

FY22 Budget *Principles vs. Actual*

Principle	Goal	Metric	End of FY21 (projected)	End of FY22 (budgeted)
<p>Sustainability</p> <p>Our movement is here to support long-term futures, and as such it is important we are thoughtful about how we budget, and plan for a financial model that</p>	<p>Ensure our reserve funds are sufficient to support our work through financially turbulent times.</p>	<p>We will hold 6 months of reserve funds when the economy and stock market are strong, and 3 months when the economy is bad</p>	<p>10.5 months</p>	<p>11.1 months</p> <p>This year, we will consider using more of our reserves to bring us closer to 6 months - ensuring we are investing in infrastructure growth based on strategic priorities.</p>
	<p>Ensure that some of our funding comes from grassroots funders both for long-term sustainability, and to ensure that our support comes from individuals who we serve.</p>	<p>Grassroots income should comprise 10% of our income by 2021. This includes membership dues, individual donations, program revenue, and all additional income from grassroots fundraising.</p>	<p>Grassroots income is 7.3% of our income.</p>	<p>We project grassroots income to be 7.1% of our budgeted income which includes plans to scale up major donor work, but anticipated reduction in Program revenue.</p> <p>This year, we will consider a 3-5 year strategy to increase our grassroots income.</p>

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will support us in the long-term.	Ensure highly diversified sources of income, so that our work will not be dependent on one source of revenue.	Receiving support from no fewer than 15 foundations Limit the support of each individual foundation to no more than TBD% of our overall foundation revenue.	We currently have 17 foundation donors. 2 of our foundations represented over 15% of our revenue.	<i>TBD</i> This year, we will consider a 3-5 year strategy, including revisiting the appropriate metrics for long-term sustainability.
	The Board, leadership-team, and staff with project ownership are involved early on in the annual budgeting process, so that we minimize risks, and ensure a long-term perspective.	The L-team and Board members are regularly updated about MJ's finance. The L-team is involved in the budgeting process at least two months prior to budget completion. Staff who own functions of the organization, such as development, are included in the process.	Board received a financial report at each board meeting. The board discussed reserve levels and the mid-year budget at their Spring meeting. The L-team was involved in budgeting 2 months before the budget was due. The Development Manager and Operation Manager were involved in the budgeting process.	Board gets financial reporting at each board meeting. Board is involved in mid-year budget. L-team receives a quarterly presentation / discussion from our CFO and Development Manager.
Network Support We believe lasting change will happen through supporting a network of organizations, and should have a model for revenue development that lifts all	Given our network structure, revenue generation should be collaborative, do no harm, and build movements .	We redistribute part of our budget to resourcing our network members each year.	Grant redistribution, anchor stipend, disinformation project redistribution - \$50K Amount spent on our network team - \$417,700	Grant redistribution, anchor stipend, disinformation project redistribution - \$19K Amount spent on our network team - \$454,022 In our next year, we will

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boats.				define specific metrics for network redistribution.
<p>Staff/program support</p> <p>We believe that through ensuring our staff feel supported in their work and in their lives, they will be able to show up and do the best work possible.</p>	<p>Sustain general operations to ensure program growth does not exceed administration/infrastructure and that programs are adequately supported. Push back on the “overhead” frame in recognition that for a distributed organization, things that are often seen as overhead are actually deeply programmatic.</p>	<p>The ratio of infrastructure staff to total staff should not be too low or too high.</p> <p>The ratio of infrastructure spending to total spending should be a reasonable amount.</p>	<p>By the end of FY21 we had 4 infrastructure staff (including development) out of 17.</p> <p>Infrastructure spending = 17% of our expenses.</p>	<p>By the end of FY22 we will have 5 infrastructure staff (including development) out of 18.</p> <p>Infrastructure spending = 18% of our expenses.</p> <p>In our next year, we will define specific metrics for infrastructure staff and spending.</p>
	<p>Resource long-term planning, team building, evaluation, professional development and healthy/excellent management practices.</p>	<p>Budgets should include specific line items for these pieces of work, comprising organizational culture.</p>	<p>\$11,000, 4% of our total spending, was spent on these pieces of work.</p>	<p>\$93,500, 2.8% of our total budgeted expenses was on these pieces of work.</p> <p>In our next year, we will define specific benchmarks for this goal.</p>
	<p>Salary scale and benefits are aligned with CMJ’s values</p>	<ul style="list-style-type: none"> Value staff skills and experiences by paying competitive salaries that are aligned to market value. Employees have help saving for retirement and have strong 	<p>We pay our staff salaries that are generally aligned to market value.</p> <p>We offer employees a 401K package with up to 2% salary matching. We pay 50% of insurance</p>	<p>We will be revisiting our job titles, salary scale, and approach to salaries.</p> <p>We will be revisiting our entire benefits package, including those who need help caring for families or</p>

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		<p>benefits including help caring for families.</p> <ul style="list-style-type: none">• The highest paid salary will be no more than three times the lowest after controlling for FTE.• Positions and related salaries are financially feasible and sustainable.	<p>premiums for one additional person, and we have parental leave that matches California law.</p> <p>Our highest paid salary is 1.8 times our lowest paid salary.</p>	<p>have other care-needs. We have earmarked 23% for fringe and have are adding a health and dependent care FSA as well as covering 50% of insurance premiums for one partner, and up to 2 children.</p> <p>Our highest paid salary will be 1.7 times our lowest paid salary.</p> <p>In our next year we will be prioritizing defining and articulating transparent salary guidelines, and revamping the support we provide to employees through benefits, perks, and barrier reduction strategies.</p>
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