						50,000								
Casey, Annie E	80,000								80,000						

	Total	Center	Communications	NEACH	Ext. Affairs	Substance Use	State Advocacy	Dental	HAP	Admin	Devt	Incubator	HCFA	CCAF	MergerWatch
Catalyst Fund	125,000										125,000				
CCAF	37,473													37,473	
Children's Hospital (Unrestricted)	60,000			60,000											
Community Services	55,000														55,000
Conference Room Rent	250											250			
Conn Health Foundation	37,500			37,500											
EFA	20,000														20,000
Fees-C4	45,000									45,000					
Fees-Merger Watch	82,207									82,207					
Fees-misc. admin	3,800									3,800					
Fees - various	1,500									1,500					
Ford - ACA Feedback Loop	232,045				232,045										
Ford Foundation (MW)	243,750														243,750
General Services Foundation (RWV)	50,000														50,000
George Washington University-RWJ contract	10,000								10,000						
Gund	41,667						41,667								
Hartford Foundation	519,269	487,642					31,627								
HCFA -shared	121,173												121,173		
On Messaging Funding	50,000		50,000												
Health Literacy Revenue (To Be Raised)	50,000														50,000
Hilton Foundation	541,449					541,449									
Hospital Contracts	100,000								100,000						
In-Kind	100,000										100,000				
Interest Income	57,600									57,600					
ITL Revenue (To Be Raised)	180,625				180,625										
JSI - HRSA contract	25,000						25,000								
Kellogg, WK - Dental	441,064							441,064							
Kellogg, WK - Dental Contract	255,675							255,675							
Kellogg, WK-Dental Contract for Special Proj	108,879							108,879							
Kellogg, WK - SCHAP	981,860						981,860								
Kresge	261,983								261,983						
Kresge	300,000			275,588			24,412								
Merger Watch donation	12,027														12,027
Missouri Foundation for Health	99,941						99,941								
Missouri Foundation for Health - ECTCA	297,643						297,643								
Ms. Foundation	32,500														32,500
National Health Law	31,000														31,000
NEO Philanthropy -MW (was Public Interest P	25,000														25,000
NEO Philanthropy - SCHAP (was Public Inter	50,000						50,000								
NH Endowment for Health	23,733			23,733											
OSF	250,000					250,000									
Packard Foundation	10,000			10,000											
Packard Foundation (MW)	230,000														230,000
Robert Sterling Clark	20,000														20,000
RWJ: CVC	683,182						683,182								
RWJF: HST-VAP	401,472						401,472								
Shatterproof	25,000					25,000									
Southern Health Partners Funding	8,200						8,200								
Subtenant Admin	3,744											3,744			
Subtenant Rent & Ops	308,925											308,925			
Surdna Foundation	8,000								8,000						
Tower Foundation	24,000					24,000									
Wellspring Foundation - TA	227,000						227,000								
Wellspring Foundation - NEACH	264,706			264,706											
Wellspring Foundation - NEACH (subgrants)	177,778			177,778											
WhyNot Initiative (Leonard & Sophie Davis Fu	50,000		25,000				25,000								
Wyss - GO	65,825				65,825										
Wyss - TA	769,259						769,259								
Total Income	17,151,794	4,130,004	75,000	849,305	478,495	840,449	7,721,990	805,618	459,983	190,107	225,000	312,919	121,173	37,473	904,277
Net Income for FY16	272,769	132,937	0	10,082	0	1,155	109,763	68,820	-55,313	0	0	5,325	0	0	0
% return	1.59%	3.22%		1.19%	0.00%	0.14%	1.42%	8.54%	-12.02%	0.00%	0.00%	1.70%	0.00%		0.00%
% Program Revenue Committed	75%	100%		63%	63%	98%	59%	100%	64%						
% Program Revenue Uncommitted	25%	0%		37%	37%	2%	41%	0%	36%						
\$\$ Revenue Committed	11,444,952	4,130,004		536,217	303,495	819,616	4,557,518	805,618	292,483						
\$\$ Revenue Uncommitted	3,840,893	0		313,088	175,000	20,833	3,164,472	0	167,500						
Total CC Program Revenue	15,285,845	4,130,004		849,305	478,495	840,449	7,721,990	805,618	459,983						

CC Program Revenue History

Program Revenue	FY 14 Actual	FY 15 (Actual 1.15- 10.15; Projection		FY 16 Projection	FY 17 Projection
		11.15-12.15)			
Robert Wood Johnson Foundation	5,946,485	3,963,409		1,084,654	100,368
ACA Fund	1,696,852	2,367,842		4,005,729	995,000
Atlantic Philanthropies	1,682,234	1,570,270		3,680,015	3,000,000
Kellogg, WK	932,412	568,914		1,422,924	1,433,990
Anonymous (Wyss)	226,276	991,965		835,084	247,500
Hilton Foundation	699,544	873,048		541,449	325,417
OSF	857,362	296,033		250,000	221,167
Other Program Revenue Sources					
Anonymous (Wellspring)	471,472	667,848		669,484	432,516
Contracts (Various)	119,850	506,028		717,525	
Ford Foundation	523,057	412,066		232,045	
Hartford Foundation	257,718	376,662		519,269	528,487
Missouri Foundation for Health	523,322	240,392		397,584	270,833
Tides Foundation	16,000	200,000			
Cummings	179,218	175,000			
Kresge	85,145	134,127		561,983	81,304
Catalyst Fund/Program Donations	143,258	204,500		225,000	
Children's Hospital	55,250	80,000		60,000	
Gund	31,500	51,500		41,667	50,000
NEO Philanthropy (was Public Interest Project)	100,000	40,000		50,000	
CT Health Foundation		50,000		37,500	
Tower Foundation	3,000	32,000		24,000	19,000
Shatterproof		30,000		25,000	
Surdna Foundation	53,562	32,320		8,000	
Casey		37,490		80,000	20,000
Packard Foundation	50,000	20,000		10,000	
NH Endowment for Health	20,000	16,000		23,733	1,866
Healthcare GA Foundation	5,000	5,000		5,000	
Consumer Health Foundation	3,000	3,000		1,500	
NH Charitable Foundation		2,400			
Foundation for Healthy Kentucky	2,400	1,700		1,700	
Alki Foundation					
American Cancer Society	10,000				
BCBS Foundation	2,000				
California Healthcare Foundation					
CCA					
Cox Trust	35,000				
CT Children's Medical Center					
George Washington University	34,141				
Hagens Berman					
Herndon Alliance	150,750				
JSI Research	62,375				
Langeloth Foundation	300,000				
On Messaging Funding					
Pew Charitable Trust	327,858				
Piedmont Health Systems					
Scan Foundation	10,168				
State of Rhode Island					
Total CC Program Income	15,616,208	13,949,514		15,510,845	7,727,448

2014 % of Program Actual revenue	2015 % of Program Actual & Projection revenue	2016 % of Projected revenue	2017 % of Projected revenue
38%	28%	7%	1%
11%	17%	26%	13%
11%	11%	24%	39%
6%		9%	19%
	7%	5%	
	6%		
5%			
29%	30%	29%	28%
100%	100%	100%	100%