FY 19/20 Q3 Finance & Administration

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Transforming our Org Efficacy & Resilience to meet today's crisis in support of both the foundation and our dept

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Overview

- Our work leading up to the today resulted from a vision to transform our processes, work and teams. Today with a COVID-19 crisis, we'd like to share how that work prepared us to respond to the crisis effectively.
  - We have made great progress by building out our systems and creating **business continuity** across our workflows
  - We are providing **rapid and responsive support to the CRT**
  - We have provided support to our **remote environment**
- We have built **adaptability and flexibility in our planning and budgeting** function- we have collected the data and budgeting infrastructure to respond quickly and effectively.
- Our recent **Business Arrangement automation** through Coupa has provided a major transformational across multiple workflows, which has enabled a completely new way of working.

Business Continuity

Our goal is to ensure 99.9% uptime should an outage affect the SF office. The OIT department has plans in place for foundation-critical services to be back online as soon as possible. Given the COVID pandemic, we have the added opportunity to expand our goal to include a seamless transition to 100% remote operations.

Business Continuity

Tools that have enabled our workforce to be 100% remote at a moments notice

Collaborative Tools

- Google Enterprise - implemented 2 years ago
- Zoom - implemented 1 year ago
- Slack - implemented 4+ years ago

Management Tools

- JAMF - implemented 2 years ago

Business Continuity

Objective:

To ensure onsite services are compliant with Business Recovery Management, Disaster Recovery, and Data Destruction Policies (*During Q3 this objective has expanded to ensure 100% remote work is achieved)

- Develop and maintain a Business Continuity and Disaster Recovery Plan that ensure minimal downtown in the event of an outage and establish an operational baseline.
- Document said plan, test and operationalize, learn from findings in order to improve and refine
- Develop a cadence that will allow us to 'test' quarterly enabling CSI to have low impact on daily operations

In Q3

- Discovered security issues with a single tool (Zoom)
- Discovered the expanded budget needed for Remote Work to be effective
- Discovered the implementation of 'one-time' stipend satisfied end users' need for a personalized home office workspace

Target quarter for completion: Ongoing

Department: F&A

Business Continuity

Key Results	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
By end of Q2, complete 100% documentation of BRM/DR findings with individual teams **Baseline:** Not available	100%	**100%**	**100%**	**100%**
By end of Q3, present document/wiki that details step by step process of Business Continuity for onsite services **Baseline:** Not available	100%	**10%**	**80%**	**100%**
By end of Q4, complete a practical test to ensure onsite services are fully prepared for a power outage **Baseline:** Not available	100%	**50%**	**90%**	**100% (achieved earlier)**
By end of Q4, unify all BRM/DR information and documentation for all services by the Wikimedia Foundation (requires collaboration with SRE) and post on Office Wiki **Baseline:** Not available	100%	**0%**	**30%**	**70%**

Department: F&A

Drill Down: Business Continuity

The situation

There was an uptick in video conferencing, including Zoom.

The impact

Security issues surfaced, giving way to potential breach and ‘zoombombing’ for the general public. (There were no reports of this occurring within our domain)

The recommendation

Offer alternatives (Google Meet) - current

Improve end-user training of Best Security practices. (implementation has begun by updating Office Wiki, actual training curriculum will be presented by Q4)

Compile a security Memo to present to staff and leadership by end of April 2020

COVID-19 Response Team

March 2020

- Swiftly partnered to organized initial framework for Covid Response (CRT) team; purpose, priorities and cadence.
- Travel risk lens developed, communicated and implemented for cautious and consistent event cancelation decisions as crisis evolved.
- Office wiki info framed, organized and maintained
- Implemented continuity plans in front office, admin purchasing and facilities services
- Managed early March office virus exposure and hazmat cleaning with PMC
- Partnered on expanded CRT Team and support additional protocols
- Partnered with OIT to support and maintain ongoing org wide remote work
- Worked closely with c-team on one-time protocols
- Continue to monitor and anticipate local, state, global impacts for our staff and our work.

Financial Planning & Analysis

Objective:

Produce timely and insightful financial analysis coupled with a structured quarterly financial review and projection process that enables the Foundation to effectively manage our resources toward achieving the MTP.

In FY19-20 we are focused on:

- Building a cycle of financial projection that enables the Foundation to be more agile with resourcing planning - allowing additional repurposing and Opp Fund
- Building a framework, process, and budget for resource planning toward our MTP Priorities and OKRs
- Delivering more timely and insightful resource analysis
- Continuing to provide ongoing partnership with departments to support operational planning, analysis, and decision making

Target quarter for completion: On-going activity

Department: F&A

Financial Planning & Analysis

Key Results	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
Annual actuals for the Foundation are within 0% to (-5%) of the budget. *FY18-19 Baseline: -3%*	0% to (-5%)	-8%	-11%	-9% (projected EOY: -3% to -5%
Each quarter's actuals for the Foundation are within +1 to (-5%) of that quarter's projection.	+1% to (-5%)	N/A	-5%	+1%
Financial reports and analysis are publication ready and provided to CFO by 14th business day of the month. *FY18-19 Baseline: 16 days*	14 biz days	N/A	16 days	14 days (met KR)
The budget is 100% complete 14 days before June 2020 board meeting, including Team and OKR budgets	14 days before June board	N/A	N/A	KR postponed
First complete draft of aggregate expense budget submitted into adaptive is within 3% of revenue budget.	+/- 3%	N/A	N/A	KR postponed
KR ADDED in Q3: Model 3 budget scenarios for May board meeting to enable contingency planning and decision making	3 scenarios	N/A	N/A	Drafts in progress

Department: F&A

Financial Planning & Analysis

The situation

Greater uncertainty about macroeconomic conditions and a forecasted recession requires the Foundation to adjust our approach to planning and create contingency plans.

The impact

The Foundation may encounter budget constraints as we move into the first half of the next fiscal year.

Due to our revenue cycle, the extent of our financial constraints may not be known until close the midpoint of the year.

If we do not consider contingency plans before the year begins, **we risk making financial commitments that we cannot sustain in out budget.**

The recommendation

Create budget scenarios now so that we have contingency plans.

That will help us be clear about what decisions we would make to adjust to different levels of budget constraints.

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Department: F&A

Business Operations Improvement

Objective:

Implement advanced technology to improve efficiency of procurement of services and tangible goods and expense reimbursement processes for a better end user experience and to ensure the effectiveness of our control activities.

Achieving a better user experience has been one of the guiding rails for our team alongside Scalability and Controls in our pursuit to improve our Business Operations Processes.

We're seeing the progress of our efforts with user engagement and adoption after going 'live' for Expense Reimbursement, Business Arrangement and Procurement tool. We are meeting our SLAs for Medium and Low Risk business arrangements while we continue to assess improvement opportunities for the High Risk business arrangements.

Additionally, we are experiencing and evidencing that while improving our scalability and controls, our processes and the implementation of Coupa also allows us to pivot and work remotely during the Stay-At-Home order. We are able to continue to support our business operations, e.g. executing business arrangements, process payments and reimbursements, without any disruption.

Business Operations Improvement

Key Results	Y1-Goal	Q1-Status	Q2-Status	Q3-Status
Complete Expense Reimbursement module implementation by Nov 4, 2019 and Business Arrangements and Procurement modules implementation by Dec 2, 2019	100%	N/A	✓	
100% of users for the Expense Reimbursement module and 75% of users for the Procurement and Business Arrangements have been trained by December 31, 2019	100%	N/A	**On-going**	**On-going**
100% of of expenses reimbursement and new business arrangement requests are actively processed using the tool by December 31, 2019.	100%	N/A	✓	
All users are adequately trained and supported by continuing to hold monthly office hours through Q3 and set up quarterly regular training cadence for new staff as well as periodic training for existing staff.	100%	N/A	_	**Postponed**
Complete documentation outlining support and maintenance process, including roles, responsibilities and criteria for different priorities of support by end of Q3.	100%	N/A	_	**Postponed**
75% of activities submitted through Q3 are complete with correctly identified risks and approval routing and execution turnaround time is within the established SLAs	100%	N/A	_	**On-going**

Department: F&A

Business Operations Improvement

The situation

Now that we have data for one full quarter to analyze and compare to activities prior to the roll out of the redesigned process and implementation of Coupa as well as our established SLAs

The impact

Current (Q3) versus Past
- Medium and Low risk business arrangements: reduced **~6-10 days**.
- Expense reimbursement: reduced **~6-8 days**

Current (Q3) versus SLAs
- High risk business Arrangements: progressing towards established SLA of 14 days
- Medium & Low risk business arrangements: Met our SLAs of 5-7 days for Med and 4 days for low
- Expense reimbursement: Met our average day to pay of 14 days after Manager's approval

The recommendation

Continue to evaluate and refine the process as we have more data. The focus will be on the high risk business arrangements, especially those that are complex in nature due to legal and financial exposure that will take longer than 14 days. Additionally, reassess the dependency on the turnaround time of signing by the vendors, as some take longer than the expected 2 day turnaround time.

Enterprise Risk Management

Objective:

Mitigate and monitor foundation-wide financial, strategic and operational risk by implementing an Enterprise Risk Management (ERM) program, focused on implementing a mitigation plan for the identified strategic risks by June 30, 2020

Some of the critical aspects of achieving the intended result included:

- A Risk Management Structure and a monitoring process agreed to by the Board's Audit Committee
- The Risk Register, which is the repository for the ERM risks, has been drafted. Including ~~33~~ **51** risks categorized under the risk management framework
- The ERM monthly roadmap produced with a mapping of key activities including monthly Steering Committee status/review sessions
- Monthly monitoring by Risk Steering Committee and engagement with our risk owners

Enterprise Risk Management

Key Results	Y1-Goal	Q1-Status	Q2-Status	Q3-Status
Update the risk register for those risks identified as **improve** Surfaced threat and vulnerability from the risk statement to further improve the clarity of the actual risk **Baseline:** *New for Q3*	100%	N/A	N/A	**100%**
Implement a ERM Platform - - Decision in Q2 Procurement done.(GRC software) - in Q3 **Baseline:** Not applicable	100%	N/A	✔	**On-going**
By June 30, 2020 100% of relevant Foundation stakeholders(risk owners) will be engaged in ERM - Socialize the ERM with potential risk owners (directors, VPs and C-levels) - Maintain Monthly Steering Committees to monitor progress **Baseline:** New for FY19-20	100% 100%	N/A ✔	40% ✔	**90%** ✔

Department: F&A

Enterprise Risk Management

Our goal is to establish a meaningful and systematic monitoring and reporting program, which is anchored on risk owner accountability.

Wikimania key learnings

- The assessment was very complete and organized using the risk framework - this helped the team maintain a focus on managing decisions associated with the original risk register
- The assessment is based on an analysis of risk - negative outcomes as evaluated by impact and likelihood, prioritization and treatment based on severity.
- The assessment required clear treatment options by the risk owner - *acceptance, avoidance, mitigation or transfer.*

Brooklyn Office Opportunity

February 2020

- Learned of opportunity that CTO had been cultivating in Brooklyn, NY with Product staff
- As budget owner, put together support team of legal, accounting, OIT and facilities staff to assess opportunity with contacts at the property.
- Developed and applied risk lens for regional office space decisions.
- Delivered 2-day Brooklyn, NY onsite assessment and meetings (Harry & Ramiro)
- Designed low risk, cost effective contract with initial 12 month term, (4/2020) with options for renewal 4/2021 with 2017 pricing from prior tenant terms. It is not yet signed.
- Annual cost approximately $65K for modest 1000 sq. ft office/kitchenette/conf rom space for 4-6 staff to work together. Will not be publishing address outside of internal community.
- We would have three distinct types of office working environments to evaluate, HQ, 3rd Party Shared services, unsupported colocation.

Organizational Efficacy: Training

Objective:

Ensure all req# staff are invited to all basic training of onsite technical tools and services including a clear understanding of how to navigate operational processes/activities

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FY 19-20

- The result will be an understanding and ease with our basic productivity tools
- The result will be an understanding of best security practice
- Reduction in inefficiencies of daily operations as well as mitigate end-user security risks

Q3

- Continue to refine existing curriculum
- Develop Finance and Accounting Curriculum, given the roll out of Coupa

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Organizational Efficacy: Training

Key Results	Y1 Goal	Q1 Status	Q2 Status	Q3 Status
By end of Q3 100% of new req# staff have been invited to all F & A training within 1 month of employment **Baseline:** Not available	100%	**100%**	**100%**	**100%**
By end of Q3 achieve a quarterly cadence of basic training refreshers scheduled on Staff Calendar, with participation and calendar records showing all new req# staff having been invited to participate. **Baseline:** Not available	100%	**10%**	**80%**	**100%**
By end of Q4 - Documentation of Operational OnBoard Training unified in one Office Wiki page, to be used for future - low-to-non touch F & A OnBoarding (and Training) **Baseline:** Not available	100%	**0%**	**20%**	**50%**

Department: F&A

Drill Down: Organizational Efficacy: Training Q3 Stats

Department: F&A

Drill Down: Organizational Efficacy: Training

The situation

Staff Participation in basic operational tools and services training **has been inconsistent** at best.

Basic operational tools and services training in F&A consists of the following: Travel Services, *Expense/Accounting Services, Technical Training (Basic Communication Tools and Security Best Practices)

The impact

An alignment of basic competencies centered around operational tools and services will enable the Foundation to perform optimally.

The recommendation

In order for this deliverable to shift to 'green', **staff engagement** from all departments is **required.**

Continue to refine the curriculum and define the channels 'training' is available on - Mindflash? Wiki? Scheduling Meetings?

Continue to work with T&C, FP&A, Admin, OIT and HM to achieve 100% training with anyone (staff, contractors that engage with our environment)

Drill Down: Organizational Efficacy (internal messaging platform)

The situation

Goal: Identify an accessible, modern, easy-to-use cloud-hosted common platform for general communications and workflows that has a stable and mature API.

***Between Q2 - Q3 OIT uncovered needed functionalities IRCCloud offers not found during our initial discovery phase**

Our process so far

- Performed an in depth discovery of the following the tools
- Compiled reports
- Presented to Stakeholders
- Defined next steps (go with SLACK's Enterprise Tier, push through Security & Legal review Matrix, drop support for IRCCloud*)

Next steps

- Further explore IRCCloud's needed functionalities (bouncer service)
- Contemplate shared support service for IRCCloud (or another opensource tool that offers bouncer service functionalities)

- Resume Full Legal and Security review of Matrix
- Document process and outcomes
- Recommend solution by end of Q4
- Provide "kick-off" staff training