

# **Built to Last**

## **A Framework for Financial Sustainability Planning for Community Foundations**

**Shannon E. St. John**  
BPP Learning Community  
Las Cruces, NM April 2007

© 2006 Shannon E. St. John  
in cooperation with NESsT

### **Outline**

- I. Organizational Sustainability
  - A. Definition
  - B. Components of Organizational Sustainability
  - C. Mission
  - D. Strategic Plan
- II. Financial Sustainability
  - A. Forecast Expenses
  - B. Revenues: Understanding the Options
    - Gifts and Grants
    - Self-Financing
  - C. Revenues: Assessing the Options
  - D. The Sustainability Plan

### **Objective**

The objective of this session is to provide you with the basic concepts of sustainability planning, and options for following up on these concepts to create your own sustainability plan.

# Part I: Organizational Sustainability

## Definition of Sustainability

Sustainability is a combination of operational, programmatic, and financial characteristics that enables an organization to continue to accomplish its mission on an ongoing and stable basis.

## Components of Sustainability

### Organizational Sustainability



Organizational sustainability is not strictly a financial consideration. Financial sustainability is but one of several factors contributing to an organization's overall sustainability. Likewise, self-financing is but one factor contributing to the overall financial sustainability of an organization.

### Financial Sustainability



Financial sustainability is but one of several factors contributing to an Organization's overall sustainability.

### Self-Financing



Self-Financing is one components of Financial Sustainability for CF's. With traditional gifts and grants, it forms a core for sustainability.

## Elements of Organizational Sustainability

- A clear and shared mission, understood and agreed upon by both internal (staff, board volunteers) and external (donors, nonprofits, community members) constituencies
- A clear strategic plan, articulating the key activities/strategies you will take in the next 3-5 years to fulfill your mission, your "theory of change" (ie, why you believe those activities/strategies will fulfill your mission) AND the indicators you will use to evaluate those activities/strategies.
- Strong governance, with clear expectations and with a system for both renewal (rotation) and professional development of the Board.
- Strong professional staff, adequately qualified, compensated, and evaluated and with ongoing professional development opportunities
- Accountability and transparency
- Program activities that have a meaningful and demonstrable positive impact on the community the CF serves.
- And, most important, "community embeddedness." The CF is a vital part of its community, exercising leadership and valued for its knowledge, and reaching, through its many networks, into all facets of community life.

## Essential Elements for Financial Sustainability: Mission and Strategic Plan

- Although every element listed above is important to overall organizational sustainability, two—the mission statement and the strategic plan— are particularly critical to sustainability planning.
- This is because everything your organization does should be based on its mission, *why* your organization exists, and because your strategic plan expresses *what* you will do to achieve your mission.
- The sustainability plan then articulates *how* you will finance your operations to carry out these activities.

## Part II Financial Sustainability

## What is Sustainable Financing?

- Sufficient revenues to support the organization's operations on an ongoing and stable basis.
- Sufficient revenue to set aside part for reserves that can be used for emergencies, to cover deficits, and to invest in longer-term assets
- Diversified revenue, composed of diverse types of revenues as well as sources.
- Flexible revenues, to address the CF's top priorities.
- Stable and long-term revenue sources.

## What is a Financial Sustainability Plan?

- A sustainability plan is NOT a strategic plan, but it assumes that your organization has a strategic plan.
- A sustainability plan focuses on FINANCING your organization's OPERATIONS in a STABLE manner that allows you to focus on and carry out the elements of your MISSION and STRATEGIC PLAN on an ongoing basis.

## Who should engage in sustainability planning?

- The ideal sustainability plan is developed by a team of Board and staff.
- An ideal team might be the Board Chair, CEO, lead volunteer on finance or accounting (eg, chair of the Finance Committee) and staff accountant or financial officer.

## When is a CF ready for sustainability planning?

- It is NEVER too early to begin sustainability planning.
- The sooner the CF begins to plan for its own sustainable future, the sooner that future will occur!

## Financial Sustainability for CF's: The Key Distinction Between Operating and Grantmaking Funds

- Operating Funds: Funds for supporting the activities of the CF: financial management, grant decisionmaking and administration, program management, community leadership, donor services, and asset development. If the CF runs programs in addition to making grants, program costs are included.
- Grantmaking Funds: Funds created for the purpose of making grants to other nonprofit's

## Financial Sustainability for CF's: Operating and Grantmaking Funds

- Although your strategic plan includes your strategies for obtaining and distributing Grantmaking Funds, ***your financial sustainability plan will consider only Operating Funds.***
- Similarly, although your strategic plan is designed to maximize the positive impact of your CF, a sustainability plan assumes that your mission and programs are worthwhile, and seeks to sustain them on an ongoing basis.

## Sustainability: The Three Stages

- Start-Up (1-3 years)
- Survival (3-10 years)
- Sustainability (10+ years)

*Most CF's do not achieve sustainability for 7-10 years.*

## Step One: Projecting Expenses

- To know where you're going, you first have to know where you are.
- Start with your current total expenses, then, using your strategic plan, project your expenses 10 years (yes, 10 years!) from now.
- No one knows what their organization will look like in 10 years. Instead, you want to develop a rough estimate that is in line with your overall strategy so that you can gradually begin planning for the resources you will need.
- Refer to the Multiyear Expense Projection Worksheet, in your handouts.

## Step One: Projecting Expenses

Next, let's look at added expenses in future years.

- What growth do you anticipate, *just from continuing what you are doing now*?
- What resources will be needed to service it? For example, if you expect your assets to double in the next 10 years, will you need additional program staff? Finance staff? Equipment?
- And if you add staff and equipment, will you need more space?

## Step One: Projecting Expenses

Now consider your strategic plan.

- Will you be adding asset development staff or communications materials to achieve a higher rate of growth?
- Will there be new program activities?
- Are there programs that you are running now that you intend to drop as the CF becomes more mature?

## Step One: Projecting Expenses

Tips:

For most CF's, staff salaries will be by far the largest budget item, so use particular care in estimating salaries. Be realistic about the salaries you will need to pay in order to attract qualified and motivated staff.

Don't underestimate the costs of running a professional organization! Budget using a business mentality rather than a charitable mentality!

## Step Two: Understanding Revenue Options

- Revenue options for civil society organizations, including CF's, are divided into two major categories: Gifts and Grants, and Self-Financing.
- Gifts and Grants are the direct contributions you receive to support the your work of your organization. With the exception of fundraising event revenues, they are defined as those contributions for which the donors do not receive goods or services from you in return.

## Step Two: Understanding Revenue Options

The second major type of revenue available to CF's is "**self-financing**," also known as "earned income."

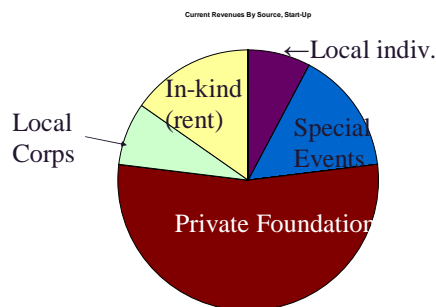
- **Self Financing** strategies are methods that organizations use to generate their own revenues\*.

\*from NESsT

## Step Two: Understanding Revenue Options

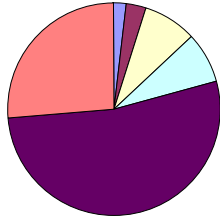
- Self-Financing includes any revenue source that is NOT gifts and grants.
- It includes investment income and a variety of ongoing programs through which the source of funds ("client") receives some material good or service in return.
- Self-financing strategies can be mission or non-mission related.

## Step Three: Budgeting Current Revenues Example: Start-Up Stage



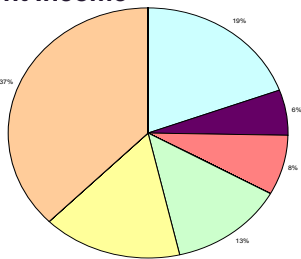
**Triangle Community Foundation  
North Carolina  
Sustainability Mechanism  
Fees on Funds**

Triangle CF Revenues: \$1,265,000



■ Annual Gift Program (Board) ■ Local Individuals □ Operating Endowment □ "Float" ■ Fees on Endow ed Funds ■ Fees on Non-Endow ed Funds

**Gutersloh Community Foundation  
Gutersloh, Germany  
Sustainability Mechanism  
Endowment Income**

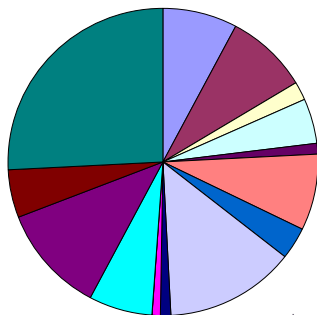


CURRENT REVENUES (Operating Revenues: \$255,450; Operating Expenditures: \$141,250)

□ Individuals ■ Business  
■ Foundations □ Special Events  
□ In-Kind and Volunteer (Donated Goods and Services) □ Earnings from Operating Endowment

**Pazardjik Community Foundation  
Pazardjik, Bulgaria  
Social Enterprise: Video Wall**

**Pazardjik CF Current Operating Revenues**



■ Local Individuals  
■ Local Business  
■ Other Individuals  
■ Other Businesses  
■ Other Foundations  
■ National/International Agencies  
■ Special Events  
■ In-Kind and Volunteer (Donated Goods and Services)  
■ "Float" (Income on funds awaiting transfer or temporary loans)  
■ Administrative Fees on Non-Endow ed Grantmaking Funds  
■ Other Administrative Fees  
■ Membership Dues  
■ Operating Revenues from Project Grants  
■ Fees for Services  
■ Social Enterprise (mission-related)

Total Revenues \$49,643

## Step Four: Assessing Revenue Sources

- The assessment of desirability of revenue sources will differ among CF's, depending on mission, capacity, history, community circumstances, and other environmental factors.
- You can use the Revenue Source Rating Sheet to assess the desirability of each income source for you.

## Step Four: Assessing Revenue Sources

- Relationship to mission: Does this source enhance or detract from your mission? Does it enhance or detract from your reputation?
- Cost per dollar received to obtain this source (staff time, travel, marketing/publicity, other up-front investments)
- Cost per dollar received to maintain this source (staff time to perform work or report, infrastructure investment, etc.)
- Flexibility: Can these funds be used to pay for the institution's highest priorities?
- Longevity: Is this source short-term or long-term? Is it renewable?
- Organizational capacity (staff, infrastructure, financial, cultural) to develop this source
- Public relations/visibility benefit
- Other criteria of particular importance to your CF

## Step Four: Assessing Revenue Sources: Gifts and Grants

- Generally short-term rather than long-term
- Usually not within the control of the CF
- Often come with requirements or restrictions that detract from the central mission
- May require extensive reporting
- For CF's, gifts and grants from local sources are generally more desirable than those from outside the community

### Step Four: Assessing Revenue Sources-Self Financing

- Most are long-term, renewable
- Most are under greater control of the CF
- Generally provide unrestricted revenues that can be used for the CF's highest priorities
- Generally don't require external reporting
- BUT... some self-financing, such as social enterprise, may be costly to start or maintain, and may require greater staff capacity than the CF has.

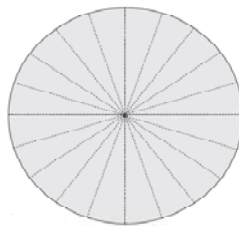
### Step Five: Revenue Budgeting for the Future: Principles of Sustainable Financing

The next step will be to envision the ideal future revenue mix. To achieve "sustainable financing," you will seek to:

- Create a broadly diversified revenue base, composed of several different sources
- Maximize "renewable sources"
- Maximize unrestricted revenues that can be used for your organizations' highest priorities.
- Achieve greater total revenues than total expenses, so that some funds can be set aside as an operating reserve that for emergencies, to cover deficits, or to invest in longer-term permanent assets. An operating reserve should equal at least half your annual operating budget.

### Step Five: Revenue Budgeting for the Future

What do you want your Funding Mix to be?



## **Step Six: The Sustainability Plan**

- You are now at the most critical point of your sustainability plan, the point where you transform the ideal to reality!
- The final step will be to look at each source, and ask you to brainstorm what programs/activities you will need to put in place over the next 10 years to achieve each.

## **Step Six: The Sustainability Plan**

Using the Future Revenue Source Planning Worksheet, you and your team can identify the major activities needed to achieve the goal, in each category, who will be responsible for each activity, and when each activity will be undertaken. Remember that we are considering only revenues for operations, not revenues for grantmaking (grantmaking funds.)

## **Achieving the Sustainable Ideal**

- Congratulations! Once you have completed this step, you have a roadmap to a sustainable future.
- It is now important to share your work with the others within your staff and governance. You will not need to share every detail, but it is especially important to share revenue goals and the steps you will take to achieve them.
- Remember, ten years is a long time, and much can change. But it is a short time in the lifespan of a sustainable CF!

## Achieving the Sustainable Ideal

- You may find that you can complete a sustainability plan without further assistance.
- Most CF's, however, find that additional guidance is helpful. For this, you have two options:
  - A full sustainability workbook, complete with spreadsheets, will be available in June at [www.nesst.org](http://www.nesst.org).
  - Or you can contact NESsT or me (sstjohn@synergos.org) for individualized assistance.

## The Sustainable CF

In addition to the all-important ability to continue your service to the community over time, becoming sustainable also allows you to:

- Achieve greater credibility with donors, nonprofits, and the community
- Set an example for other nonprofits, and demand similar accountability from your grantees

And most important

- Enjoy your work knowing that you have created a secure and ongoing resource for the community you serve.

Congratulations!

# **Texas Community Foundations Pre-Session Packet**

## **Built to Last**

*Handouts to Accompany Workshop on Framework for Financial Sustainability Planning  
For Community Foundations*

*BPP Learning Community, Las Cruces NM  
April 2007*

*Shannon E. St. John*

Copyright 2006 Shannon E. St. John  
in cooperation with NESsT

WORKSHEET  
 MULTIYEAR EXPENSE PROJECTIONS  
 EXAMPLE

	0.05			
	Current Year	Year 2 (Start-Up)	Year 6 (Survival)	Year 10 (Sustainability)
Current Year Budget x Inflation Factor	50,000	52,500	77,185	128,339
Describe Major Expenses of Growth Without New Programs (1)		part-time accountant computer for accountant	development/donor services officer, added office space	
Significant Added Costs of Without New Programs Description of Significant Added (Decreased) Expenses for New (Eliminated) Programs Additional Costs of Major New Expenses		11,000	31,000  Discontinued rent and personnel for arts program	program officer  -2,600
Current Year Budget Plus Projected New Expenses	50,000	63,500	105,585	153,339

WORKSHEET  
 MULTIYEAR EXPENSE PROJECTIONS

Inflation Factor

	Current Year	Year 2	Year 6	Year 10 (Sustainability)
Current year budget x Inflation Factor				
Describe Major Expenses of Growth Without New Programs (1)				
Significant Added Costs of Without New Programs				
Description of Significant Added (Decreased) Expenses for New (Eliminated) Programs				
Additional Costs of Major New Expenses				
Current year budget plus Projected New Expenses				

## **Revenue Options for Community Philanthropy Organizations**

### **Gifts and Grants:**

The direct contributions you receive to support the your work of your organization.

With the exception of special event revenues, they are defined as those contributions for which the donors do not receive significant goods or services from you in return.

### **Annual Gifts Programs:**

Contributions received by the CPO from an organized Annual Gift campaign or program.

Differs from Membership Dues because donors do not receive any goods or services in return.

### **Community Donors:**

Gifts and Grants received from the defined community, geographic or otherwise, served by the CPO.

Includes:

- Individuals
- Businesses
- Foundations
- Government
- Other Community Donors

### **Donors Outside Community**

Gifts and grants received from outside the defined community, geographic or otherwise, served by the CPO.

Includes:

- Expatriots/Diaspora Givers
- Other Individuals
- Businesses
- Foundations
- Governments
- National/International Agencies
- Other Donors Outside Community

### **Special Events:**

Events or programs (lotteries/raffles, balls, auctions) put on by your organization for the purpose of raising money. Although the donor does receive something of value in return

(eg, a lottery ticket or right to attend an event), they are distinguished from self-financing (see below)

by being event-specific rather than an ongoing operation.

**In-Kind Gifts and Volunteer Services:**

The fair market value of goods and services essential to the CPO's administration; ie, that the CPO would otherwise have to pay for. This would include, for example, donated office space and volunteer accounting services, but would not include the service of your Board members or grants committees.

**Self Financing/Earned Income:**

Methods that CPOs use to generate their own revenues. Self-Financing includes any revenue source that is NOT gifts and grants. It includes investment income and a variety of ongoing programs through which the source of funds ("client") receives some material good or service in return.

**Investment Income (Passive Earned Income)**

**Earnings from Operating Endowment:**

"Endowment" here is used in the strictest sense, meaning funds that are set aside by a donor or by the CPO from which the origin which the original gift or capital is never spent, but instead is invested and the investment earnings are used for the cPo's mission. The income your organization receives for its operations/administration from an endowment set up for that purpose or from an endowment that is unrestricted but is used to support your organization rather than make grants to other NGO's

**"Float"**

short-term income on funds awaiting transfer; for example, funds that have been committed as grants but not yet paid, or funds that have been given as grantmaking funds but not yet invested.

**Other Investment Income:**

Includes income on other investments such as interest on the balance of your operating fund.

**Administrative fees:**

a standard charge, usually in accordance with a published fee schedule, charged by the CPO on individual grantmaking funds created in the CPO. Fees can be charged on assets (eg, 1% of the balance in the Fund) or on transactions (eg, 10% of grants) or both.

Administrative Fees on Endowed Grantmaking Funds

Administrative Fees on Non-Endowed Grantmaking Funds

Other Administrative Fees

Other Self-Financing/Earned Income

**Membership Dues:**

A fee collected from nonprofit members or constituents in exchange for some kind of product or service or other benefit. It differs from Annual Gifts because members receive something of value in return for their membership.

**Operating Revenues from Project Grants:**

The administrative or "overhead" portions of gifts or grants given to it for running programs.

**Fees for Services:**

Revenues that the Foundation receives for performing work, usually in a contractual relationship with a client. Examples would be running a service that places youth in NGO's for a local government, or providing grant review and administration for an independent foundation.

**Revenues from soft assets:**

Revenues from intellectual property such as licensing agreements, patents, copyrights, etc.

**Revenues from hard assets:**

Revenue from physical assets such as buildings, vehicles, etc.

**Business enterprises**

Income-earning business ventures run by the CPO to support its operations.

May be mission related ("social enterprise") or not mission-related ("ancillary business enterprise.")

Example is running a restaurant in the CPO's building, which may be mission-related if it is used as a manner of convening the community, or may not be mission related if simply used as a money-making enterprise.

Copyright Shannon E St John 2006

**REVENUE SOURCE RATING SHEET,  
EXAMPLE**

	Relation to Mission	Costs to Obtain	Costs to Maintain	Flexibility	Longevity	Capacity	PR Benefit	Total	Current Revenues from Source, Start Up	Subtotals	Percent Current Revenues, Start Up	Current Revenues from Source, Survival	Subtotals	Percent Current Revenues, Survival
Scale: 5=Best 1=Worst														
Gifts and Grants														
Annual Gifts Programs	4	3	3	5	4	3	4	26		0	0%		0	0%
Community Donors								0			0%			0%
Individuals	5	3	4	5	4	3	3	27			0%			0%
Business	4	4	2	3	3	3	4	23	5000		7%	5000		4%
Foundations	3	5	2	3	2	4	3	22			0%	10000		8%
Government	3	3	2	2	2	3	0	15	10000		13%	10000		8%
Other Community Donors								0			0%			0%
Total Community Donors								0		15000	0%		25000	20%
Donors Outside Community								0			0%			0%
Expatriots/Diaspora Givers	4	1	3	4	4	2	4	22			0%			0%
Other Individuals	2	1	3	4	3	2	3	18			0%			0%
Businesses	2	2	2	3	2	2	4	17			0%			0%
Foundations	2	2	3	3	2	4	4	20	35000		47%	28550		23%
Governments	2	1	1	2	1	2	2	11			0%			0%
National/International Agencies	3	3	3	2	2	4	3	20			0%	10000		8%
Other Donors Outside Community	3	2	2	3	3	3	3	19			0%			0%
Total Donors Outside Community								0		35000	0%		38550	31%
Special Events	3	1	1	4	2	3	5	19	5000	5000	7%		0	0%
In-Kind and Volunteer (Donated Goods and Services)	4	4	4	2	1	3	3	21	20000	20000	27%		0	0%
Total Gifts and Grants								0		75000	0%		63550	51%
Self-Financing/Earned Income								0			0%			0%
Investment Income (Passive Earned Income)											0%			0%
Earnings from Operating Endowment	5	2	3	5	5	4	4	28			0%	12500		10%
"Float" (income on funds awaiting transfer or temporary funds)	3	5	5	5	4	5	3	30			0%	2000		2%
Other Investment Income	3	5	5	5	4	5	3	30			0%	2000		2%
Total Investment Income								0		0	0%		16500	13%
Administrative Fees								27			0%			0%
Administrative Fees on Endowed Grantmaking Funds	3	4	4	5	5	4	2	26			0%	10000		8%
Administrative Fees on Non-Endowed Grantmaking Funds	3	4	4	5	4	4	2	26			0%			0%
Other Administrative Fees	3	4	4	5	4	4	2	26			0%			0%
Total Administrative Fees										0	0%		10000	8%
Other Self-Financing/Earned Income								23			0%			0%
Membership Dues	4	2	2	5	3	3	4	20			0%			0%
Operating Revenues from Project Grants	4	3	2	2	2	4	3	24			0%	25000		20%
Fees for Services	4	3	3	3	4	4	3	25			0%			0%
Revenues from soft assets	4	1	4	5	4	3	4	25			0%			0%
Revenues from hard assets	2	5	4	5	5	3	1	23			0%	10000		8%
Product Sales	4	2	2	5	4	3	4	20			0%			0%
Business Enterprise											0%			0%
Social Enterprise (mission-related)	5	1	2	5	4	2	4	23			0%			0%
Ancillary Business Enterprise (not mission-related)	2	1	2	5	4	2	4	20	0		0%			0%
Total Other Self-Financing/Earned Income										0	0%		35000	28%
Total Self-Financing/Earned Income											0%		61500	49%
Total Revenues										75000	100%		125050	100%

- nCost per dollar received to obtain this source (staff time, travel, marketing/publicity, other up-front investments) (higher cost gets lower rating)
- nCost to maintain this source (staff time to perform work or report, infrastructure investment, etc.) (higher cost gets lower rating)
- nRelationship to mission: Does this source enhance or detract from your mission? Does it enhance or detract from your rep? © 2006 Shannon E. St. John
- nFlexibility: Can these funds be used to pay for the institution's highest priorities? (more flexible funds get higher rating)
- nLongevity: Is this source short-term or long-term? Is it renewable? (longer term or renewable sources get higher rating)
- nOrganizational capacity (staff, infrastructure, financial, cultural) to develop this source (sources within existing capacity get higher rating)
- nOther criteria of particular importance to your CPO

**REVENUE SOURCE RATING SHEET**

Scale: 5=best, 0=worst

	Relation to Mission	Costs to Obtain	Costs to Maintain	Flexibility	Longevity	Capacity	Visibility	Other	Total (out of 40 possible)	Revenue from Source	Revenue Subtotals	Percent of Total
Gifts and Grants												
Annual Gifts Programs												
Community Donors												
Individuals												
Business												
Foundations												
Government												
Other Community Donors												
Total Community Donors												
Donors Outside Community												
Expatriots/Diaspora Givers												
Other Individuals												
Businesses												
Foundations												
Governments												
National/International Agencies												
Other Donors Outside Community												
Total Donors Outside Community												
Special Events												
In-Kind and Volunteer (Donated Goods and Services)												
Total Gifts and Grants												
Self-Financing/Earned Income												
Investment Income (Passive Earned Income)												
Earnings from Operating Endowment												
"Float" (income on funds awaiting transfer or temporary funds)												
Other Investment Income												
Total Investment Income												
Administrative Fees												
Administrative Fees on Endowed Grantmaking Funds												
Grantmaking Funds												
Other Administrative Fees												
Total Administrative Fees												
Other Self-Financing/Earned Income												
Membership Dues												
Operating Revenues from Project Grants												
Fees for Services												
Revenues from soft assets												
Revenues from hard assets												
Product Sales												
Business Enterprise												
Social Enterprise (mission-related)												
Ancillary Business Enterprise (not mission-related)												
Total Other Self-Financing/Earned Income												
Total Self-Financing/Earned Income												
Total Revenues												
"Local" defined to mean within the CPO's defined service area												

Relationship to mission: Does this source enhance or detract from your mission? Does it enhance or © 2006 Shannon E. St. John  
 Costs to Obtain: Cost per dollar received to obtain this source (staff time, travel, marketing/publicity, other up-front investments)  
 Costs to Maintain: Costs per dollar received to maintain this source (staff time to perform work or report, infrastructure investment, etc.)  
 Flexibility: Can these funds be used to pay for the institution's highest priorities?  
 Longevity: Is this source short-term or long-term? Is it renewable?  
 Capacity: Organizational capacity (staff, infrastructure, financial, cultural) to develop and maintain this source  
 Visibility: Does this source have positive public relations or visibility benefits?  
 nOther criteria of particular importance to your CPO

FUTURE REVENUE BUDGET	Total Desirability Rating (from Revenue Source Rating Worksheet)	Current Revenues from Source, Subtotals	Percentage Current Revenues	Ideal Percentage in 10 years.	Amount needed for this percent
Gifts and Grants					
Annual Gifts Programs	26	0	0%	10%	15334
Community Donors	0		0%		0
Individuals	27		0%	10%	15334
Business	23		7%	5%	7667
Foundations	22		0%		0
Government	15		13%		0
Other Community Donors	0		0%		0
Total Community Donors	0	15000	20%		0
Donors Outside Community	0		0%		0
Expatriots/Diaspora Givers	22		0%	5%	7667
Other Individuals	18		0%		0
Businesses	17		0%		0
Foundations	20		47%		0
Governments	11		0%		0
National/International Agencies	20		0%	5%	7667
Other Donors Outside Community	19		0%		0
Total Donors Outside Community	0	35000	47%		0
Special Events	19	5000	7%		0
In-Kind and Volunteer (Donated Goods and Services)	21	20000	27%		0
Total Gifts and Grants	0	75000	100%	35%	53669
Self-Financing/Earned Income	0		0%		0
Investment Income (Passive Earned Income)			0%		0
Earnings from Operating Endowment	28		0%	10%	15334

"Float" (income on funds awaiting transfer or temporary funds)	30		0%	5%	7667
Other Investment Income	30		0%	5%	7667
Total Investment Income	0	0	0%		0
Administrative Fees			0%		0
Administrative Fees on Endowed Grantmaking Funds	26		0%	20%	30668
Administrative Fees on Non-Endowed Grantmaking Funds	26		0%	15%	23001
Other Administrative Fees	26		0%		0
Total Administrative Fees		0	0%		0
Other Self-Financing/Earned Income	23		0%		0
Membership Dues	20		0%		0
Operating Revenues from Project Grants	24		0%		0
Fees for Services	25		0%	5%	7667
Revenues from soft assets	25		0%		0
Revenues from hard assets	23		0%	5%	7667
Product Sales	20		0%		0
Business Enterprise			0%		0
Social Enterprise (mission-related)	23		0%		0
Ancillary Business Enterprise (not mission-related)	20		0%		0
Total Other Self-Financing/Earned Income		0	0%		0
Total Self-Financing/Earned Income		0	0%	65%	99670
Total Revenues		75000	100%		153339

<b>FUTURE REVENUE BUDGET</b>					
<b>Total Expenses at 10 Years (From Multiyear Expense Projection Worksheet)</b>					
	Total Desirability Rating (from Revenue Source Rating Worksheet)	Current Revenues from Source (From Current Revenues by Source Worksheet)	Percentage Current Revenues	Ideal Percentage in 10 years.	Amount needed for this percent
Gifts and Grants					
Annual Gifts Programs					
Community Donors					
Individuals					
Business					
Foundations					
Government					
Other Community Donors					
Total Community Donors					
Donors Outside Community					
Expatriots/Diaspora Givers					
Other Individuals					
Businesses					
Foundations					
Governments					
National/International Agencies					
Other Donors Outside Community					
Total Donors Outside Community					
Special Events					
In-Kind and Volunteer (Donated Goods and Services)					

Total Gifts and Grants					
Self-Financing/Earned Income					
Investment Income (Passive Earned Income)					
Earnings from Operating Endowment					
"Float" (income on funds awaiting transfer or temporary funds)					
Other Investment Income					
Total Investment Income					
Administrative Fees					
Administrative Fees on Endowed Grantmaking Funds					
Administrative Fees on Non-Endowed Grantmaking Funds					
Other Administrative Fees					
Total Administrative Fees					
Other Self-Financing/Earned Income					
Membership Dues					
Operating Revenues from Project Grants					
Fees for Services					
Revenues from soft assets					
Revenues from hard assets					
Product Sales					
Business Enterprise					
Social Enterprise (mission-related)					
Ancillary Business Enterprise (not mission-related)					
Total Other Self-Financing/Earned Income					
Total Self-Financing/Earned Income					
Total Revenues					

