Nonprofit Revenue Model for: _____   Created: _____

5. Intended Impact Statement:	Impact Statements answer the question, "We will know we are successful when…" They include observable indicators of the specific conditions we aim to resolve and help us orient our work toward contributing to the change we seek in the world.			
1. Primary Revenue Stream:	**2. Stability Rating**	**7. Relationship Requirements**	**8. Infrastructure Requirements**	**6. Alignment to Impact**

The dominant type of revenue that supports our work (e.g. earned income, government contracts, foundation grants, individual donors, investment income, event revenue, etc.).
 	
% of Total Annual Revenue:
Current / Optimal
% of total / % of total
	Flexible: Y/N
	(we can use this stream at our discretion to maximize our impact)
	
	Repeatable: Y/N
	(we can reasonably rely on this stream as an ongoing source of annual revenue)
	
	Surplus-Generating: Y/N
		✓ *Who are the <u>people</u> behind this revenue stream, and what are their motivations for giving to our work?*
		✓ *What are the distinctive <u>qualities</u> of the person-to-person relationships that draw these people to and keep them connected with the organization?*
			✓ *What are the critical resources that are required to nurture this revenue stream?*
			   o People (core competencies),
			   o Process (systems), and
			   o Practice (cultural norms).*
				✓ *How do the motivations and intentions of the <u>people</u> behind this revenue stream align with our intended impact?*
				✓ *How does this revenue stream align with – or even amplify – our organizational values?*

3. Secondary Rev. Stream:	**4. Stability Rating**	**7. Relationship Requirements**	**8. Infrastructure Requirements**	**6. Alignment to Impact**

The secondary type of revenue that supports our work (e.g. earned income, government contracts, foundation grants, individual donors, investment income, event revenue, etc.). Ideally the secondary type helps to offset the vulnerabilities or limitations of the dominant type.
 	
% of Total Annual Revenue:
Current / Optimal
% of total / % of total
	Flexible: Y/N
	(we can use this stream at our discretion to maximize our impact)
	
	Repeatable: Y/N
	(we can reasonably rely on this stream as an ongoing source of annual revenue)
	
	Surplus-Generating: Y/N
		✓ *Who are the <u>people</u> behind this revenue stream?*
		✓ *What are their motivations for giving to our work?*
		✓ *What are the distinctive <u>qualities</u> of the person-to-person relationships that draw these people to and keep them connected with the organization?*
			✓ *What are the critical resources that are required to nurture this revenue stream?*
			   o People (core competencies),
			   o Process (systems), and
			   o Practice (cultural norms).*
				✓ *How do the motivations and intentions of the <u>people</u> behind this revenue stream align with our intended impact?*
				✓ *How does this revenue stream align with – or even amplify – our organizational values?*

9. Priorities to Strengthen the Model:	10. Resource Requirements to Implement Priorities:
What specific investments do we need to make in people, process, or practice in order to strengthen this model?	How will we resource these investments?

EXAMPLE Nonprofit Revenue Model for: Domestic Violence Intervention & Prevention Agency

Created: December 2016

Intended Impact Statement:	*There is a holistic, collaborative, community response to resolve incidents of intimate partner violence that recognizes and values the experience, knowledge, feelings and strengths of the people involved.*			
Primary Revenue Stream:	Stability Rating	Relationship Requirements	Infrastructure Requirements	Alignment to Impact

Government contracts with cities throughout the county, as well as state and federal funds.
 	
% of Total Annual Revenue:
Current: 90% Optimal: 80%
	$ Amount: $1.8M
	
	# of Sources: 28
	
	Flexible: NOT VERY
	
	Repeatable: VERY
	
	Surplus-Generating: NO
		✓ The people behind this revenue stream include:
		  o Elected officials, governing bodies (e.g. city council)
		  o Staff in several city and county departments
		  o Community-based oversight commissions
		
		✓ The qualities of relationships with these people require:
		  o Attention to constituent and political priorities
		  o Fairness, transparency, and accountability
		
		✓ The people and systems needed to nurture these relationships include:
		  o Politically astute/well-connected staff and board
		  o Orientation to accountability and transparency
			✓ People (core competencies)
			  o Politically astute/well-connected staff and board
			  o Detailed oriented, accountability focused staff
			
			✓ Process (systems)
			  o Regular attendance at and engagement with local political systems, commissions, and processes
			  o Strong data management systems for managing service delivery data and financial tracking
			
			✓ Practice (cultural norms)
			  o Values of accountability, transparency, public good
			  o Data-driven decision making
				We believe that the problem of intimate partner violence is best addressed by the community as a whole. Therefore, we believe that public resources should be directed to help support the resolution of the issue. We value the democratic process as a way to advocate for community-driven resource allocation and as a way to hold our elected officials and other public employees (including police, educators, and social workers) accountable to the needs of the community.

Secondary Revenue Stream:	Stability Rating	Relationship Requirements	Infrastructure Requirements	Alignment to Impact

Individual donors who have been touched by the issue of domestic violence.	$ Amount: $113K
	
	# of Sources: 500
	
	Flexible: VERY
	
	Repeatable: VERY
	
	Surplus-
		✓ The people behind this revenue stream include:
		  o Community members who know our work (especially lawyers and mental health professionals)
		  o Individuals who have been personally affected by DV
		
		✓ The qualities of relationships with these people require:
		  o Empathy and a willingness to share our vision
			✓ People (core competencies)
			  o Deep, personal, heartfelt passion for the work
			  o Powerful communication skills; ability to articulate our vision and influence people's thinking
			  o Ability to connect with others in meaningful ways
			
			✓ Process (systems)
			  o Ongoing opportunities for meeting people interested in our cause and making new connections
				We believe that the problem of intimate partner violence is best addressed by the community as a whole. We know that many people from all walks of life have been affected by domestic violence. When people invest time and money in our work, we build connections among passionate advocates who will be a critical part of raising awareness of the issue and in creating and driving community-based solutions.

% of Total Annual Revenue:				
Current	Optimal			
5%	15%			

Priorities to Strengthen the Model:

What specific investments do we need to make in people, process, or practice in order to strengthen this model?

- ✓ Two more board members who are connected with local politics and/or public agencies.
- ✓ Strengthen our staff's understanding of, and commitment to, grassroots fundraising efforts.
- ✓ CRM software that will allow us to leverage our knowledge about and build upon our existing donor base.

Resource Requirements to Implement Priorities:

How will we resource these investments?

- ✓ The Governance Committee will lead a process in which we focus our board recruitment efforts this year on strong, generative thinkers who are politically minded and connected.
- ✓ The Executive Director will lead a training with staff and board on developing a "culture of philanthropy" and begin to set clear goals for shifting our practices in fundraising.
- ✓ We will research and choose a CRM software and seek capacity-building funds to help purchase and/or customize it to our needs.