Task Force Action Guide

Description	Who is Needed	Timeline	End Date
Understand the principles behind the matrix map to guide an effective process in creating one for the organization.			
Identify strategic issues facing the organization			
Articulate intended impact			
Identify mission-specific and fund development programs			
Define and tailor mission impact criteria			
Determine methodology for assessing impact: in-person or through an e-survey			
Gather background data on mission-specific and fund development programs			
Determine profitability of programs			
Assess initial mission impact, discuss results and finalize mission impact assessment			
Create matrix map			
Analyze matrix map with strategic inquiries and facilitate initial discussions			
Present to board for strategic decision-making			
Present to staff			

ORGANIZATION NAME

Matrix Map Introductory Meeting

Goals:

- Understand the matrix map and the process.
- Assign roles and timeline
- Articulate strategic issues facing organization

Agenda:

- Introductions (5 minutes)
- Matrix Map Overview (15 minutes)
    - Review pre-material sent (chapter 2) and determine if there are any questions
- Task Force Action Guide (25 minutes)
    - Complete Template 3.1
- Strategic Issues (40 Minutes)
- Next Meeting (5 minutes)

3.3 Identifying Strategic Issues

Topics

Constituent Needs:

- What are the top three needs our constituents have today?
- Do immediate and long-term needs differ? If so, how?
- How have these needs evolved over the last five years?
- How well do our programs directly address these needs?
- How has demand for our services changed over the last three years?
- How has the evaluation of our programs been over the last three years?

Funding Trends:

- What is the percentage of earned revenue versus philanthropic support our organization receives and how has this changed over the last three years?
- What are the main revenue streams for the organization, what percentage of revenue are they for the organization and how have those changed in the last three years?
- What is the organization's operating reserves and how have they changed over the last three years?
- Do we know the surplus generated or subsidy required for each business line and have these changed significantly over the past three years?
- How has the funding environment changed over the last three years? Do we see this continuing?

Topics	Your Answers
Other External Factors: • Who else in the community is offering similar services to ours and do we have a competitive or collaborative relationship with them? • Are for-profit companies entering our service space? • Are community leaders, elected and other, supportive of our organization's mission or is there a divide in support? • Have we received negative press in the past two years?	
Internal Factors: • Have we had significant turnover in the last two years? • Do we have the right personnel with the right qualifications and attitude in the right positions? • Does our organization have a culture of excellence? • How well does our board understand the organization's business model and how engaged are they in strategic decisions? • Does leadership have the accurate and timely information they need to govern and lead the organization?	

ORGANIZATION NAME

Matrix Map Task Force

Goals:

- Articulate Intended Impact
- Determine mission-specific and fund development programs to map

Agenda:

- Articulate Intended Impact (90 minutes)
    - Share responses from survey questions (1 by 1)
        - Where are the similarities?
        - Is there a theme?
    - Who are our constituents?
    - What outcome do we seek?
    - Draft a statement
        - How do we measure success?

- Determine mission-specific and fund development programs to map (30 minutes)

4.2

Intended Impact Survey

A statement of intended impact is a specific statement about what the organization will accomplish and for what it will be held accountable. It focuses the organization and defines who it serves and the desired outcome. To develop our statement we begin by asking a series of questions about our organization. There is no right or wrong answer, but please try to be specific. We will discuss the answers at the next task force meeting.

What is the issue or problem the organization is trying to address?

If we went away today, who would it matter to and why?

Who are the primary direct beneficiaries of our organization?

What is the geographic region of our impact?

What does success look like and how can it be measured?

4.3

Intended Impact

Themes: *Issues or Problem Addressed*	Impact Themes
•	•
•	•
•	•
•	•
•	•

Target Constituents	Geography	Measures

Mission Statement

Intended Impact Statement

Mission-specific & Fund Development Programs	Impact Strategy	Revenue Strategy

Mission-specific & Fund Development Programs	Impact Strategy	Revenue Strategy

5.1

Matrix Map Process Decisions

Area	Decision
Mission-specific Programs	• • • • • •
Fund Development Programs	• • • • •
Who is defining missing impact criteria?	
Who is assessing mission impact of programs?	
Who is responsible for communication?	

5.2

Mission Impact Criteria

Potential Criteria	Definition
Contribution to intended impact	Relative to other programs, how well does this program contribute to what the overall organization aims to accomplish?
Excellence in execution	Is this program something that the organization delivers in an exceptional manner?
Scale	How many people are touched or influenced by this program?
Depth	How profound is the level of intervention with this program?
Significant Unmet Need	Is there significant competition or are there similar offerings of this program? Is there an adequate supply of services to meet the demand for them in our community?
Community Building	Does this program build community around the program or the organization as a whole?
Leverage	Does this program benefit from and nurture important relationships and partnerships inside and outside the organization?

Program Overview

PROGRAM NAME: _____

Program Overview	
# of people touched in the last year:	
Funding streams:	
In a single sentence, what is being offered with this program?	
Who benefits from or who is the target audience for the program?	
How deep is our involvement with the constituent in this program?	
Is this program something we do exceptionally? How so? How do we define exceptional performance?	
Are there other organizations or competitors that offer something similar to this program?	
How does this program help build community around the organization?	

Sample Assessment Introduction and Worksheet/E-Survey

Note: You will customize this introduction depending on how familiar this survey group is with the overall Matrix Map process.

Introduction

This survey is part of a framework, called the matrix map, to better understand and strengthen our organization's business model. In doing so, we look at how both our mission-specific and fund development programs contribute to the impact and financial viability of our organization.

This survey is designed to assess the mission impact of each of our organization's programs of the organization. Some background on the programs is provided in the Program Overview (if your organization has completed this document).

In this assessment, we assess both programmatic and fundraising activities because each activity, regardless of its primary function, has both an impact and a financial component. Put another way, our fundraising activities help accomplish our mission beyond simply raising money - they also raise awareness and understanding which is part of our mission impact.

Mission impact will be a blended score based on three criteria:

- *Summarize criteria here*
-
-

We will describe each of these criteria in more detail as we move through the survey.

As you take the survey, we ask that you utilize your individual judgment based on your perceptions and data you are familiar with. There are times when you may not feel qualified to make an assessment, but your position as a stakeholder of the organization make your perceptions particularly valuable.

Also, please think about the relative impact of the programs. While everything we do has impact, as you look at the list, ask yourself, "Which has the most impact?" or "Do all of these have the same impact?" and rate the programs appropriately.

Your honest candor is greatly appreciated and will be most helpful in moving our discussions and, ultimately, our organization forward. Thank you again for your time. If you have any questions, please feel free to contact our task force.

Conduct the Assessment

If you have elected to use an electronic survey, build it in an online tool such as Survey Monkey™ or Survey Gizmo™ and distribute it electronically to participants. Determine who will manage the survey and tally the averages for each program line. If you are using the personal reflection and group discussion method, distribute the packet of instructions and four worksheets (one for each criterion) to all participants. Set a meeting time a week to two weeks after the distribution for all participants to come together to discuss their scores. If the organization has numerous distinct programs, you may decide to schedule two group discussions to ensure that people are fresh for the totality of the dialogue.

We have facilitated very powerful group discussions in this format. A typical agenda for these meetings is included in Template 5.5 and looks like this:

A. Review the Matrix Map Process
   Where are we in the process? What comes next?
B. Check-in On the Experience of the Personal Impact Assessment
   Hear from each person on the experience of the assessment: challenges, insights?
C. Criterion #1/Program Line #1:
   a. Each participant has 2 minutes to share her score and reasoning.
   b. After hearing from everyone, the facilitator reads back the scores and looks for movement or consensus if there is variance, e.g. “We have four 4s and one 2. Colleague who gave this program a 2, have you been influenced by the group, or do you wish to make another argument for your lower score?” And so on. You don’t have to come to consensus, but it is nice if you can. If not, you go with the score the majority of participants gave.
D. Repeat #C for Entire Criterion #1.
E. Repeat #C and #D for Criteria #2 - #4.
F. Discuss Themes
   What issues came up repeatedly? Where did we have the most agreement? Where was there divergent thinking? What do we view as 3-5 initial impact messages from our matrix map process?

Assessment Worksheet/E-Survey Page

Program #1 **Criteria # ?**				
Program A:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program B:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program C:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program D:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program E:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program F:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				
Program G:				
1 (Not at all)	2	3	4 (Very much)	Don't know
Notes:				

ORGANIZATION NAME

Mission Impact Assessment

Goals:

- Discuss and assess the mission impact of each mission-specific and fund development program along the four criteria
- Determine Mission Impact Score for each program

Agenda:

- Review the matrix map Process (10 minutes)
- Check-In on Personal Impact Assessment (15 minutes)
  - Challenges
  - Insights
- Explain process for sharing scores
  - We'll take each criteria and go program by program. Each person will have up to two minutes to talk about why they gave it that score.
- Criteria 1: Contribution to Intended Impact
  - Program 1
  - Program 2
  - Program 3
  - Program 4
  - Program 5,
- Criteria 2: Excellence in Execution
  - Program 1
  - Program 2
  - Program 3
  - Program 4
  - Program 5,

- Criteria 3
  - Program 1
  - Program 2
  - Program 3
  - Program 4
  - Program 5,

- Criteria 4
  - Program 1
  - Program 2
  - Program 3
  - Program 4
  - Program 5,

- Themes

- Determine Score

- Next steps

5.6

Mission Impact Score Sheet

Organization Name:

Assessing Mission Impact

Criteria 1 Results:

Program	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Average
Program 1																					
Program 2																					
Program 3																					
Program 4																					
Program 5																					
Program 6																					
Program 7																					
Program 8																					
Program 9																					
Program 10																					

The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman
Jeanne Bell

This template consists of three worksheets that you reach by clicking on the tabs below:

>**Financial Statement:** This worksheet is where you will enter the revenue and expenses. You may choose to use budget or actual data for a complete year. Please use that which best reflects how you are currently operating. Please list your business lines in the grey boxes across the top. All revenue and expenses need to be allocated out to the appropriate business line. Those expenses which are truly shared by all activities, such as phone, rent, office supplies, technology, etc., can be placed into "Shared Costs" and then allocated on the bottom. The bottom rows allocate shared costs and administrative expenses automatically based on FTE's and direct expense percentages. There is no need to enter any data in these boxes.

>**Staffing Plan:** This worksheet is used to determine the salary and shared cost allocations. Please enter each staff position and the percentage of time they work. Split out the person's time by activity according to where they work. For example, a half-time employee would work a total of 0.5 and would only have 0.5 allocated in each area. This worksheet also drives the shared cost allocation by the calculation at the bottom.

>**Salary Plan**: This worksheet drives the payroll expense for each business line based on the staffing plan. The only information that needs to be put in here is the payroll for each individual.

The steps to work on this template include:
1. Start with the staffing plan and allocate where people spend there time.

2. Input the salary into the payroll expense.

3. Split the revenue and expenses in the budget tab according to the business line that incurs them.

If you have questions, don't hesitate to email us: sstrang@spectrumnonprofit.com

The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman
Jeanne Bell

Basis: Budget or Actual

		Mission-Specific Programs					Fund Development Programs							
	Financials / Budget	**1**	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**	**Admin.**	**Shared**	**Total**
Revenues														
Release from Restriction	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Corporate contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Foundation contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Government contracts											-	-	-	-
Individual contributions											-	-	-	-
Membership / Program / Events											-	-	-	-
Miscellaneous											-	-	-	-
Interest											-	-	-	-
Total Income	$										-	$ -	$ -	$ -
Expenses														
Personnel Expenses														
Salaries											DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Payroll taxes											DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Health insurance											DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Unemployment											DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Operating Expenses														
Project expense														-
Travel/Mileage expense														-
Awards & recognition														-
Credit card and bank fees														-
Depreciation expense														-
Dues / Subscription Fees														-
Equipment														-
Program Expense	-													-
Program Expense	-													-
Insurance	-													-
Licenses & permits	-													-
Meetings expense	-													-

This worksheet represents your financial statement and will calculate the true costs and profitability of your programs.

To use: Enter your financial information in column B. The account names in Column A are merely examples and should be updated to reflect the names you utilize.

Allocate revenue by assessing which program is truly responsible for bringing the money into the organization (not writing the grant, but performing the work). If you would not receive the funding without that program, it should be allocated to that mission-specific program. Unrestricted funding is allocated to the fund development program most responsible for generating the revenue.

On the expense side, allocate expenses to programs based on which program incurs the cost. Salary costs are allocated using the worksheets titled staffing plan and salary plan. If you have a cost that benefits multiple programs, you may put that into the shared column and it will be allocated based on FTE's at the bottom of the sheet.

If your organization already breaks personnel expenses and shared costs (occupancy and technology costs) into programs, you may skip that step and not utilize the column titled shared.

TO DELETE THIS BOX, CLICK THE EDGE AND HIT THE DELETE BUTTON.

Financial Statement

The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman
Jeanne Bell

		Mission-Specific Programs					Fund Development Programs							
	Financials / Budget	**1**	**2**	**3**	**4**	**5**	**1**	**2**	**3**	**4**	**5**	**Admin.**	**Shared**	**Total**
Training / Conference	-													-
Postage & delivery	-													-
Printing & reproduction	-													-
Auditing Services	-													-
Consulting services	-													-
Rent	-													-
Other expenses	-													-
Supplies	-													-
Total Expenses	$ -	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Shared Allocation %	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Shared Allocation	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Direct & Shared Expenses		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Administration Allocation %		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!
Administration Allocation		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!
Fully Allocated Expenses	$ -	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Net Income / Subsidy	$ -	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**	**#DIV/0!**

Financial Statement

The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman
Jeanne Bell

This sheet is used to allocate salaries to programs in the "salary plan" worksheet. It is also used to determine the allocation basis for shared costs (occurpancy and technology expenses). If the organization has another basis for allocating shared expenses or payroll, that is acceptable and can be entered as percentages on the Shared Allocation % row.

To use: Enter each position and the percentage of time that person works. Then spread the time across the different programs according to where that position spends their time. If a person works half time, for example, they would be a 50% FTE and their program would also total 50%.

TO REMOVE THIS BOX, CLICK THE EDGE AND HIT THE DELETE BUTTEN ON THE KEYBOARD.

Position	% FTE	1						5	Admin.	Shared	Total
Executive Director	100%										-
Position A	100%										-
Position B	50%										-
Position C	25%										-
Position D	0%										-
Position E	0%										-
Position F	0%										-
Position G	0%										-
Position H	0%										-
Position I	0%										-
Position J	0%										-
Position K	0%										-
Position L	0%										-
Position M	0%										-
Position N	0%										-
Position O	0%										-
Position P	0%										-
Position Q	0%										-
Position R	0%										-
Position S	0%										-
Position T	0%										-
Position U	0%										-
Position V	0%										-
Position W	0%										-
Position X	0%										-
Total	2.75	-	-	-	-	-	-	-	-	-	-
Total Less Shared	2.75										
Shared Allocation %		0%	0%	0%	0%	0%	0%	0%	0%	0%	

The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman
Jeanne Bell

		Mission Specific Programs					Fund Development Programs							
Position	Annual Salary	1	2	3	4	5	1	2	3	4	5	Admin.	Shared	Total
Executive Director	75,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Position A	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Position B	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Position C	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Position D	-	-	-	-	-	-								-
Position E	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position F	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position G	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position H	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position I	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position J	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position K	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position L	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position M	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position N	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position O	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position P	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position Q	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!								#DIV/0!
Position R	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position S	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position T	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position U	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position V	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position W	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Position X	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Total	75,000	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

This worksheet allocates salaries to programs.

To use: Enter the annual salary for each position. There is no need to annualize part-time workers. The spreadsheet automatically calculates the salary for each programs by pulling information from the staffing plan.

TO REMOVE THIS BOX, CLICK THE EDGE AND HIT THE DELETE BUTTEN ON THE KEYBOARD.

Template 6.2 Salary Plan

		Mission Specific Programs				Fund Development Programs					
Revenue	Budget	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	Shared Costs	Admin.	Total
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
Total Revenue:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

Template 6.3 Revenue Allocation

		Mission Specific Programs				Fund Development Programs					
Employee/ Position	**%FTE**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**Shared Costs**	**Admin.**	**Total time**
Executive Director	100%										0%
Position A	100%										0%
Position B	100%										0%
Position C	100%										0%
Position D	100%										0%
Position E	50%										0%
Position F	25%										0%
Position G	10%										0%
Total:	5.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Total Less Shared:	5.85										
Shared Allocation %: Total Time/Total Less Shared		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Template 6.1 Staffing Plan

		Mission Specific Programs				Fund Development Programs					
Employee/ Position	**Salary**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**Shared Costs**	**Admin.**	**Total**
Executive Director	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position A	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position B	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position C	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position D	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position E	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position F	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Position G	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Payroll Expense:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

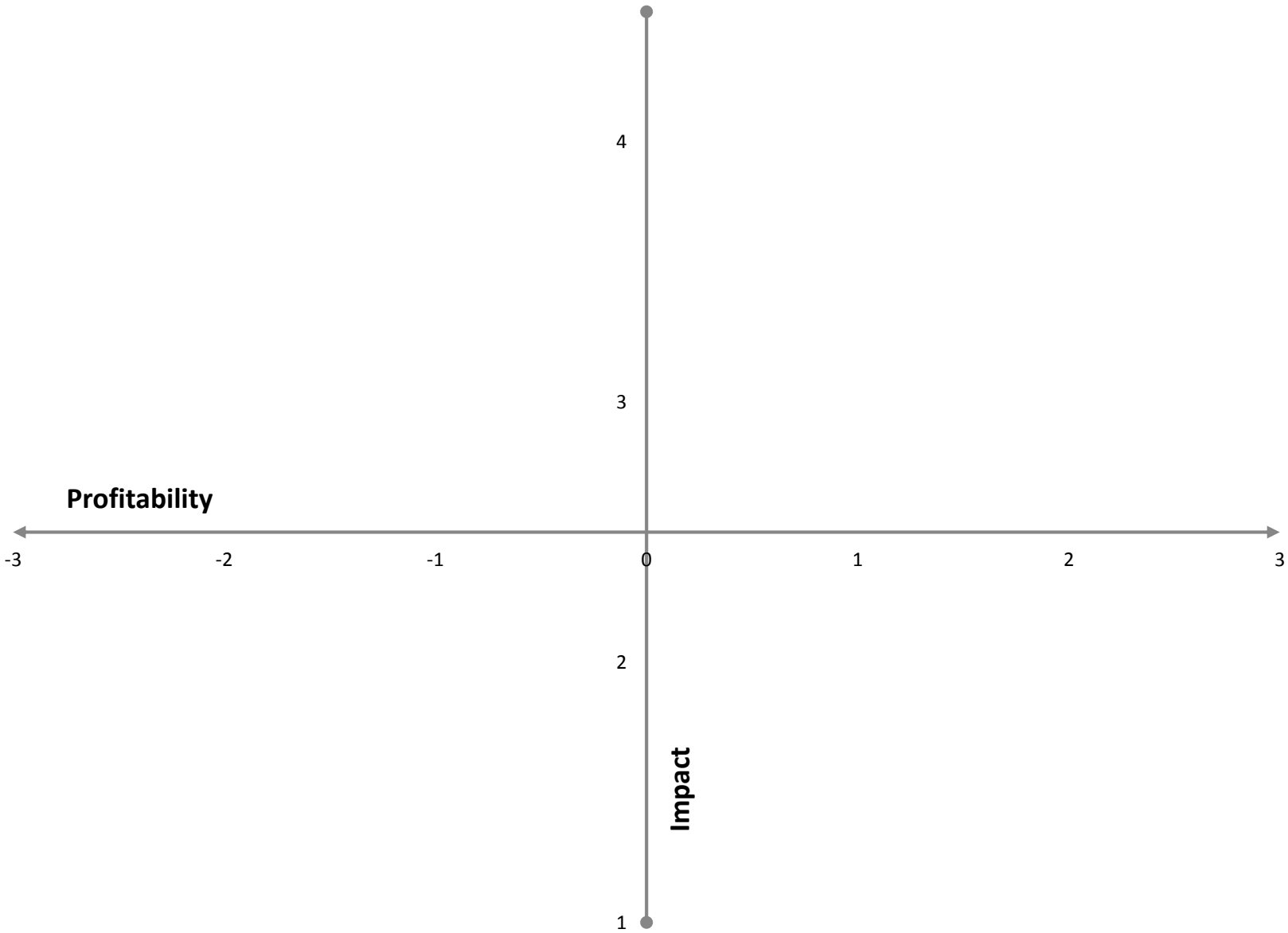
Template 6.2 Salary Plan

		Mission Specific Programs				Fund Development Programs					
Revenue	Budget	1	2	3	4	5	6	7	Shared Costs	Admin.	Total
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
	$ -										$ -
Total Revenue:	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

Template 6.3 Revenue Allocation

7.1

Blank Matrix Map



8.1

Donor and Funder Commitment Analysis

Donor/Funder Segment	Motivation	Perceived Commitment

How do our bubbles cluster?

Heart – Money Tree

Shining Star

Break Even

Crisis

Stagnation

Other / Mix

What is the message behind how our bubbles cluster?

Do we have the "right" revenue?

- Does the current revenue mix reliably produce a modest surplus?
- Do we have a reliable source of unrestricted support?
- Are our largest sources of income paying for work that we deem essential to our intended impact?
- Are we relying on a funding stream that is changing substantially, and is that change beyond our control or not?
- Are we relying on a funding stream that is misaligned with our organizational values?

What is our desired revenue mix?

Are the dynamics in our market landscape changing in critical ways?

Position in Field or Movement

- Who are the 3-5 most similar organizations to ours in the market?
- Are their programs growing and/or changing in ways that move them closer to or further from our approach and constituency?
- Have they developed programming that is superior in impact to ours?
- Are we a sought-out partner by others in our community or field?
- Do we actively contribute to network(s) critical to our intended impact?
- Do we have staff and board members viewed as thought leaders in our community or field?
- Do we have strategic relationships in the government and business sectors?

Perception among Donors and Funders

- What is the motivation behind the key donors or funder segments?
- What is the perceived commitment of our donors and funder segments?
- What is our support and revenue strategies trending?
- Should we complete a Donor and Funder Commitment Analysis?

Perception among Clients and Participants

- Are there any changes in how or which clients and participants are engaging with our organization?
- Are clients and participants choosing one or more of the other organizations listed above over us?
- Are clients satisfied with our overall level of performance?

8.3

Matrix Map Messages

What are the key messages from your Matrix Map?

-
-
-
-
-

What are the top 3 to 5 priorities to improve your business model?

-
-
-
-
-

8.4

Business Model Statement

Programs	Revenue Strategies
•	•
•	•
•	•
•	•
•	•

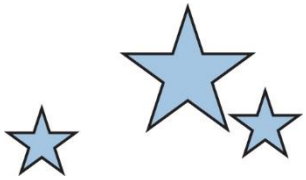
Business Model Statement

9.1 Program Level Strategic Questions

The Heart Quadrant

Starting Point: Keep and contain costs

- Can we envision this program achieving the same impact – or very close to it – with a different cost structure?
- Is there a different revenue strategy to consider?



The Star Quadrant

Starting Point: Invest and grow

- Do we understand the needs and motivations of stakeholders who make the star possible?
- Are there opportunities (i.e. new geography, new population, complementary programming) to expand the program's impact and revenue?

The Stop Sign Quadrant

Starting Point: Close or give away

- Can we innovate this program to move out of this quadrant?
- How long will we give ourselves to move the stop sign?
- Is that the best use of resources?

The Money Tree Quadrant

Starting Point: Water and harvest, increase impact

- Can the net surplus be increased and, if so, what investment will that growth require?
- Are there means to reducing the program's cost and improve the margin?
- Are there ways to achieve greater impact by making the program stronger?

Program Strategy Sheet

Program Strategy

Overview:

Program Name:					
Current Impact Assessment	Contribution to Intended Impact	Excellence in Education	Criteria 3	Criteria 4	Current Mission Impact Score

Current Finances	Revenue	Expenses	Profitability

Current Matrix Map Quadrant	
Desired Matrix Map Quadrant	

9.2

Program Strategy Sheet

Strategy, prioritized, with most important first

Strategy	Resources Needed	Implications on Impact / Finances	Priority: Org. or Program

Is there anything that you should stop doing?

Activity	Implications	Resources Released