

Finance & Administration

May 2018 check-in



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Cross-team Outcomes



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Community F&A Programs



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GOAL: Community Finance

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
<p>(1) The Community Resource Team can make informed and effective grant making decisions with an understanding of the financial implication.</p> <p>(2) Affiliates who are encountering financial barriers, receive targeted support.</p> <p>(3) The community has a framework for understanding the financial needs of affiliates with different attributes.</p>	<p>LAST QUARTER</p>	<ul style="list-style-type: none"> ● GRANTplify: Expanding our ability to provide resources globally. <ul style="list-style-type: none"> ○ Created the GRANTplify project plan and started project. ○ Identified priority list of countries to target ○ Provided financial technical support and capacity building to affiliates
	<p>With Community Resources (CR), Legal, FDC, Audit Committee, and grantees</p>	
	<p>NEXT QUARTER</p>	<ul style="list-style-type: none"> ● Lead two sessions at WMCon to build affiliate capacity on Financial Planning processes and best practices ● Complete phase 1 of GRANTplify : identify external research partner.
	<p>CR, Legal, FDC, outside experts.</p>	

STATUS OBJECTIVE IN PROGRESS

Annual Planning Process

To facilitate the organization to plan intended **outcomes** and **targets** with the **resources** and **outputs** needed to achieve those outcomes



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Wikimedia Foundation Annual Plan/2018-2019/Draft

< Wikimedia Foundation Annual Plan | 2018-2019

To achieve this goal, we will:

- Modernize our technology infrastructure, including our applications stack, services, and production platform; advance privacy and security-related systems; and invest in development of Wikibase and Wikidata.

[11]

- Increase support for the global Wikimedia community by rethinking and improving our community grantmaking, leadership development, and tools to make contributors' work easier and more productive
- Grow the Wikimedia Endowment to ensure the long-term health of the movement
- Live our values by supporting diversity and inclusion, staff development, and operational excellence across our organization, and including environmental sustainability in our decision-making processes

We will know we're successful when:

- Our technological infrastructure is robust, flexible, sustainable, and secure, and can meet our needs for the future
 - We are able to serve 95% of our services out of more than one data center
 - We see a 20% increase of services adopting the modernized metrics stack
 - 100% of services involved in page views are using centralized logging
- We have made progress in the journey to unify our core software assets by converging MediaWiki with our Node.js services

Foundational Strength

Evolve our systems and structures

Knowledge Equity

Grow new contributors and content

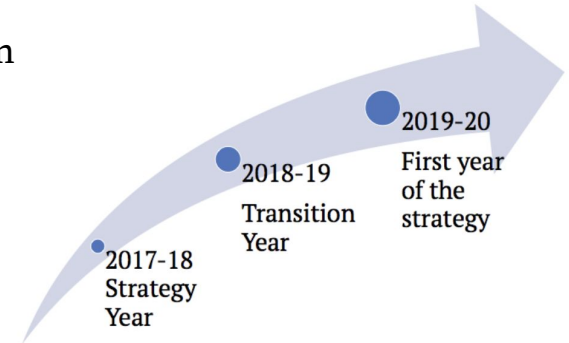
Knowledge as a Service

Increase reach and audiences

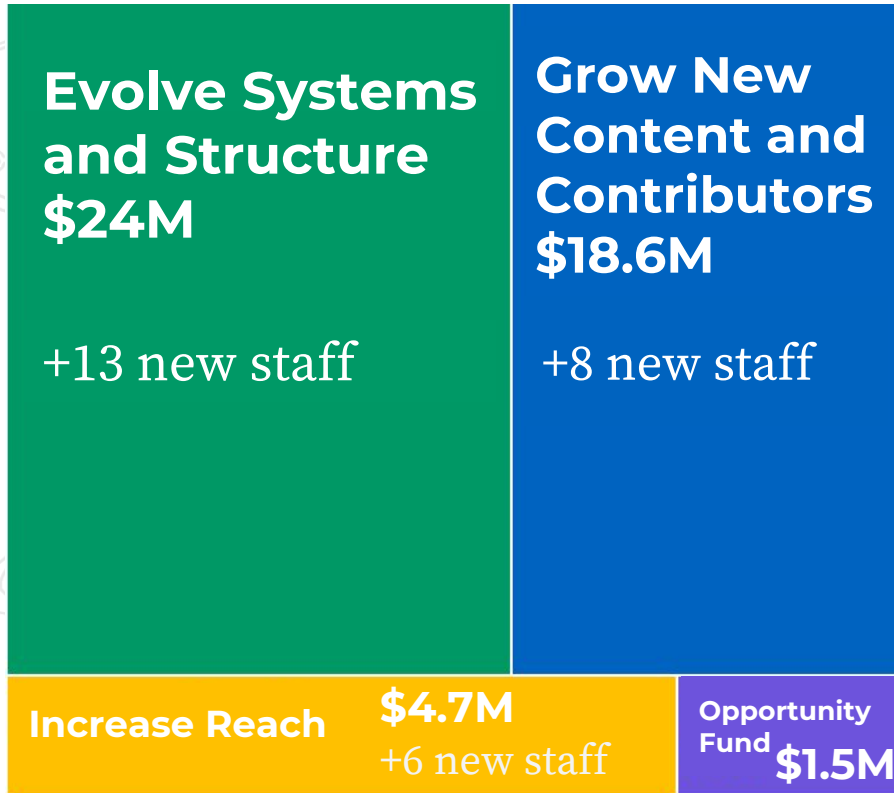


Draft FY18-19 plan: Approach

- **“Year 0” for 2030 strategic direction**
 - We are preparing the organization to make progress against the strategic direction
 - We are developing a 3 to 5 year, medium-term strategic plan
- **Expanded planning frameworks**
 - In FY17-18, we introduced Cross-Departmental Programs
 - In FY18-19, all Programs require definition in terms of resources, outputs, and outcomes
- **Organized around 3 goals**
 - With 75 Programs and CDPs





Investing in our goals



Highlights:

- 77% (\$71M) of the proposed FY17-18 budget is programmatic
- 51% (\$47.4M) is allocated to the top organizational goals
- 73% of new staff
- \$1.5M Opportunity Fund gives us the ability to fund new programs as capacity increases

Annual Plan timeline

February 23	Departments submit initial program plans and budgets
Feb 23 - March 21	Plan consolidation, sequencing, and revisions
March 21	Present draft budget at Audit Committee Meeting
March 27	Present draft plan at Board of Trustees Meeting
March 29	Publish draft plan and budget on Meta for community review
 April 1 - May 15	Community comment on meta
 May 1 - May 25	Final AP revisions of plans and/or budgets
June 5	Present revised Annual Plan to Audit Committee
June 13	Board of Trustees votes on approval FY 18-19 Annual Plan
July 1	FY17-18 begins and final Annual Plan is posted on Meta

GOAL: Annual Plan Process Improvement

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
<p>The Annual Plan will be impact-focused document that more clearly communicates how we will meet our annual goals and outcomes.</p>	<p>LAST QUARTER</p>	<ul style="list-style-type: none"> ● Worked with Comms and C-levels to draft a clear and focused plan narrative of our key outcomes and measures ● Facilitated the sequencing of our programs to consolidate into a Foundation plan ● Built agility into the plan through the creation of an “Opportunity Fund” ● Delivered the tools and resources that supported budget managers, including: <ul style="list-style-type: none"> ○ Set of program planning templates aligned to the ToC Logic Model and a 36 page on-wiki guide to Annual Planning
	<p>With C-levels and Annual Plan Steering Committee</p>	
	<p>NEXT QUARTER</p>	<ul style="list-style-type: none"> ● Engage the community in an on-wiki consultation ● Facilitate final plan revisions and board approval on June 13th ● With T&C, design a process to track our hiring progress against the plan ● Create a financial reporting model that supports the management of our our program outputs and Foundation goals
	<p>With C-levels, Steering Committee, T&C, and all budget managers</p>	

STATUS: OBJECTIVE IN PROGRESS

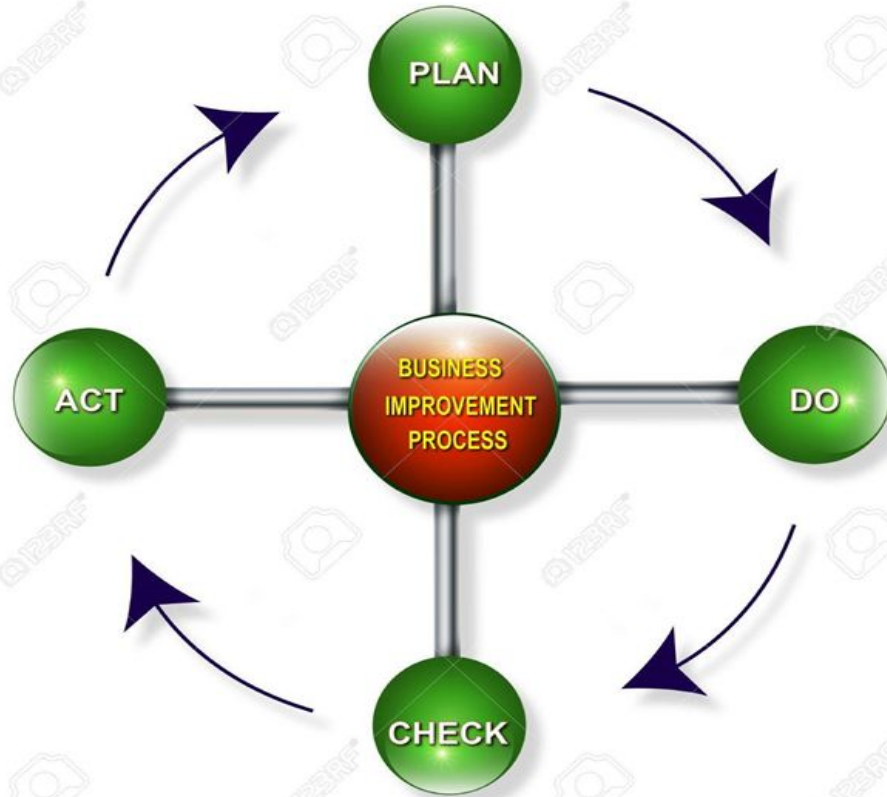
Business and Accounting Operations

(Processes to enable staff to deliver on their
organizational goals)



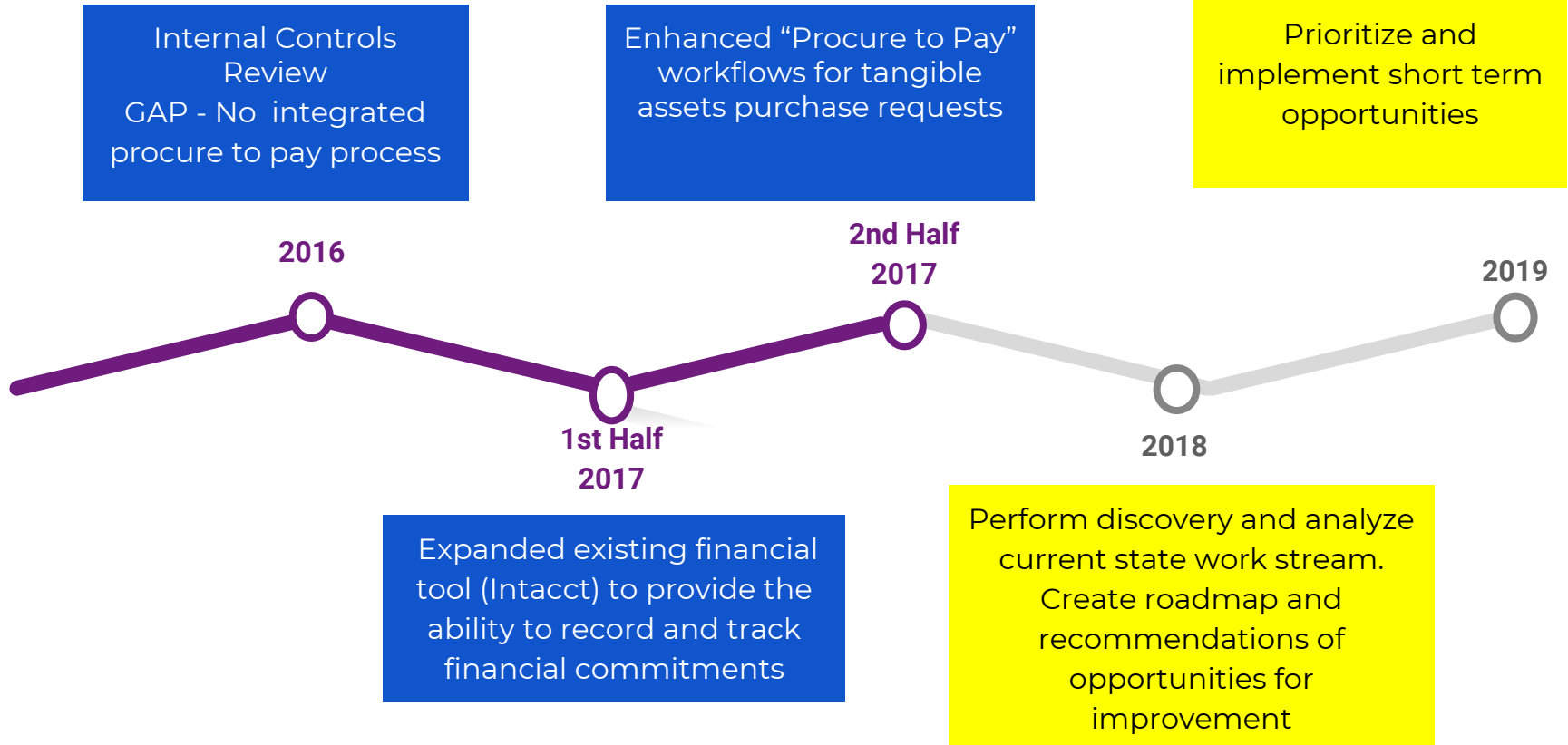
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Continuous Cycle of Business Improvement



- Relevant
- Iterative and continuous
- Based on organizational growth, needs and strategic direction with focus on a scalable and sustainable solution.

Our progress



Business Operations Improvement - Phase I

Discovery

Discovery tasks include:

- Information gathering
- Interviews by process focus area
- Review of current state of process, people and technology

Analysis

Analysis tasks include:

- Review of information gathered during Discovery
- Identify strengths & weaknesses in the current environment
- Evaluate the gap between the current environment and the desired state

Findings & Recommendations

Findings / Recommendations include:

- Gap Analysis
- Recommendations
- Action Plan
- Roadmap for migrating to the desired future state

Finance

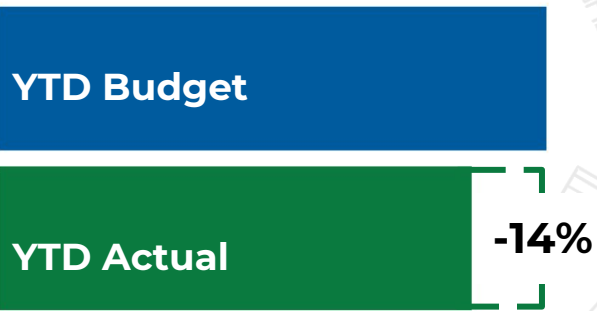


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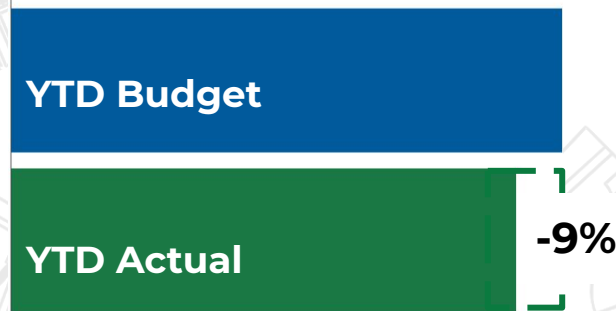
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Spending variance decrease through effective resource management

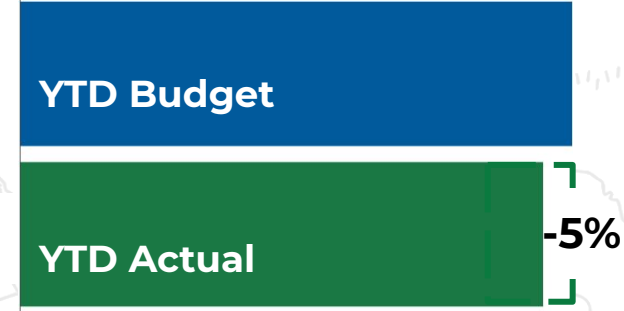
FY16-17 Q1



FY17-18 Q1



NOW

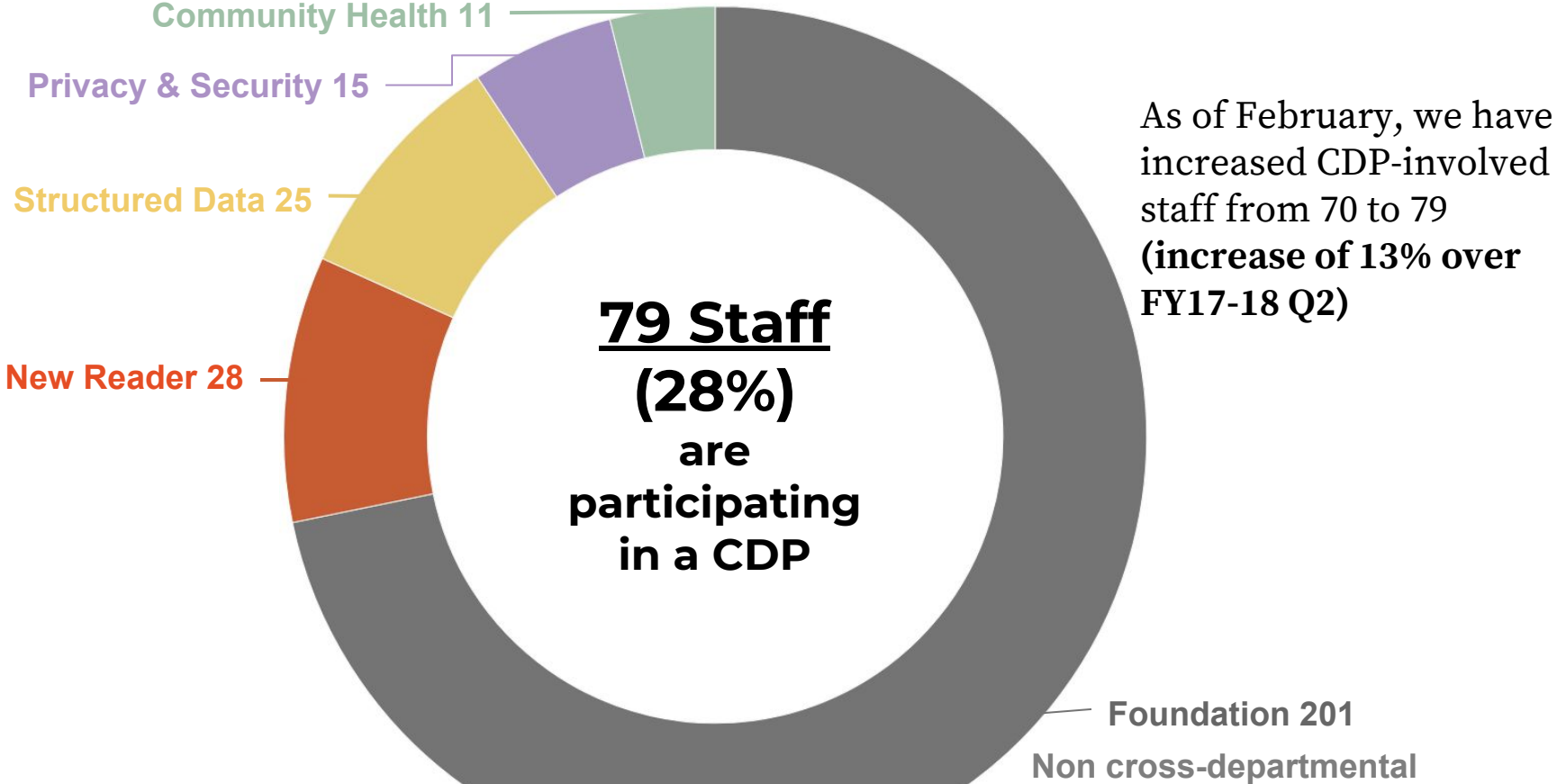


Spending Variance
-14%

Spending Variance
-9%

Spending Variance
-5%

Staff in Cross Departmental Programs



May 2018

Finance

Internal Financial Mgmt Process

GOAL: Internal Financial Management Process

What is your objective?	Who are you working with?	What impact / deliverables are you expecting?
<p>(1) The Foundation can make strategic resource management decision with the support of an accurate end-of-year forecast</p> <p>(2) The Foundation has an efficient and systematic process to fully support all the programs described in the annual plan for next fiscal year</p>	<p>LAST QUARTER</p> <p>C-Team, Budget managers, Board Accounting Team & CDP Stakeholders</p>	<ul style="list-style-type: none"> Minimized monthly and year-to-date spending variances with accurate reporting and dynamic forecast, enabled teams to be agile for their end of the year plannings Provided quality and timely financial updates to the C-Team and collaborated to resolve out of plan changes Reinforced processes and logistics on the CDP framework
<p>(3) Ensure all internal systems and processes to have a smooth transition into the next fiscal year</p>	<p>NEXT QUARTER</p> <p>C-Team, T&C, Accounting, Budget managers C-Team & Department managers Continue with objectives indicated above</p>	<ul style="list-style-type: none"> Develop systems and methodologies with minimal intrusiveness to enable tracking at a Foundation-wide scale; ensuring a smooth transition into the new fiscal year Provide a complete financial updates to enable year-end resources managements and project accelerations We will continue to provide guidance and support to budget owners and ensure clear execution of the planning and spending in this fiscal year

GOAL: Completion of Annual Tax Return - Form 990

What is your objective / workflow?	Who are you working with?	What impact / deliverables are you expecting?
<p>To complete Form 990 and obtain audit committee approval by the end of Q3 and file with the IRS in Q4.</p>	<p>LAST QUARTER</p>	
	<ul style="list-style-type: none"> - Legal, T&C and Communications Depts - Review Form 990. - Accounting firm - Finalize Form 990 and prepare AC meeting presentation. - Audit Committee - Review & Approval 	<ul style="list-style-type: none"> ● Presented final draft to the Audit Committee for review and approval which was approved for filing
	<p>NEXT QUARTER</p>	
	<ul style="list-style-type: none"> - Legal, Advancement and Communications Depts - Complete FAQ for publishing - Accounting firm - Finalize Form 990 and file with IRS. - Audit Committee - Review & Approval - Communications - Published Final Form 990 and FAQ 	<ul style="list-style-type: none"> ● Finalize FAQ for both public and internal purposes ● Share Form 990 and FAQ with full Board ● File with the IRS ● Publish both Form 990 along with the Public FAQ

STATUS: OBJECTIVE COMPLETED

Administration



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Department
Admins
(Bus Ops)

Travel

Front office &
Facilities

Highlights of Q3:

Dept Admins (Bus Ops)

- Managed and absorbed the work of two positive transitions/promotions.
- Focus on contracts; bus needs, resulting in clarity, streamlined management of volume, centralized approach, seeing results. Productive and results driven collaboration with PurchMgr.

Travel:

- Shifted resources and improved Group Travel services (65% increase over last year)

Facilities/Front office:

- Repositioned intern program to targeted support for team
- Hired Front office Coordinator



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Looking forward...

Program Goal: Provide effective, scalable travel and business operations services through engaged, quality teams.

WHY:

Team members have improved experience as support professionals with the tools and organizational support needed to deliver quality services for growing organization.

How: Positioning for next Quarter and into FY 2019

- Partner with Senior People Partner to plan, develop and implement department admin redesign for improved engagement, growth and team retention
- Update and rebrand support service team name and team member titles utilizing Business Operations as the descriptor
- Refine bus ops team development track with accompanying revised titles and expectations for each level of performer

Department Admins (Business Ops) support falls into the following major categories:

Looking to better outline service level agreement and development opportunities in these important Business support services

Coordination, delivery, quality control

- **Contracts**
- **Onboarding/Offboarding**
- **Staff Events**
- **Offsites**
- **Travel**

OIT May 2018 Check In

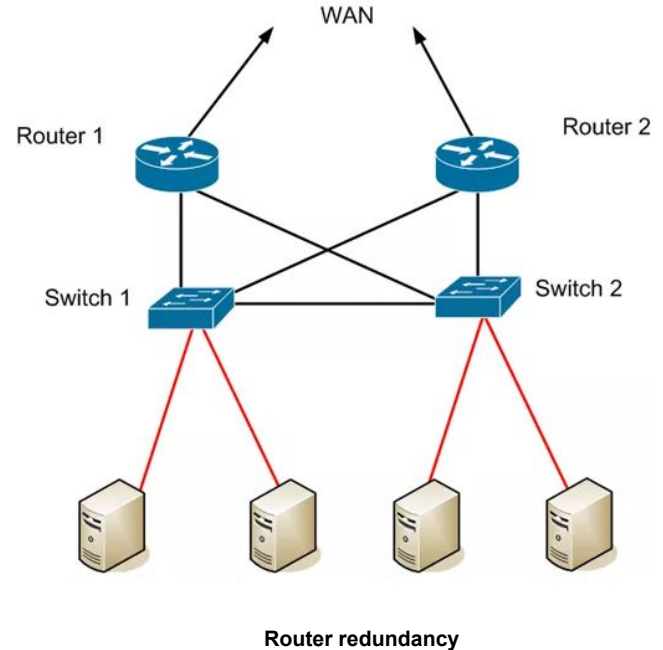


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Network/Systems at 1 Montgomery

Successfully transfer systems and network to 1 Montgomery while integrating new hardware to establish monitoring and logging for security purposes.

- **Last quarter:**
 - Maintain vendor relations during the transition period to 1 Montgomery
 - Establish systems safeguards and redundancies
- **Next quarter:**
 - Improve monitoring practices; overall network design
 - Leverage functionalities from new system: data gathering, improved security



Improve offboarding process

Improve offboarding process by auditing directory and refining account access management

- **Last quarter:**
 - Cross-reference Office IT LDAP directory with up-to-date lists from Talent and Culture
 - Develop new Account Management Tool
- **Next quarter:**
 - Perform a security audit of the new Account Management Tool
 - Discuss and evaluate onboarding process with Talent and Culture

May 2018**OIT****GOAL: Establish best practices in communication and security for onboarded Staff**

What is your objective / workflow?	Who are you working with?	What impact / deliverables are you expecting?
Integrate basic training on our communication and security tools during Onboard process for new personnel	LAST QUARTER	
	OIT, Security, and Legal	<ul style="list-style-type: none"> ● Update training materials ● Expand on training for phishing emails (in alignment with Security annual plan) ● Create a more consistent process for scheduling onboardings
	NEXT QUARTER	
	OIT + T&C	<ul style="list-style-type: none"> ● Collaborate with T&C and Administration to ensure all onboards are captured ● Onboard all new personnel with basic communication and security tools

STATUS: OBJECTIVE IN PROGRESS