



GRANT BUDGET

PROJECT INFORMATION

Project Title	Lexington Medical Debt Relief Initiative
Grantee Name	Undue Medical Debt
Grantee Address	28-07 Jackson Ave Fl 5 Long Island City, NY 11101
Unique Entity ID	PLLQDMP3KLM5
EIN	47-1442997
Project Start Date	2025-01-01
Project End Date	2027-12-31
Program Indirect Rate	15%

SUMMARY BUDGET

Expense Category		Year 1	Year 2	Year 3	Total Budget
A Debt Abolishment Costs	\$	220,457	221,222	222,018	\$ 663,697
B Personnel Costs		58,450	60,788	63,219	182,457
C Program Contractual Services		7,500	7,800	8,112	23,412
D Other Direct Costs		-	-	-	-
E Indirect Costs		42,961	43,471	44,002	130,435
TOTAL	\$	329,367	333,281	337,352	\$ 1,000,000

BUDGET DETAIL - DEBT ABOLISHMENT COSTS

A-i DEBT PURCHASING

Estimated Purchase Price	\$	603,956.58
Accounts		75,119
Individuals helped		32,240
Total face value of debt abolished	\$	90,142,773

Portfolio Assumptions	
Average account balance	\$ 1,200.00
Median purchase price	0.67%
Average accounts per individual	2.33

A-ii ANALYTICAL DATA

Total Analytical Data Costs	\$	8,051.23
Analytical Data Costs Year 1	\$	2,579.20
Analytical Data Costs Year 2	\$	2,682.37
Analytical Data Costs Year 3	\$	2,789.66

Rate sheet	
Fee per Individual Yr 1	0.24
Fee per Individual Yr 2	0.2496
Fee per Individual Yr 3	0.259584

A-iii MAILING COSTS

Total Mailing Costs	\$	51,688.90
Mailing Costs Year 1		16,558.46
Mailing Costs Year 2		17,220.80
Mailing Costs Year 3		17,909.63

Mailing Assumptions	
Total Individuals Year 1	19,344
Total Individuals Year 2	19,344
Total Individuals Year 3	19,344
Second Round Mailing?	Yes
Mailing Success Rate	90%

Rate sheet	
Fee per Individual Yr 1	\$ 0.856
Envelope	0.04
Page 1 Color	0.696
Page 2 Color	0.12
Fee per Individual Yr 2	\$ 0.890
Fee per Individual Yr 3	\$ 0.926

BUDGET DETAIL - PERSONNEL

Bi PERSONNEL

Role	Name	Pctg Alloc	Hrs/Wk	Gross Salary	Tot Salary Alloc	Alloc Yr 1	Alloc Yr 2	Alloc Yr 3
Dir, Provider Partnerships	Accardo, Kristen	1.5%	0.6					
ETL Developer	Ahuja, Alok	1.0%	0.4					
Dir, Debt Acquisition	Burroughs, Mikel	1.0%	0.4					
COO	Consul, Ravneeta	1.0%	0.4					
General Counsel	Derbes, Michael	1.0%	0.4					
AVP Analytics	Dougherty, Emily	1.0%	0.4					
Debt Ops Mgmt	HIRING	1.0%	0.4					
Accounting Manager	Henze, Ashton	1.5%	0.6					
Beneficiary Liaison	Jarrell, Sarah	1.5%	0.6					
VP Finance	Knauerova, Jana	1.5%	0.6					
VP Provider Relations	Lande, Ruth	1.5%	0.6					
Grant Manager	Legaspi, Joseph	1.0%	0.4					
Program Manager	McDermott, Jessica	1.0%	0.4					
Provider Partnerships Mgr	Messchi, Sanam	1.5%	0.6					
Business Process Mgr	Nieuwkerk, Willem	1.5%	0.6					
VP Info Sys	Reynolds, David	1.0%	0.4					
Constituent Manager	Salvagno, Camila	1.5%	0.6					
CEO	Sesso, Allison	1.0%	0.4					
Jr Data Analyst	Shah, Vishal	1.0%	0.4					
VP Govt Affairs	Story, Courtney Werpy	1.5%	0.6					
Dir, Debt Acquisition	Toth, Michael	1.5%	0.6					
AVP, Provider Partnerships	Zinda, Beth	2%	0.8					
AD, Debt Acquisition	Hiring	2%	0.6					
Govt Initiatives Mgr	Hiring	1.0%	0.4					
Total					141,424	45,305	47,117	49,002

BUDGET DETAIL - FRINGE

Bii FRINGE BENEFITS

Role	Name	Pctg Alloc	Hrs/Wk	Total Fringe	Tot Fringe Alloc	Alloc Yr 1	Alloc Yr 2	Alloc Yr 3
Dir, Provider Partnerships	Accardo, Kristen	1.5%	0.6					
ETL Developer	Ahuja, Alok	1.0%	0.4					
Dir, Debt Acquisition	Burroughs, Mikel	1.0%	0.4					
COO	Consul, Ravneeta	1.0%	0.4					
General Counsel	Derbes, Michael	1.0%	0.4					
AVP Analytics	Dougherty, Emily	1.0%	0.4					
Debt Ops Mgmt	HIRING	1.0%	0.4					
Accounting Manager	Henze, Ashton	1.5%	0.6					
Beneficiary Liaison	Jarrell, Sarah	1.5%	0.6					
VP Finance	Knauerova, Jana	1.5%	0.6					
VP Provider Relations	Lande, Ruth	1.5%	0.6					
Grant Manager	Legaspi, Joseph	1.0%	0.4					
Program Manager	McDermott, Jessica	1.0%	0.4					
Provider Partnerships Mgr	Messchi, Sanam	1.5%	0.6					
Business Process Mgr	Nieuwkerk, Willem	1.5%	0.6					
VP Info Sys	Reynolds, David	1.0%	0.4					
Constituent Manager	Salvagno, Camila	1.5%	0.6					
CEO	Sesso, Allison	1.0%	0.4					
Jr Data Analyst	Shah, Vishal	1.0%	0.4					
VP Govt Affairs	Story, Courtney Werpy	1.5%	0.6					
Dir, Debt Acquisition	Toth, Michael	1.5%	0.6					
AVP, Provider Partnerships	Zinda, Beth	2.0%	0.8					
AD, Debt Acquisition	Hiring	1.5%	0.6					
Govt Initiatives Mgr	Hiring	1.0%	0.4					
Total						13,145	13,670	14,217

BUDGET DETAIL - CONTRACTUAL SERVICES

C CONSULTANTS

Contractor Name	Role	Annual Comp	Pctg Alloc		TOTAL	Alloc Yr 1	Alloc Yr 2	Alloc Yr 3
External Legal Counsel	Provider Agreements	250,000.00	3.0%	\$	23,412.00	7,500.00	7,800.00	8,112.00
TOTAL					23412	7,500	7,800	8,112

EXPENSE NARRATIVE

A DEBT ABOLISHMENT COSTS

Debt Abolishment Costs include the following:

1) Medical debt portfolio costs are costs of purchases from hospital/provider partners or from the secondary debt market. Pricing is determined based on the age of accounts contained within each portfolio. Every individual whose debt is included in each portfolio must undergo a qualification and ID verification process. This direct cost to the program is specifically calculated in order to estimate the amount to purchase debt from trading/hospital partners and the secondary debt market. Costs are apportioned from the total estimated purchase price, which is based on the assumption that we will be able to source debt with the face value/open balance amount containing approximate number of accounts owed by the specified number of individuals at an average purchase price factor of 0.67%.

2) Analytical Data costs - This direct cost is for data analysis specific only to the beneficiaries of this grant. Analytical data charges are fees paid in order for us to be able to qualify, identify, and report on all of the individuals helped from this grant.

3) Mailing costs - This direct cost is only for the mailing expenses for letters to the beneficiaries of this grant.

Bi PERSONNEL

These direct costs reflect the time and effort that each of our staff will expend for activities solely for this grant's debt abolishment initiative, according to the number of hours specified for each individual on Tab D "Bi - Personnel", which also includes salary and related information. Below are explanations of duties by position and area of expertise.

Area	Title	Duties
Debt Acquisition	Debt Operations Manager	Administrative management of all debt acquisition initiatives. Monitor progress, follow up on, maintain salesforce database.
	Director Debt Acquisition	Containing all pipeline data. Key contract negotiation and management. Purchase management.
	VP Provider Relations	Debt acquisition, revenue cycle leader.
	Business Process Manager	Conducts debt analysis as part of the debt acquisition effort. Prepares analytical reports.
	Associate VP of Provider Relations	Lead, develop, and execute strategies to oversee the life cycle of debts acquired.
	Sr Dir Debt Acquisition	Establish and develop provider leads, maintain relationships.
Communications	VP Communications	Public relations matters and general communications related to the grant activities or related partners.
	Communications Manager	General communications related to the grant.
Data Analysis & Debt Relief Svcs	VP Info Systems	Leads a team of engineers to build and maintain functionality to enable to enable government debt abolishment work which is often specific and requires ad-hoc
	Info Systems Staff	Various staff perform Debt Engine support and debt analysis.
	ETL Manager	Debt portfolio processing including qualification and preparation for abolishment.
	Data Analyst	Debt portfolio analysis and reporting.
	Program Manager, Constituent Svcs	Receives, collects, and analyzes feedback from debt relief recipients. Tailors questions to each grant to gather and performs one-on-one interviews with select constituents, and conducts qualitative analysis from collected data.
	Constituent Liaison	Along with Program Manager, Constituent Services supports the analysis of feedback from debt relief recipients and engages in communications strategies and other outreach efforts related to the grant.
Grant Mgmt & Administration	Grant Manager	Monitoring grant deliverables and ensuring compliance. Reporting and other work related to the project.
	Accounting Manager	Supports financial-level grant management and expense reporting.
	Government Relationship Manager	Lead for government initiatives.
	CEO & President	High level oversight for the grant and the government relationship.
	VP, Public Policy	Policy expert, government affairs leader.
	COO	High level oversight for the grant process.

	VP, Finance & Administration	Authorized organization financial representative for key grant submissions, high-level grant management, reporting, compliance, deliverables and single audit.
	General Counsel	Hospital agreement reviews, grant compliance with various laws and regulations.

BII FRINGE

Fringe benefit rates have been itemized for each personnel on the program in Tab D "Bii - Fringe".

These costs include payroll taxes and benefit contributions such as medical and other insurances, retirement account contributions, and other fringe benefits.

C PROGRAM CONTRACTUAL SERVICES

Professional services needed for the program work. These may include software & systems analysis, legal, or other contractual services furthering the program/grant.

D OTHER DIRECT COSTS

This includes all other expenses identified as necessary and to be used specifically to operate this program; namely costs to support the debt acquisition and relief work such as software (reporting platform/software, debt engine amortization, SOC2 compliance software and tools, debt acquisition/hospital database access, mailing service provider platform fees, cyber insurance necessary for partnering with hospitals and managing PILs, and travel costs related specifically to the grant's activities.)

E INDIRECT COSTS

These items below benefit ALL our programs and cannot be readily identified to this grant or any other specific program or activity. These costs are necessary for the operations of Undue Medical Debt and support the performance on the grant. We have applied 15% to the direct costs above to determine the aggregate amount.

Indirect cost expenses include general accounting and auditing costs, general legal support, general software and hardware costs, digital marketing, professional fees, general insurance, office expenses, merchant account fees, training, travel, technology, depreciation and amortization.