

# Finance & Administration Tuning Session Q3 FY20-21



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FOUNDATION

# Finance & Administration

*Organizational  
Efficacy  
&  
Resilience*



## Focus for Q3 FY20-21

- Financial Management & Compliance
- Business Improvement
  - Continuous Process Improvement
- OnBoarding Improvements
- Our Working Environment

Appendix Items: Annual Planning, ERM, Internal Enterprise System Improvement & Business Continuity

# F&A

# Financial Management & Compliance



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# Financial Management & Compliance

## Objective:

**Manage our financial resources to enable the Foundation to achieve our programmatic objectives in compliance with all regulatory filing requirements to satisfy our tax exempt and charitable status.**

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**Budget management:** Expenses for the first half of this year.

- We are within our target with an expense variance of (-4%) year-to-date (YTD).
- The biggest negative variance YTD remains Services and Travel at (-15%).
- The biggest positive variance YTD remains in fundraising expenses at +13%.

**Regulatory Filings:** We met our target for our regulatory filings for the quarter.

- We filed sales/use tax filings in 18 jurisdictions
- We coordinated with Namely to file payroll tax filings in 29 active jurisdictions
- We filed a total of 53 Form 1099-NEC and 2 Form 1099-MISC with the IRS for vendors that meet the filing requirements

**Target quarter for completion:** Ongoing



# Financial Management & Compliance

## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Annual actual expenses for the Foundation are within 0 to (-5%) of the budget by Q4.</p> <p><b>Baseline:</b> Prior year variance was +1%</p>	0 to (-5%) budget variance	(-4%) ✓	(-2%) ✓	(-4%) ✓	-
<p>Achieve a clean audit with zero deficiencies and material weaknesses by Q1.</p> <p><b>Baseline:</b> In the prior year we had <b>zero</b> deficiencies and material weaknesses</p>	Clean audit with 0 deficiencies	✓	N/A	N/A	-
<p>Meet 100% of our regulatory filing obligations</p> <p><b>Baseline:</b> In the prior year, <b>100%</b> of our regulatory filing obligations were met</p>	100% of filings met	✓	✓	✓	-



# Financial Report EOQ3 update

		YTD Act. (\$)	YTD Bud. Var (%)	EOY Proj. (\$)	EOY Bud. Var (%)	YTD Act. Ratios
Financials (\$M)	Total Revenue	144.0	43%	155	40%	
	Programmatic	53.0	-6%	78	-3%	74%
	Personnel Exp	40.2	-4%	56	-1%	
	Services & Travel	4.6	-15%	8	-6%	
	Grants	1.7	-4%	3	-28%	
	Data Center Exp	3.0	-4%	4	-2%	
	Other	3.6	-17%	6	-5%	
	Fundraising	11.6	13%	14	8%	13%
	General & Admin.	10.1	-11%	14	-8%	13%
	Total Expense	74.7	-4%	105	-2%	100%
	Change in Net Assets	68.7	-	50	-	

		APR Act	APR Var (%)	EOY Proj.
	# of Headcount	448	-4%	465 - 470

# F&A

# Business Operations

# Improvement

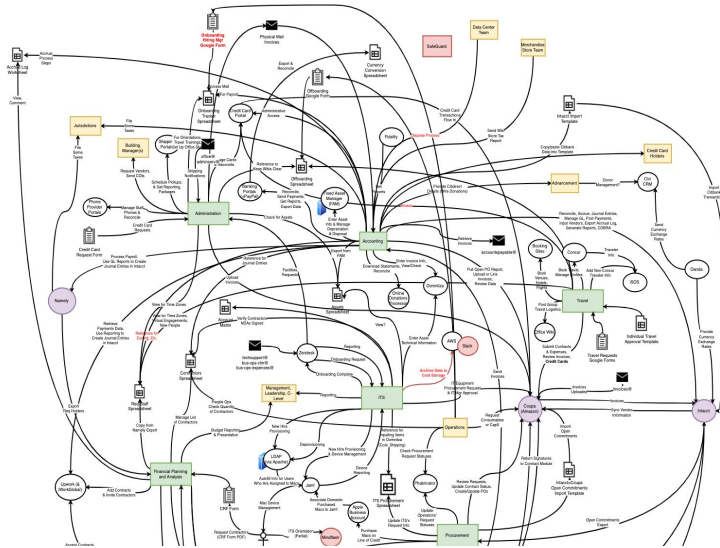


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# Business Operations Improvement



**Objective: Continue to improve and maintain efficient and effective business and operational workflows to maximize the return on investment, mitigate risks, and reflect org values.**



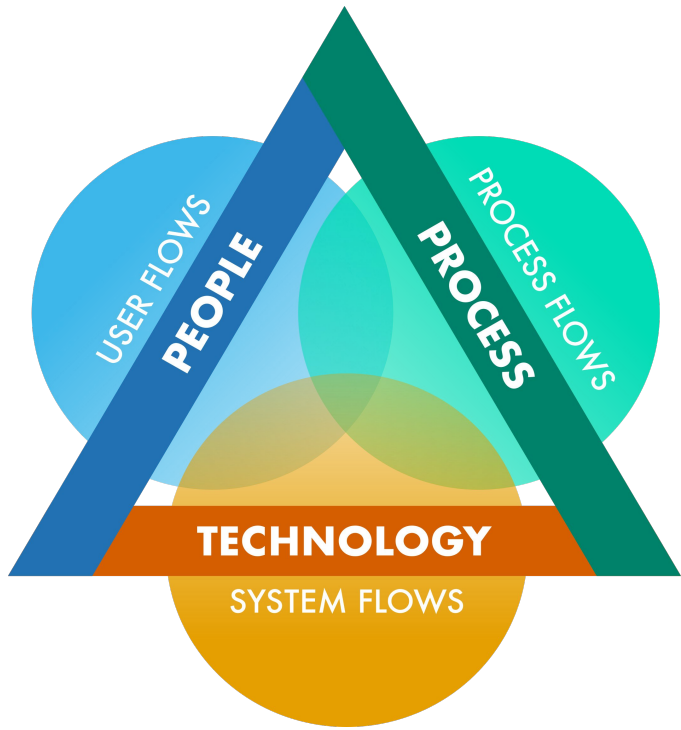
**Intersection of people, process and systems across workflows**

**We are continuing to optimize and enhance our general and administrative workflows. In Q3 we have:**

- Undertaken a departmental **Current State Analysis** to develop a baseline of the general and administrative work flows;
- Identified the intersection of people, processes and systems across 31 primary workflows;
- Identified pain points, risks and opportunities for workflow improvement;
- Analyzed the data against our objectives of scalability, automation and control and identified potential areas for continuous process improvement.



# Business Operations Improvement



The **Current State Analysis** enables us to continue to improve and maintain efficient and *effective business and operational workflows* to maximize the return on investment, mitigate risks, and reflect org values.

We can now comprehensively:

- Leverage data for review, analysis, & reporting;
- Assess & identify capacity needs;
- Inform resource planning;
- Identify & coordinate dependencies;
- Identify opportunities for leveraging & transformation;
- Make evidence-based prioritization decisions;
- Identify & mitigate organizational & project risk

**Our comprehensive framework that guides our business operations improvement**

# Business Operations Improvement



## Key Results

As measured each quarter, average turnaround time from request to signed contract will be at or below the following targets: 5 business days for low risk arrangements; 7 business days for medium risk arrangements.

**Baseline:** Low risk: 5 days, medium risk: 7 days

By Q1, identify an appropriate standard metric for evaluating user success in the Business Arrangement workflow and the quality of business arrangements produced. By Q3, increase this measure by 5%.

**Baseline:** N/A

By Q1, identify one new workflow to integrate with our enterprise business operations systems to improve efficiency and efficacy. By Q3, increase success measure (in KR 2) by 5% and decrease turnaround time by 5%.

**Baseline:** N/A

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
As measured each quarter, average turnaround time from request to signed contract will be at or below the following targets: 5 business days for low risk arrangements; 7 business days for medium risk arrangements. <b>Baseline:</b> Low risk: 5 days, medium risk: 7 days	Low risk: <b>5</b> biz days, Medium risk: <b>7</b> days	-	Low risk avg - 2 days Medium risk avg - 7 days	Low risk avg - 2 days Medium risk avg - 4 days -	-
By Q1, identify an appropriate standard metric for evaluating user success in the Business Arrangement workflow and the quality of business arrangements produced. By Q3, increase this measure by 5%. <b>Baseline:</b> N/A	Establish metric and improve by <b>5%</b>	✓ metric defined	✓ metric implemented	Begin collecting data	-
By Q1, identify one new workflow to integrate with our enterprise business operations systems to improve efficiency and efficacy. By Q3, increase success measure (in KR 2) by 5% and decrease turnaround time by 5%. <b>Baseline:</b> N/A	Identify 1 project and improve success by <b>5%</b>	✓ several projects initiated	✓ several projects initiated, including ticketing, and contractor workflow improvements	Upwork contractor feedback score 4.88/5 or <b>+2%</b> Y-o-Y --- Reduced temp contractor processing time by 1.85 days Y-o-Y or <b>-22%</b> for US and <b>-57%</b> non-US based	-

# F&A

# Onboarding

# Improvements



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# ITS Process Improvement: OnBoarding



## Objective:

**Reduce internal resource activity by 25% by Q4. Measured by a reduction in ticket requests the monitoring time for OnBoard/OffBoard activities and engagement survey.**

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Findings after new workflow implemented:

- After implementation of new workflows (Q2), added challenges surfaced: vendors based in specific geographic regions not accepting US based payments for goods.

To solve for this:

- Consult technical agencies regarding support (equipment deployment + support)
- Consult AP to understand forwarding fund options

Conclusion

- In Q3 improved forwarding funds process to ensure seamless transfer
- Continue to track timeline
- Develop procurement guidelines based on region in order to satisfy OnBoard SLA (T&C)

**Target quarter for completion:** Q4 FY20-21

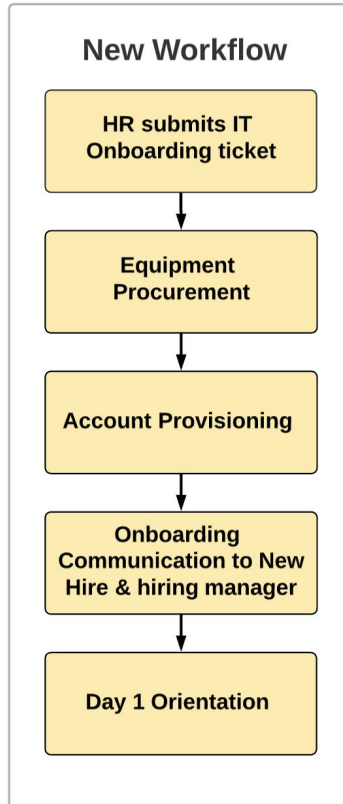
# ITS Process Improvement: OnBoarding

## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
By Q2 document and analyze ITS onboard workstream, defining roles and responsibilities. <b>Baseline:</b> none	100%	✓	-	-	-
By Q3 leverage existing enterprise tools to access necessary data to trigger ITS workflows in a timely manner <b>Baseline:</b> none	100%	10%	50%	50%*	-
By Q4 develop curriculum to consolidate and deliver training material accessible 24/7 <b>Baseline:</b> none	100%	10%	10%	30%	-



# ITS Process Improvement: OnBoarding



## Major Changes:

- New ITS Orientation Presentation Deck
- Onboarding tickets are now escalated to only Josephine & Peter via Round Robin tag
- Updated Standard Laptop Builds (M1, Engineer builds)
- Less manual steps for Funds Forwarding Requests


# F&A Working Environment



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# Organizational Efficacy: Working Environment



Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>Increase the productivity of our internal IT systems and physical office facilities or services by a measurable level.</p> <p><b>Baseline:</b> New Hire survey results from Q1 and Q2 [need to get]</p>	50% improvement	Calibrate and adjust to “remote first” service and business continuity service adaptation due to pandemic.	Reduced days by at least 25% from prior deployment time average in IT Systems. -	[insert Pilot statistics from slide 17]	-
<p>We have adapted and implemented a comprehensive virtual engagement program with tool kit guidance that supports self service as well as content, timezone and a/v engagement support for the new medium of fully remote offsites and team building events.</p> <p><b>Baseline: zero</b></p>	100%	25%	50%	75%	-
<p>We have accurate shared service SLAs and working environment allocation of current discretionary resources.</p> <p><b>Baseline: zero</b></p>	100% 	20%	-40%	50%-	-



# Drill Down: Working Environment: Facilities



## The situation

We have adjusted the Facilities utilization project from 2019/2020 to adapt to the crises of the pandemic, and pivoted to a remote first and focus on our critical business continuity goals to aggressively meet our goals for a productive Working environment.

As the global pandemic threat continues with minor reduction in cases and deaths, we continue to be cautious with activities such as gathering staff together in our leased offices in DC and SF.

We identified a key risk indicator (KRI) of 12 weeks of sustained reductions in cases and deaths in any facility region to guide any change in our risk response. Data and metrics from iSOS, CDC, and WHO do not reflect a 12 weeks of sustained reduction in these areas.

## The impact

Given our KRI, We will continue to schedule one person at a time in the our leased offices. Facilities staff is following regional government guidelines for essential business utilization and all safety standards and guidance from our building, municipalities as well as CDC and iSOS guidance.

Q4 We plan to collaborate with HROps, ITS and DC staff to re-imagine alternate office utilization. Following all safety guidelines, What are new and reimaged ways of utilizing the asset? We have very different requirements in this context and are stretching for creative utilization ideas that may emerge from our team mates.

## The recommendation

- Continuing with scheduled, safe utilization in leased office spaces through the end of the FY 20/21.
- Engage in creative brainstorming to discover alternate ways to utilize our leased space that meet current safety limitations.

# Draft - Drill Down Working Environment: Travel and Virtual Events



## The situation

We continue to monitoring the COVID-19 threat and the current business impacts.

We are utilizing the KRI that we established with the support of ERM Working group to navigate any change in our response to suspension of business travel implemented in May 2020. To date we have not achieved the key risk indicator of “reduced cases and deaths for a sustained period of 12 weeks.”

We continue to utilize information and data from iSOS WHO, and CDC.

## The impact

The key risk indicators (KRI) review reflect a continued avoidance response with the suspension of business travel for the remainder of FY 20/21

We are continuing to plan for increased Virtual Events, (VE), a discovery of Hybrid events, and an analysis of how these adapted services meet many of our collaboration and connection goals. We have also learned that there are activities and critical business needs, that over time, will be impacted by not being able to gather in person.

## The recommendation

- Continue with Business Travel suspension through remainder of FY, June 30, 2021
- Reevaluate the risk indicators and impacts through quarter
- Hybrid meeting discovery
- New Travel Management Company integration (CTM)

# F&A

# Efficacy and Resilience

# OKRs

# Appendix



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# Annual Plan



## Objective:

### **Facilitate the Foundation to develop an impactful Annual Plan that moves us toward our Medium-term Plan and Strategic Direction.**

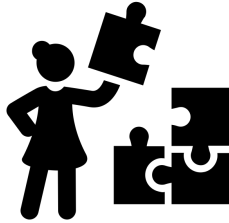
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Based on feedback collected from the delegates, C-levels, and budget managers following last year's Annual Planning Process (APP), we have implemented several improvements this year, including:

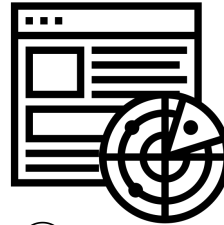
- Adding a strategic pre-planning phase as 'Phase 1' to enable:
  - Clearer definition of strategic focus areas, intentions, and decisions
  - Integration of other strategic processes (eg., Mov Strategy)
- Designing APP timeline to coordinate with other Foundation deadlines and processes
- Designing for early cross-departmental planning, including
  - Coordinated sessions by APP team earlier in the process
- Bringing continued clarity on resources through departmental budget guardrails



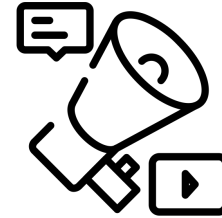
# APP Process overview



Created by Adrien Coquet  
from Noun Project



We are here



Created by M Yudi Maulana  
from Noun Project

## Phase 1 Strategic Pre-planning

- Realign to MTP
- Assess progress to date  
Identify key questions and decisions
- Establish linkages to  
Movement Strategy
- Build budget guardrails

## Phase 2 Annual Planning and Budgeting

- Collaborate  
cross-departmentally
- Community engagement  
planning
- Define OKRs
- Build detailed budgets
- Prioritize OKRs and  
resources

## Phase 3 Sharing and Operationalizing

- Share intentions and  
strategies with Audit  
Cmte & Board
- Get Board approval
- Share with communities
- Operationalize plan

# Annual Plan



## Key Results

Deliver a Medium-Term Plan aligned Annual Plan by Q4 that includes at least one impact metric for 100% of the objectives defined  
**Baseline:** TBD

90% of Annual Planning delegates report that they collaborated effectively with other teams and departments in the Foundation to develop their Annual Plan. (Q4)  
**Baseline:** N/A

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Deliver a Medium-Term Plan aligned Annual Plan by Q4 that includes at least one impact metric for 100% of the objectives defined <b>Baseline:</b> TBD	100% of the objectives defined	N/A	N/A	N/A	-
90% of Annual Planning delegates report that they collaborated effectively with other teams and departments in the Foundation to develop their Annual Plan. (Q4) <b>Baseline:</b> N/A	90% reporting effective collaboration	N/A	N/A	N/A	-



# Enterprise Risk Management



## Objective:

### Complete the rollout of workflows and systems necessary to monitor and treat foundation-wide financial, strategic and operational risk.

- The GRC platform has been fully configured, and moved from production to live version in Feb 2021
  - New risk owners identified from the COVID-19 crises team have had 1:1 training in basic risk terms, and initial access and orientation on the GRC tool.
- We see good adoption by Staff of the risk framework with teams continuously reaching out to Security
  - Several key threats were evaluated using the risk framework: - **COVID-19 - Offices, Staff Travel, Community Events; US Election related to - disinformation, DOS, Staff, Community; Wikimania, Executive staff safety and security.**
- Board Engagement
  - Quarterly Audit Committee Chair briefed on progress
- Prioritizing our time investment toward the different ERM objectives continues to be a **learning experience**
  - Additional risk owner training and education is needed to realize our goals with ERM.
  - Q4 SOW request for funds approved, and additional support and education on the program will start in Q4
  - JD/SOW draft in process for Risk Analyst HC in FY 21/22



# Enterprise Risk Management

## Operationalizing ERM



Key Results	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Design and implement a fully functioning and robust governance risk and compliance (GRC) tool and enable 100% of risk owners to catalog and track newly-identified risks in the GRC by the end of Q1. <b>Baseline:</b> Zero	100%	- GRC implemented - 100% of risk owners not enabled	✓-	-Identified Risk owners 1:1 orientation session, -road map outlines increased training	-
Create and draft a enterprise-level risk management philosophy for adoption by the C-team (or for the Audit Committee's approval by end of Q3, with the risk management philosophy including the derivation of the Foundation's risk capacity, defined as the maximum potential impact of a risk event that the Foundation can accept. <b>Baseline:</b> Zero	100%	Not yet started	Not yet started-	20%-	-
Develop a recurring process for allocating additional resources and expertise to the mitigation of emerging, discrete highly-rated risks by end of Q3	100%	Not yet started	See Annual Plan	FY 21/22	





# Internal Enterprise System Improvement



## Objective:

**Strengthen enterprise systems to better manage, support and enhance a globally distributed workforce.**

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### Systems Assessment

- Identified single points of failure of onsite services
  - VPN (controls access to phones & file server)
  - LDAP (controls account access)
  - Back Ups (redundant backups removed, focusing on refining)
- Explored cloud services to replace services
  - Fileserver
  - VoIP (phone systems)
    - Completed - Fully replaced in Q3 by RingCentral
  - IaaS (Identity as a Service) & DaaS (Directory as a Service)
- Ensure automated power on/power off protocols are fully functional
  - Completed - Fully implemented, tested, and documented

**Target quarter for completion:** <Q4 FY20-21>



Department: Finance &  
Administration

# Internal Enterprise System Improvement

## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
Enhance reliability and IT manageability, by transitioning core on-prem services (VPN/VoIP/LDAP) to the cloud by Q3 <b>Baseline:</b> 0%	85%	10%	50%	85%	-
KR2: Reduce internal resource activity by 25% by Q4. Measured by a reduction in ticket requests the monitoring time for OnBoard/OffBoard activities and engagement survey <b>Baseline:</b> 0%	100%	10%	50%	75%	-
By end of Q3, 90% of staff will fully adopt implemented internal communication tools and policies associated, measurable by tool dash and engagement surveys <b>Baseline:</b> 0%	100%	10%	50%	50%	-



# Business Continuity/Data Destruction



## Objective:

**Ensure our business operations to be compliant and resilient in the event of a security breach or a disaster.**

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- While operations remained to be 100% we were able to closely monitor the needs of data access
  - Define whether information was onsite (files server) or cloud based (Enterprise tools)
- We continue to examine data backup and destruction process
  - Implement back workflow - deep storage leveraging encryption practices via AWS
- This fiscal year (and the pandemic) has given us the opportunity to test and operationalize BC/DR work we've done up to this point.
- Operationalizing the data destruction policy, a less critical result, was not able to be achieved.
- The organization's mission critical business systems and data can be accessed and utilized by staff within hours of major business disruption.



# Business Continuity/Data Destruction



## Key Results

	Year Goal	Q1 Status	Q2 Status	Q3 Status	Q4 Status
<p>By end of Q1, identify tools and resources in order to prepare enterprise systems for configurations towards business continuity testing and adherence to current dd&amp;r policy.</p> <p><b>Baseline:</b> 50%</p>	100%	✓	✓	-	-
<p>By end of Q3, Implement systems' integrity tests to establish business continuity plan is sound and relevant and execute the automation scripts to perform dd&amp;r activities compliant with</p> <p><b>Baseline:</b> 100%</p>	100%	In progress	In progress	on pause	-
<p>By Q4, 100% of managed data will adhere to dd&amp;r policy annually and systems integrity testing are executed on a quarterly basis.</p> <p><b>Baseline:</b> 100%</p>	85% 	In progress	In progress	on pause	on pause

Department:  
Finance & Administration

# Drill Down: Business Continuity/Data Destruction

## The situation

Completed discovery and design of Business Continuity and Data Destruction process, adhering to policies. Currently the process is manual, our goal is to automate. In order to automate ITS is required to update outdated tool (LDAP).

## The impact

Replacement of the LDAP systems will modernize our systems in order to facilitate integrations and automations. Automation of Business Continuity and Data Destruction activities will ensure accountability of data (security).

## The recommendation

- Replace LDAP systems in order to integrate with Enterprise systems (Google Enterprise) to begin automation of back ups and data destruction
- By end of Q4 (FY20-21), project plan and design will be documented. Resources, project committee and stakeholders will be identified to begin work Q1 (FY21-22).

# Acronyms

Have any acronyms you're using in your deck? Please add and define here so that all staff can understand and interpret content.

**APP:** Annual Planning Process

**GH:** Greenhouse - Recruiting database

**VE:** Virtual Events

**KRI:** Key Risk Indicator

**ERM:** Enterprise Risk Management

