



Guided by a principle of transparency, Joyful Heart shares information about our fiscal position and operations with those who make our work possible. Our audited financial statements and IRS Form 990 are available for download at [www.joyfulheartfoundation.org](http://www.joyfulheartfoundation.org). The narrative below provides context for our financials and outlines some of our operating principles.

## Overview

Eleven years ago, Mariska Hargitay's passion, vision and heart gave birth to Joyful Heart. Our organization, which began in Hawai'i serving survivors of sexual assault, has grown to have national reach and now provides services across an integrated program portfolio. We provide **healing** programs for survivors and the professionals who care for them, promote **education** initiatives to change societal attitudes, and engage in **advocacy** to refine laws, change systems and pursue justice for survivors, from a base of three offices in New York, Los Angeles and Honolulu.

## A Snapshot of our Recent Financial History (FY09 – FY15)

Summary: July 2008 – June 2015 was a period of transformative growth for Joyful Heart, during which we successfully carried out an ambitious and well-crafted five-year Strategic Plan, as well as laid the foundation for our next ten years. (Download the Ten-Year Roadmap at: <http://www.joyfulheartfoundation.org/about-us/vision-mission/our-ten-year-strategic-plan>).

In these seven years, revenue growth outpaced expense growth resulting in a net \$400K increase to our assets. By the end of FY15, we had spent 98 percent of our funding on programming, accounting for our core services and our robust pro-bono media placements. Seven years ago annual revenues were less than \$2M; by the close of FY15, revenues totaled nearly \$78M (\$4.5M in cash, and more than \$73M in pro-bono goods and services, further explained below). In the past three years specifically, our success in growing partnerships with pro-bono support has been exponential, securing nearly \$100M in in-kind support—principally toward our programming efforts.

In FY09 and FY10, the foundation built up significant surpluses of nearly \$800K that would allow us to make critical programmatic and operating investments in future years. With our Board's approval, in FY11, we expanded programming, most notably building up an Advocacy team and programming with national scope and relocating to a new New York headquarters to adequately accommodate our growing staff and volunteers. These planned investments left us with an anticipated operating deficit of \$375K for the year. Planned program expansion continued into

FY12 with the development of new programs across all three areas of our new program portfolio: Healing, Education and Advocacy, which resulted in a net loss of \$220K. While many organizations struggled through the economic down turn over these years, Joyful Heart moved ahead with our growth plans on the basis of our strong base of support, the encouragement of the Board and the need to fill a significant gap in program services in the issue space.

In FY13, Joyful Heart had an increase in net assets of more than \$400K. Entering into a new Ten-Year Strategic Plan, we continued to refine our programs and their impact, to ensure sustainable growth and the organization's long-term financial health. In FY13, spending on programming increased, we secured our first multi-year revenue commitments and increased our cash balances as strategies to strengthen our financial sustainability.

Over FY14 – FY15, we continued to see our cash position improve while keeping our net assets flat. Our strategic investments across all three areas of our program portfolio resulted in significantly increased engagement around our issues from survivors all the way to the White House.

### **FY15 Overview by the Numbers (our most recently completed and audited fiscal year)**

Joyful Heart's cash operations in FY15 totaled \$4.5M, with 55 percent of those dollars committed to program spending. However, to achieve our mission, we secured an additional \$1.2M in contributed goods and services toward our healing, education and advocacy work, as well as support for management and fundraising functions, in the form of legal services, program consultants, advertising, HR, IT and real estate services, and event donations, bringing spending up to \$5.7M, of which 72 percent was dedicated to programming.

In FY15 alone, our groundbreaking NO MORE PSA campaign was supported by \$660K of donated creative services, and we secured \$71M in media placements garnering nearly 2.8 billion media impressions. Inclusive of this work, our operations total \$78M, with nearly 98 percent directed to programs.

### **FY16 Budget by the Numbers (our current fiscal year)**

Joyful Heart's cash operations this year (FY16) are budgeted at \$5M, with roughly 57 percent of those dollars committed to program spending. As in prior years, to achieve our mission we are securing additional contributed goods and services toward our healing, education and advocacy work, as well as support for management and fundraising functions, in the form of legal services, program consultants, advertising, HR, IT and real estate services, and event donations. This year, these additional core services are anticipated to add another \$1M to the budget, bringing spending up to \$6M, of which 61 percent will be dedicated to programming.

Additionally, we anticipate continuing media reach for our NO MORE PSA campaign at an estimated value of \$32M. Inclusive of this work, our operations would total \$38M, with nearly 94 percent directed to programs.

### **Our Strategic Plan: Beyond the Dollars and Cents**

As we continue to invest cash in our programs, we expect those costs will represent an increasing percentage of how we allocate our dollars, but are mindful to measure our impact not by purely the cash spent, but by conducting rigorous research and evaluation to showcase metrics that articulate our successes.

Among the goals of our Ten-Year Strategic Plan is to ensure financial sustainability of the organization until sexual assault, domestic violence and child abuse are collectively brought to an end. Our strategies to meet our goal of financial sustainability are many, but those below highlight how we approach our operations uniquely to maximize the effective use of our resources.

As described in the section above, Joyful Heart experienced extraordinary growth over since inception. We have intentionally slowed the organization's growth from a strict dollars and cents standpoint as we explore new and effective ways to increase our reach. To this end, we have:

- Limited our physical footprint to three offices and maintained a small core staff that form the heart of our **lean infrastructure** to provide both local service delivery and our myriad of national programs.
- **Significantly grown and engaged our family of volunteer leadership**, from an increase in the size and dedicated hours of our Board of Directors and local engagement committees in Hawai'i, Los Angeles and San Francisco, to the establishment of two Advisory Boards—one national and one state-wide in Hawai'i.
- Secured and accounted **for increasing pro-bono goods and services** across every area of the organization, from programs to management to fundraising, which in FY15, (excluding our NO MORE media efforts detailed below) **equaled 25 percent of our hard costs**.
- **Leveraged over \$90M in the last two years** in pro-bono services and media and advertising reach for the NO MORE PSA campaign—and will see that number steadily grow with ongoing campaign exposure via new network television partnerships.
- Continued to use our unique ability **to convene and influence government, corporations, organizations and individuals**, and leverage our own assets, to unlock unprecedented visibility and funding toward the issues of sexual assault and domestic violence, as evidenced by our leading role in NO MORE and addressing the national rape kit backlog. For the latter, we have been a key player in recent historic funding announcements—partnering with the Manhattan DA's office on its **\$35M program to fund cities' efforts to address the rape kit backlog**, and serving as strong voice to

help ensure passage of the first **\$41M funding by the federal government** dedicated toward the rape kit backlog effort, now up for a second year renewal.

All that we do at Joyful Heart, we do with integrity and mindfulness. As such, we allocate the necessary time and resources to ensure best-in-class governance and management of the organization that will allow us to fulfill our mission with the continued trust of those we serve and the public-at-large.