OSM Financial Policy

Introduction

A primary responsibility of leaders is to ensure that the organization is transparent to the Joomla community, and accountable for its programs and finances to its contributors, members, the public and government regulators.

Accountability requires that the organization comply with all applicable laws and ethical standards; adhere to the organization's mission; create and adhere to conflict of interest, ethics, personnel and accounting policies; protect the rights of members; prepare and file its annual financial report with the Internal Revenue Service and appropriate state regulatory authorities and make the report available to all members of the board and any member of the public who requests it.

The development of proper internal controls helps organizations ensure accountability. This purpose of this document is to specify these internal controls for the financial aspects of the Joomla project such as spending, reimbursements, event funding and budgeting.

Financial Policies

The following policies will govern the financial aspects of the Joomla Project.

- 1. **Finance Team Membership.** Membership in the Finance Team will follow any and all project-wide policies for adding/voting in members. In addition:
 - **a.** Membership on the Finance Team will be preceded by a 3-month provisional status. After the provisional period, the Treasurer will consult with the Finance Team lead and then decide whether to invite the provisional member to the team.
 - **b.** All Members of the Finance team, including provisional members, will undergo a background check.
 - **c.** All Members of the Finance team, including provisional members, will sign a confidentiality agreement prior to accessing any financial documents, tools, online banking or financial records.
- **2. Travel.** The following policies will govern booking and reimbursing travel on behalf of the Joomla project:
 - **a.** Transportation Class. In all cases, economy/coach class transportation will be used by travellers. Any and all upgrades must be paid by the traveller and will not be reimbursed
 - **b. Airfare purchase lead time.** To ensure reasonable prices, all airfare will be booked no sooner than 6 months nor later than 30 days prior to departure.
 - **c. Airfare Cost.** Costs for transportation must be within 20% of the lowest available fare within the purchase lead time.
 - d. Port of Entry. Transportation to and from the event must be to the closest reasonable Port of Entry. Advance permission must be obtained from the budget line item owner and the Treasurer when the location of the venue does not match the arrival and/or departure city for the event.
 - **e. Eligible Expenses.** Travel-related expenses for the following items are eligible for reimbursement:

- i. Transport to and from place of departure (eg. airport, bus station, train station) will be reimbursed. Use of private/personal vehicles will be reimbursed at the IRS mileage rate¹.
- ii. Parking at place of departure (eg. airport, bus station, train station). Please note maximum days below.
- iii. Transport to event city (eg. airline, train, bus).
- iv. Transport to and from event venue using taxi or public transportation will be reimbursed. Modern car services like Uber or Lyft are acceptable with the exclusion of their premium-tier services (i.e. Uber Black/Select).
- v. Event registration fees will be reimbursed.
- vi. WiFi expenses incurred while travelling to and from the event, and while attending the event, will be reimbursed up to \$10.00² per day.
- **f. Eligible time.** Reimbursements for daily expenses will be provided for the number of days of the event plus:
 - 1. one (1) day for events requiring up to 8 hours of travel.
 - 2. two (2) days for events requiring between 8 and 24 hours of travel.
 - 3. three (3) days for events requiring greater than 24 hours of travel.
- **g. Ineligible Expenses.** The following expenses will not be reimbursed under any circumstances:
 - i. Alcoholic beverages.
 - ii. Tips.
 - iii. Private cars and limousine services.
 - iv. Expenses that promote any 3rd-party organizations or businesses, including those owned (in full or in part) by the traveller.
- Documentation required. Receipts for all expenses including, meals, taxis and incidental expenses are required for all reimbursements.
- i. Conflict of Interest. When travel costs are paid by the project, it is important that travellers properly manage any real or perceived conflict of interest (see also: OSM Conflict of Interest policy document³). To manage Conflict of Interest, attendees will disclose any 3rd-party organizations they own (in full or in part) as follows:
 - i. By completing an annual COI disclosure form.
 - ii. By disclosing any 3rd-party organizations they own (in full or in part) at the beginning of any talk.
 - iii. By <u>not</u> wearing any branded clothes related to any 3rd-party organizations they own (in full or in part).
- j. Exceptional circumstances. On rare occasions, it may be necessary to book travel or incur expenses in a way that contradicts the above travel policy (i.e. illness preventing travel resulting in substitute speaker; cheap, last-minute flights). These rare exceptions will be approved or denied on a case-by-case basis by the Finance Team.

¹ http://www.irs.gov/uac/Newsroom/New-Standard-Mileage-Rates-Now-Available;-Business-Rate-to-Rise-in-2015

² All financial references in this document will be in US Dollars (USD) unless otherwise noted.

³ https://docs.google.com/document/d/1_pR5_UfddHuZ-IOFoN36SG8wXUODjFViv-beS9f5URM/edit

- **k.** Optional per diem limits. Reimbursements for accommodations, meals, and incidental expenses may be limited to the calculated per diem lodging rates based on the event location⁴, at the discretion of the Treasurer.
- **3. Reimbursement processing.** To simplify reimbursements and the accounting of personally incurred expenses, the reimbursement workflow will adhere to these guidelines:
 - **a.** All reimbursements will be processed through the official, project-wide reimbursement form⁵.
 - **b.** Reimbursement requests must be submitted within sixty (60) days of the event or sixty within (60) days incurring the last expense in the request. Requests received after 60 days may be rejected at the discretion of the Treasurer.
 - **c.** For each person, one reimbursement will be processed per event/meeting.
 - **d.** Reimbursements will be only processed following the meeting.
 - e. Reimbursement by wire transfer will have a \$100.00 minimum payout threshold. Reimbursement requests below this threshold will be combined and processed when the threshold is exceeded. This threshold does not apply for PayPal reimbursement requests.
 - **f.** PayPal reimbursements will be in US dollars only using currency conversion rates⁶ on the date of reimbursement submission.
 - **g.** Reimbursements will be approved by the appropriate line item owner. In the case of conflict of interest (i.e. self-approving reimbursements), the department head, Treasurer, or President/Vice-President will be called on for approval.
 - h. Reimbursements will be processed within 14 days of receipt of an approved request.
- **4. Payment Requests.** Requests for payment for products and services will be similar to the reimbursement request workflow and include similar approval steps.
- **5. Financial Transparency.** Every open source project needs to build <u>a culture of transparency and accountability</u>⁷, and maintain an expectation of auditing by federal and state agencies. items below will be implemented to facilitate this:
 - **a.** Financial decision making and responsibility will be decentralized by assigning a *line item owner* to each line item in the budget.
 - **b.** Line item owners will have the following responsibilities:
 - i. To be the primary decision maker on all expenditures from their line item.
 - ii. Maintain appropriate records and decision making documentation (if appropriate) for all expenditures.
 - iii. Serve as the main point of contact for all finance-related enquiries by the Finance Team
 - iv. Upon request, provide complete project information to the Finance Team for line item-related projects.
 - **c.** If a line item owner leaves the project, the budget for the line item is frozen until a new owner is assigned.

OSM Policy Document v1.0 Page 3

-

⁴ Worldwide per diem rates will be calculated here: http://www.defensetravel.dod.mil/site/perdiemCalc.cfm.

⁵ Currently located at the following website http://form.jotform.us/form/40025381813143.

⁶ Historical currency conversion rates will be calculated here: http://www.oanda.com/currency/converter/

⁷ https://docs.google.com/document/d/1kJyBj22MzpjSMabwMJoZdIS3p0binHknPclyyTKy-RA/edit.

- **d.** Banking transactions and reconciliation of said transactions will be decoupled and should not be performed by the same individual.
- **e.** Bank reconciliation will be performed monthly. *Budget vs. Actual* reports will be sent to line item owners each month following reconciliation.
- **f.** Accounting of the project's finances and organization of the budget will use the Unified Chart of Accounts from the National Center for Charitable Statistics⁸.
- **6. Funding for Joomla Events.** As a condition of funding/sponsorship for Joomla Days and related events, the events team will facilitate the signing of an agreement between event organizers (and/or organizing corporations) and OSM with the following terms:
 - a. The organizer(s) agree to protect and hold harmless Open Source Matters, its members, volunteers, and representatives from any cost, injury, and damage incurred by, or to any person, or property whatsoever, during the event. In the event of an action, court costs, expenses of litigation and reasonable attorneys' fees will be carried out by the event organizer.
 - **b.** The organizer(s) agree to abide by the terms of the Joomla Events Charter⁹.
 - **c.** The organizer(s) agree that funds/sponsorship will be returned if not used (i.e. if there is a budget surplus).
 - **d.** The organizer(s) agree that funds/sponsorship will be returned if the event is cancelled.
 - e. The organizers agree that no payments will be made to personal bank accounts or PayPal accounts. All receiving accounts must be associated with legally incorporated entities.
- 7. Requests for Proposals. All new expenditures for permanent or semi-permanent assets and/or services with annual expenses projected to be in excess of \$10,000.00 will go through an RFP process to select the best vendor.
- **8. Legal and Financial Services.** Expenses for legal, financial and similar professional services will be paid for by the project and overseen by the governing body of the project.
- **9. Budgeting.** The budget process should focus on balancing expenses against revenue, providing funding for measurable goals, and personal accountability.

a. Budget Process/workflow

- i. Prior to beginning the budget process, the Finance Team will provide the following to all Budget Liaisons and/or Department heads:
 - 1. Estimate of total available funds (including annual revenue and transfers from reserves/savings) for the forthcoming year.
 - 2. An up-to-date report of the current year spending.
- ii. Set project-wide goals between teams and/or departments.
- iii. Collect budget requests for each goal containing the following information:
 - 1. Detailed expenses and/or revenue estimates including account numbers.
 - 2. Line item owner (i.e. decision maker for expenditures)
 - 3. "Why should this request be funded?"
 - 4. "When will the funds be required?"

⁸ The Unified Chart of accounts can be found online (http://nccs.urban.org/projects/ucoa.cfm) and in Appendix A.

⁹ The charter is found here: https://events.joomla.org/joomla-events-charter

- 5. "How will success will be measured?"
- 6. Does the request include operational expenses such as those for Google Apps, registration fees for existing domain names, hosting costs, GitHub, and prior contracted products/services?
- iv. Combine budget requests into a draft budget.
- v. Send draft budget for review to all proposed line item owners and department heads.
- vi. Send finalized budget for board approval.
- vii. Publicly share approved budget and project-wide goals on Joomla.org.

b. Prioritization policy.

- i. A prioritization policy is needed when the total requested budget exceeds the expected total available funds (including annual revenue and transfers from reserves/savings) for the forthcoming year. In this case the following method will be used to decide which budget request get priority:
 - Operational expenses such as those for Google Apps, registration fees for existing domain names, hosting costs, GitHub, and prior contracted products/services — will be automatically approved.
 - 2. All other budget requests will be ranked¹⁰ either (i) by an equal number of representatives from each leadership team or (ii) by each department head and the board of directors.
 - 3. Based on rankings an average priority will be assigned to each budget request.
 - 4. Requests will be approved in order of priority until the total amount of all approved requests matches the expected total available funds (including annual revenue and transfers from reserves/savings) for the forthcoming year less any operating expenses.
- **c. Re-budgeting/reallocation.** During the current fiscal year it might become clear that an allocated budget item(s) will not be used in it's entirety. A request for reallocating this budget may be submitted to the Board for approval and will consider the following points:
 - The current budget status.
 - ii. How well the new request meets one of the goals that were in the approved budget.
- **d.** Transferring line item ownership. When a line item owner (see *Budgeting*, above) leaves a team or can no longer serve as the decision maker for approving expenditures, the associated team or department will specify a new line item owner.
- e. Short-term budget resolution. When the budget for the forthcoming year has not been approved on or before the start of the fiscal year, operational expenses such as those for Google Apps, registration fees for existing domain names, hosting costs, GitHub, and prior contracted products/services will be automatically approved as a short-term budget resolution. Amounts and payment schedules for operational expenses from the last approved budget will be used until a new budget has been passed.

¹⁰ Cheap/simple tools like SurveyMonkey allow for easy ranking forms. eg. <u>http://help.surveymonkey.com/articles/en_US/kb/How-do-I-create-a-Ranking-type-question</u>

- **10. Foreign Assets Control.** The Office of Foreign Assets Control (OFAC) of the US Department of the Treasury administers and enforces economic and trade sanctions against targeted foreign countries and regimes, terrorists, international narcotics traffickers, etc.. As an incorporated entity in the United States, Open Source Matters, Inc. will not knowingly send funds to nor receive funds from any country, corporation or individual listed in the OFAC database.¹¹
- **11. Policy Changes.** This Financial Policy document should be reviewed annually by the Finance Team in consultation with any and all existing leadership teams and/or department heads. Any proposed changes must be approved using the accepted voting practices of the Joomla Project at the time of the proposed change(s).

http://www.treasury.gov/resource-center/sanctions/Programs/Pages/Programs.aspx. The complete, searchable database is also available here: https://sdnsearch.ofac.treas.gov/.

¹¹ OFAC countries can be found online:

Appendix A - Unified Chart of Accounts

1	Assets	2	Liabilities
1000	Cash:	2000	Payables:
1010	Cash in bank-operating	2010	Accounts payable
1020	Cash in bank-payroll	2020	Grants & allocations payable
1040	Petty cash	2020	Crante a anosations payable
1070	Savings & short-term investments	2100	Accrued liabilities:
1070	Cavings a short term investments	2110	Accrued payroll
1100	Accounts receivable:	2120	Accrued payron Accrued paid leave
1110	Accounts receivable	2130	Accrued payroll taxes
-			. ,
1115	Doubtful accounts allowance	2140	Accrued sales taxes
4000		2150	Accrued expenses - other
1200	Contributions receivable:		
1210	Pledges receivable	2300	Unearned/deferred revenue:
1215	Doubtful pledges allowance	2310	Deferred contract revenue
1225	Discounts - long-term pledges	2350	Unearned/deferred revenue - other
1240	Grants receivable		
1245	Discounts - long-term grants	2410	Refundable advances
1300	Other receivables:	2500	Short-term notes & loans payable:
1310	Employee & trustee receivables	2510	Trustee & employee loans payable
1320	Notes/loans receivable	2550	Line of credit
1325	Doubtful notes/loans allowance	2560	Current portion - long-term loan
		2570	Short-term liabilities - other
1400	Other assets:		
1410	Inventories for sale	2610	Split-interest liabilities
1420	Inventories for use	-0.10	opocc nationalco
1450	Prepaid expenses	2700	Long-term notes & loans payable:
1460	Accrued revenues	2710	Bonds payable
1400	Accided revenues	2730	Mortgages payable
4500	Investments		
1500	Investments:	2750	Capital leases
1510	Marketable securities	2770	Long-term liabilities - other
1530	Land held for investment		
1540	Buildings held for investment	2810	Gov't-owned fixed assets liability
1545	Accum deprec - bldg investment		
1580	Investments - other	2910	Custodial funds
1600	Fixed operating assets:		
1610	Land - operating		
1620	Buildings - operating	3	Equity
1630	Leasehold improvements		• •
1640	Furniture, fixtures, & equip	3000	Unrestricted net assets:
1650	Vehicles	3010	Unrestricted net assets
1660	Construction in progress	3020	Board-designated net assets
	h 1 3	3030	Board designated quasi-endowment
1700	Accum deprec - fixed operating assets:	3040	Fixed operating net assets
1725	Accum deprec - building	3040	Tixed operating het assets
1735	Accum amort - leasehold improvements	2400	Townsers by rectnicted not assets:
1745	Accum deprec - furn,fix,equip	3100	Temporarily restricted net assets:
1755	Accum deprec - ram,nx,equip Accum deprec - vehicles	3110	Use restricted net assets
	Accum depiec - venicies	3120	Time restricted net assets
1810	Other long-term assets	3200	Permanently restricted net assets:
1850	Split-interest agreements	3210	Endowment net assets
1910	Collections - art, etc		
	,		
1950	Funds held in trust by others		

4	Contributions, Support	5	Earned revenues (cont.)
4000	Revenue from direct contributions:	5400	Revenue from other sources:
4010-***	Individual/small business contributions	5410-***	Non-inventory sales - gross
4020-***	Corporate contributions	5415-***	Non-inventory sales cost
4070-***	Legacies & bequests	5440-***	Gross sales - inventory
4075-***	Uncollectible pledges - estimated	5445-***	Cost of inventory sold
4085-***	Long-term pledges discount	5450-***	Advertising revenue
		5460-***	Affiliate revenues from other entities
4100	Donated goods & services revenue:	5490-***	Misc revenue
4110-***	Donated professional services-GAAP		
4120-***	Donated other services - non-GAAP	5800	Special events:
4130-***	Donated use of facilities	5810-***	Special events - non-gift revenue
4140-***	Gifts in kind - goods	5820-***	Special events - gift revenue
4150-***	Donated art, etc		
4200	Revenue from non-government grants:		
4210-***	Corporate/business grants	_	Othernment
4230-***	Foundation/trust grants	6	Other revenue
4250-***	Nonprofit organization grants		
4255-***	Discounts - long-term grants	6800	Unrealized gain (loss):
		6810-***	Unrealized gain (loss) - investments
4300	Revenue from split-interest agreements:	6820-***	Unrealized gain (loss) - other assets
4310-***	Split-interest agreement contributions		
4350-***	Gain (loss) split-interest agreements	6900	Net assets released from restriction:
		6910-***	Satisfaction of use restriction
4400	Revenue from indirect contributions:	6920-***	LB&E acquisition satisfaction
4410-***	United Way or CFC contributions	6930-***	Time restriction satisfaction
4420-***	Affiliated organizations revenue		
4430-***	Fundraising agencies revenue		
4500 4510-***	Revenue from government grants: Agency (government) grants	7	Expenses - personnel related
4520-***	Federal grants		
4530-***	State grants	7000	Grants, contracts, & direct assistance
4540-***	Local government grants	7010-***	Contracts - program-related
	ğ ğ	7020-***	Grants to other organizations
		7040-***	Awards & grants - individuals
5	Earned revenues	7050-***	Specific assistance - individuals
5	Earned revenues		
5 5000	Earned revenues Revenue from government agencies:	7050-*** 7060-***	Specific assistance - individuals Benefits paid to or for members
		7050-*** 7060-*** 7200	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses:
5000	Revenue from government agencies:	7050-*** 7060-*** 7200 7210-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries
5000 5010-*** 5020-*** 5030-***	Revenue from government agencies: Agency (government) contracts/fees	7050-*** 7060-*** 7200 7210-*** 7220-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other
5000 5010-*** 5020-*** 5030-*** 5040-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees	7050-*** 7060-*** 7200 7210-*** 7220-*** 7230-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions
5000 5010-*** 5020-*** 5030-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees	7050-*** 7060-*** 7200 7210-*** 7220-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other
5000 5010-*** 5020-*** 5030-*** 5040-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments	7050-*** 7060-*** 7200 7210-*** 7220-*** 7230-*** 7240-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc.
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees:	7050-*** 7060-*** 7200 7210-*** 7220-*** 7230-*** 7240-*** 7250-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees	7050-*** 7060-*** 7200 7210-*** 7220-*** 7230-*** 7240-*** 7250-*** 7500 7510-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees:	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7500 7510-*** 7520-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7500 7510-*** 7520-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues:	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7500 7510-*** 7520-*** 7540-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7500 7510-*** 7520-*** 7540-*** 7550-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues:	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7500 7510-*** 7520-*** 7540-*** 7550-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract
5000 5010-*** 5020-*** 5030-*** 5040-*** 5080-*** 5100 5180-*** 5185-*** 5200 5210-*** 5220-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments:	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5300 5310-*** 5320-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5100 5180-*** 5210-*** 5220-*** 5300 5310-*** 5320-*** 5330-*** 5335-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5300 5310-*** 5320-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5100 5180-*** 5210-*** 5220-*** 5300 5310-*** 5320-*** 5330-*** 5340-*** 5340-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rental cost - debt-financed	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5340-*** 5345-*** 535-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rental cost - debt-financed Real estate rental cost - not debt-financed Real estate rental cost - not debt-financed Personal property rent	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5340-*** 5340-*** 5345-*** 5350-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rental cost - debt-financed Real estate rental cost - not debt-financed	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5340-*** 5345-*** 535-*** 5355-*** 5360-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rent - not debt-financed Real estate rent - not debt-financed Real estate rental cost - not debt-financed Personal property rent Personal property rental cost Other investment income	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5330-*** 5340-*** 5345-*** 5350-*** 5350-*** 5350-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rent - not debt-financed Real estate rental cost - not debt-financed Personal property rent Personal property rental cost	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5340-*** 5345-*** 535-*** 5355-*** 5360-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rent - not debt-financed Real estate rent - not debt-financed Real estate rental cost - not debt-financed Personal property rent Personal property rental cost Other investment income	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP
5000 5010-*** 5020-*** 5030-*** 5040-*** 5180-*** 5185-*** 5200 5210-*** 5220-*** 5330-*** 5330-*** 5340-*** 5345-*** 5350-*** 5350-*** 5350-***	Revenue from government agencies: Agency (government) contracts/fees Federal contracts/fees State contracts/fees Local government contracts/fees Medicare/Medicaid payments Revenue from program-related sales & fees: Program service fees Bad debts, est - program fees Revenue from dues: Membership dues-individuals Assessments and dues-organizations Revenue from investments: Interest-savings/short-term investments Dividends & interest - securities Real estate rent - debt-financed Real estate rental cost - debt-financed Real estate rental cost - not debt-financed Real estate rental cost - not debt-financed Personal property rent Personal property rental cost Other investment income Securities sales - gross	7050-*** 7060-*** 7200 7210-*** 7220-*** 7240-*** 7250-*** 7510-*** 7520-*** 7540-*** 7550-*** 7580-***	Specific assistance - individuals Benefits paid to or for members Salaries & related expenses: Officers & directors salaries Salaries & wages - other Pension plan contributions Employee benefits - not pension Payroll taxes, etc. Contract service expenses Fundraising fees Accounting fees Legal fees Professional fees - other Temporary help - contract Donated professional services - GAAP

8	Non-personnel related expenses	8	Non-personnel related expenses (cont.)
8100 8110-*** 8120-*** 8130-*** 8140-*** 8150-*** 8170-*** 8180-***	Nonpersonnel expenses: Supplies Donated materials & supplies Telephone & telecommunications Postage & shipping Mailing services Printing & copying Books, subscriptions, references In-house publications	8600 8610-*** 8620-*** 8630-*** 8650-*** 8660-***	Business expenses: Bad debt expense Sales taxes UBITaxes Taxes - other Fines, penalties, judgments Organizational (corp) expenses
8200 8210-*** 8220-*** 8230-*** 8240-*** 8250-*** 8270-*** 8290-*** 8300 8310-*** 8320-*** 8500 8510-*** 8520-*** 8560-*** 8570-*** 8570-*** 8590-***	Facility & equipment expenses: Rent, parking, other occupancy Utilities Real estate taxes Personal property taxes Mortgage interest Equipment rental & maintenance Deprec & amort - allowable Deprec & amort - not allowable Donated facilities Travel & meetings expenses: Travel Conferences, conventions, meetings Other expenses: Interest-general Insurance - non-employee related Membership dues - organization Staff development List rental Outside computer services Advertising expenses Contingency provisions Other expenses	9800 9810-*** 9820-*** 9830-*** 9840-*** 9910-*** 9930-***	Non-GAAP expenses Fixed asset purchases Capital purchases - land Capital purchases - building Capital purchases - equipment Capital purchases - vehicles Payments to affiliates Additions to reserves Program administration allocations

Appendix B - Contributors

The primary authors of this document are Martijn Boomsma, Mike Demopoulos, and Victor Drover.

In addition, the following people provided feedback: Michael Babker, Peter Bui, Ruth Cheesley, Ronni Christiansen, Jessica Dunbar, Jorge Lopez-Bachiller, Peter Martin, Rod Martin, Tessa Mero, Ryan Ozimek, and Sander Potjer.

Appendix C - Changelog

- Nov. 2014: Initial draft presented at joint leadership summit at Joomla World Conference 2014 (Cancun, Mexico).
- Nov. 2014 Aug. 2015: Comments collected from leadership members.
- Sept. 2015: Comments reconciled and final points added at the 2015 Finance Summit (Milwaukee, WI).
- Oct. 5, 2015: Policy sent to OSM board for review and approval.