

## FY22 Budget *Principles vs. Actual*

Principle	Goal	Metric	End of FY21 (projected)	End of FY22 (budgeted)
<p><b>Sustainability</b></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 <b>reserve funds</b> 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><b>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.</b></p>
	<p>Ensure that some of our funding comes from <b>grassroots funders</b> 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><b>This year, we will consider a 3-5 year strategy to increase our grassroots income.</b></p>

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

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boats.				<b>define specific metrics for network redistribution.</b>
<p><b>Staff/program support</b></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><b>Sustain general operations</b> 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><b>In our next year, we will define specific metrics for infrastructure staff and spending.</b></p>
	<p><b>Resource</b> 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><b>In our next year, we will define specific benchmarks for this goal.</b></p>
	<p><b>Salary scale and benefits</b> are aligned with CMJ’s values</p>	<ul style="list-style-type: none"> <li>Value staff skills and experiences by paying competitive salaries that are aligned to market value.</li> <li>Employees have help saving for retirement and have strong</li> </ul>	<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"><li>• The highest paid salary will be no more than three times the lowest after controlling for FTE.</li><li>• Positions and related salaries are financially feasible and sustainable.</li></ul>	<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><b>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.</b></p>
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