



Chart your future business
model with new insights
and connections

Redesigning Your Nonprofit: Reimagining Your Operating Model in a Changing Environment

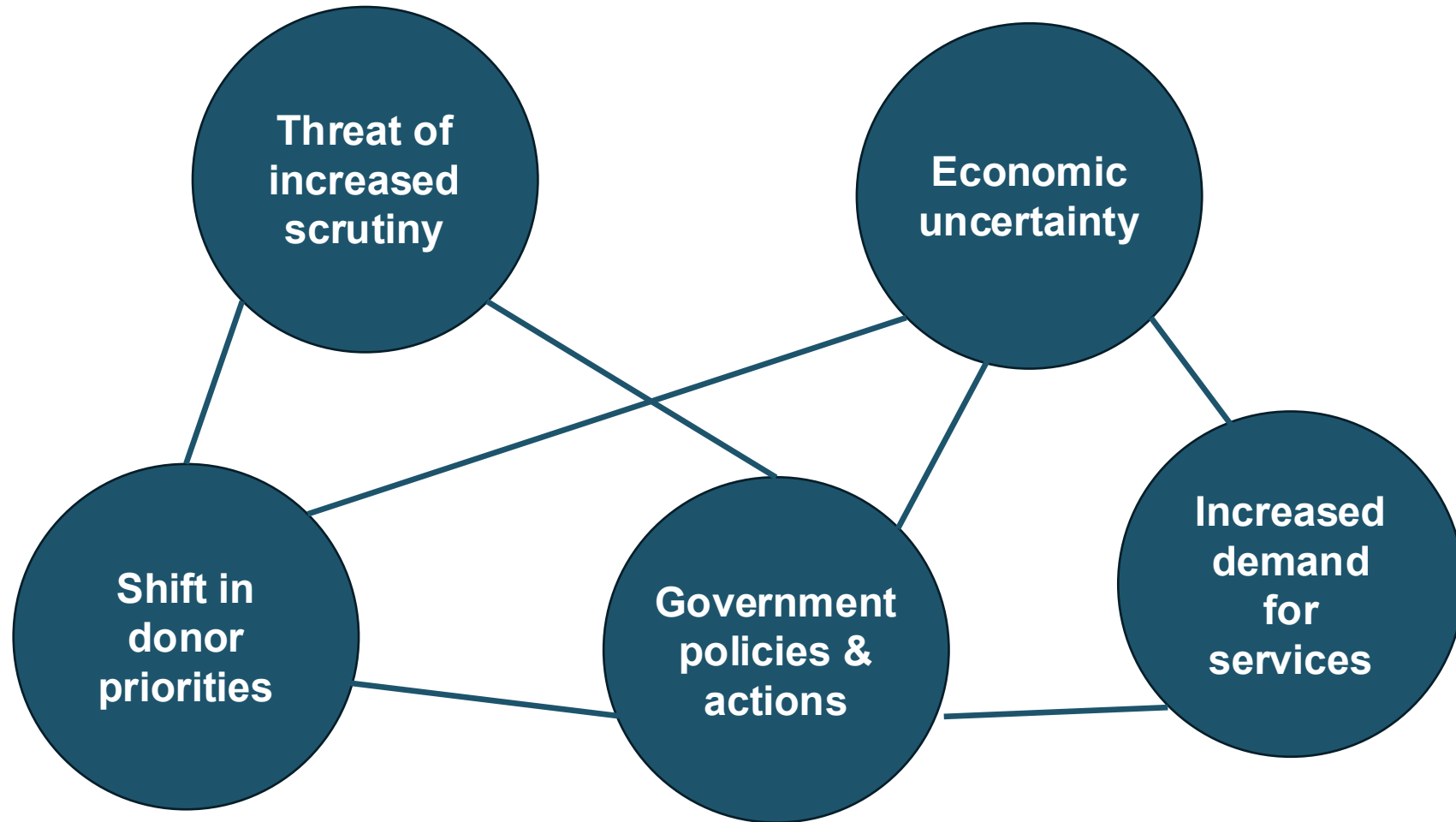
April 14, 2026

Nonprofit GPS

A field-driven collaboration led by:

Nonprofit Financial Commons, BDO Nonprofit & Grantmaker Advisory, and Philanthropy New York —
with tools and frameworks from StrongNonprofits.org and insight from regional networks across the nation.

Unprecedented Uncertainty in the Sector



Exploration & Experimentation

- Organizations need to **prioritize agility** and simultaneously entertain multiple versions of their future operating models
- The mode for entertaining the viability of new models is **rapid experimentation**
- Changes to business models should be client/participant-centric and may involve:
 - The editing of **program portfolios**
 - Restructuring of **administrative, data, and other systems**
- Organizations need as much information as possible about **how similar organizations are restructuring**

Poll Question

Select all that apply.

What challenges has your organization faced over the past year?

- Funding loss or uncertainty
- Cashflow uncertainty
- Increased scrutiny/need for compliance
- Leadership transition
- Increased demand for services
- Other: Add in the chat



Redesigning Your Organization: Possible Changes



Programmatic Changes

- ▶ Change the programmatic strategy
- ▶ Modify a program's design or operation
- ▶ Change a program's intended beneficiaries
- ▶ Transfer a program to another organization
- ▶ Suspend or sunset a program



Revenue Model Changes

- ▶ Change the proportion of revenue sources
- ▶ Build out the primary revenue source
- ▶ Build on a secondary revenue source
- ▶ Initiate a largely new revenue stream



Operational Structure Changes

- ▶ Prioritize decision-making capabilities
- ▶ Outsource or automate aspects of one or more supporting services functions (Finance, HR, and IT)



Entity Changes

- ▶ Establish different legal structure
- ▶ Engage in collaborative restructuring with a partner organization
- ▶ Dissolve the organization



Steve Zimmerman

Principal

Spectrum Nonprofit Services



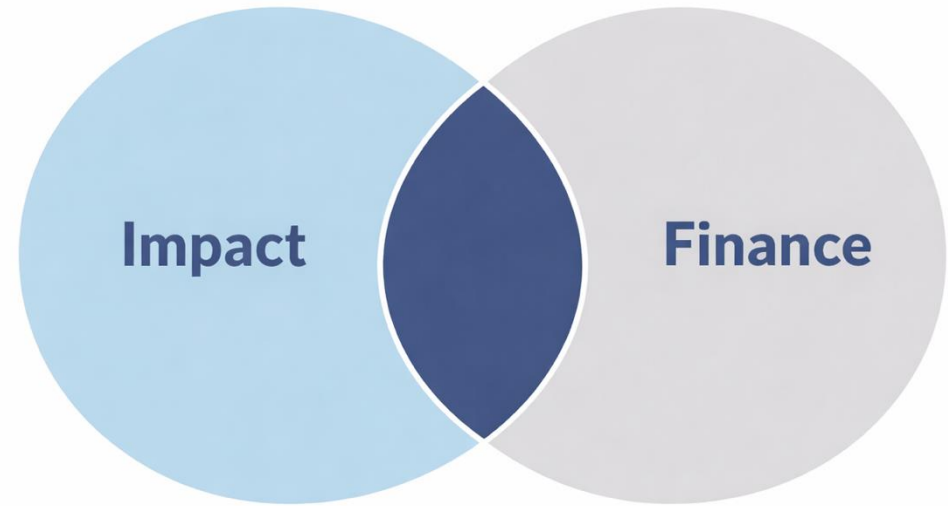
Programmatic Changes



Adjusting Your Program Portfolio

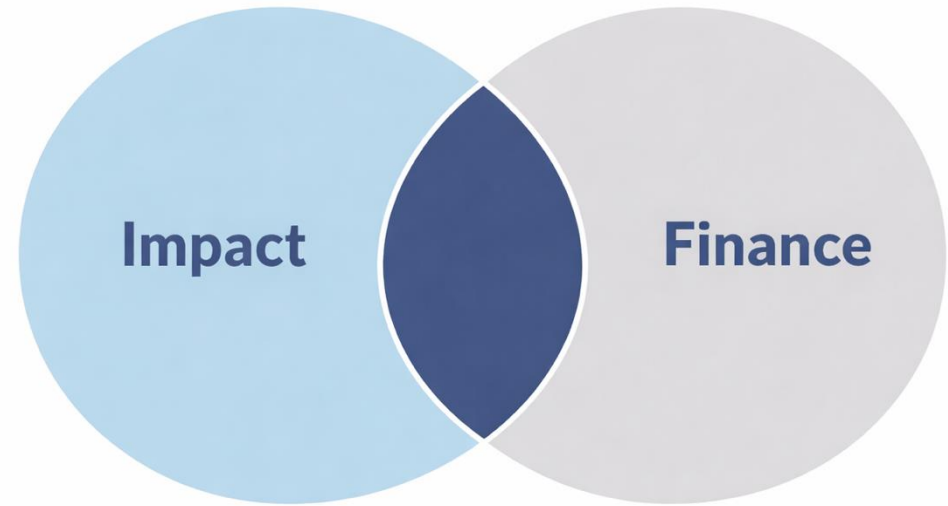
Every organization is comprised of a portfolio of programs that together contribute to the organization's mission impact and financial viability.

Being strategic requires examining each program to determine how best to maximize impact given the financial resources available.



Adjusting Your Program Portfolio

- Reducing a program
- Stopping a program
- Strategic focus and growth of a program
- Starting a new program





Shawna Squibb

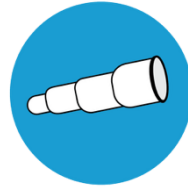
Chief Financial & Administrative Officer
Lutheran Social Services of Indiana



Adjusting Your Program Portfolio



Understand the
changing constituent
need



Know who else is
offering services in the
community



Candid conversations
about programmatic
impact



Analysis of
programmatic
expenses

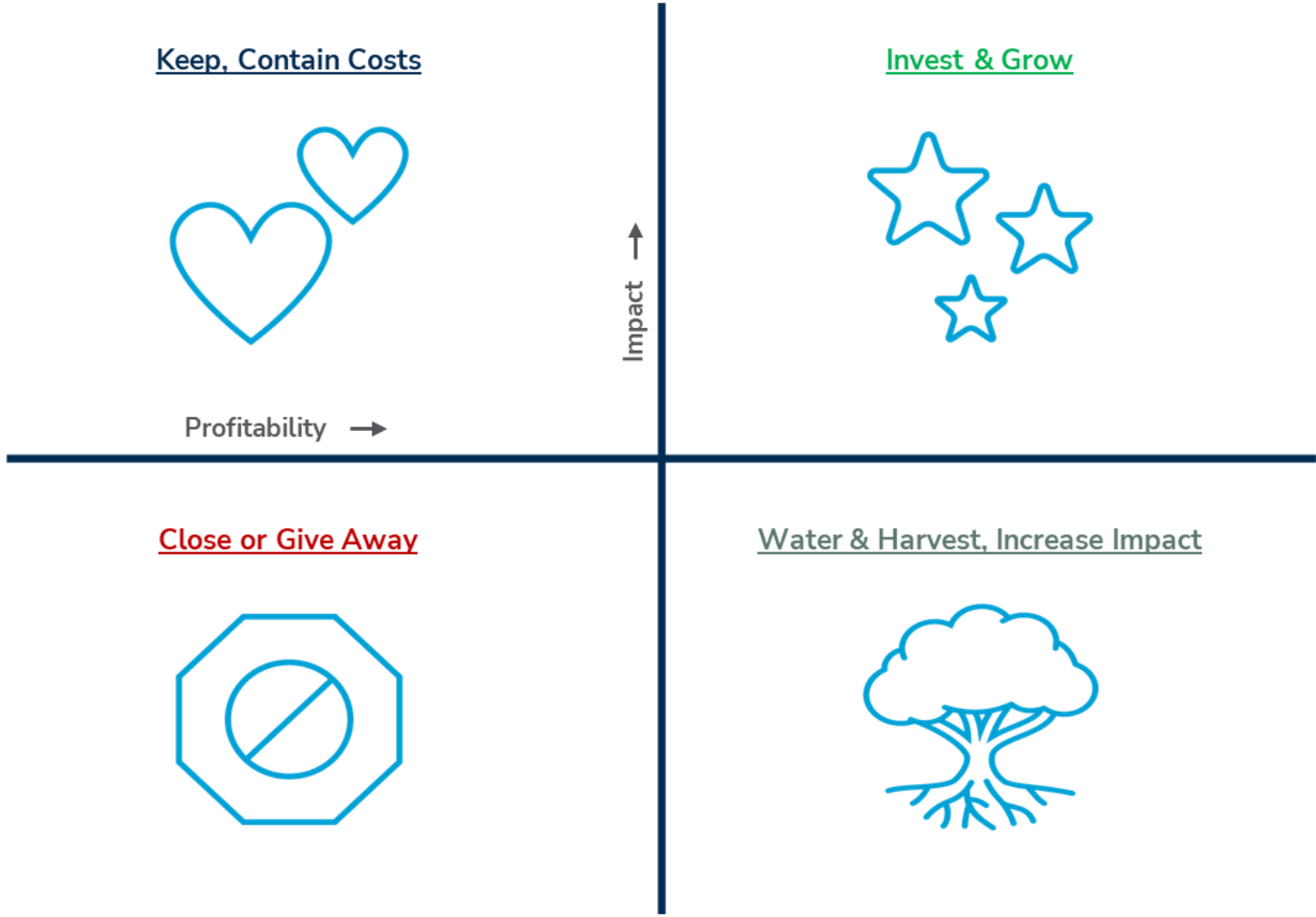


Continuously inform
and educate your board
to bring them along



Experiment with small
innovations to see what
works

Adjusting Your Program Portfolio





Ruth McCambridge

Co-Founder and Director of Content
Nonprofit Financial Commons

Revenue Model Changes



5 Common Nonprofit Business Models



INDIVIDUAL DONOR



FOUNDATION (“INSTITUTIONAL”)



GOVERNMENT



FEE FOR SERVICE



MEMBERSHIP

Business Model Considerations



GOVERNMENT

SENSITIVITIES, RISKS, & CHALLENGES

- ▶ Very low or negative financial margins
- ▶ High sensitivity to contracting processes
- ▶ Political and policy changes which can eliminate or curtail funding
- ▶ Generally, a high level of restricted dollars

LEADERSHIP ORIENTATION

- ▶ Good political instincts and healthy field networks that provide information early and often
- ▶ Ability to mobilize stakeholders as constituents or advocates

INFRASTRUCTURE NEEDS

- ▶ Strong data collection mechanisms
- ▶ Strong compliance mechanisms and culture
- ▶ Strong financial systems that can forecast cashflow-related problems

WHO PAYS?

- ▶ Federal
- ▶ State, sometimes as passthrough of federal
- ▶ Local, sometimes as passthrough of federal, state, or county



Abrupt and Unpredictable Changes

Some may be reversible and some are not

- Recalibration in an evolving landscape requires rapid experimentation and agility and networks
- Leadership orientation: Exploration on the inside and advocacy on the outside
- When do we work on adapting the environment to us, and when do we work on our adjustments to *it*?



“

“Change always involves a dark night when everything falls apart. Yet if this period of dissolution is used to create new meaning, then chaos ends and new order emerges.”

Meg Wheatley

How to (collectively) Explore a Business Model Change

Justify the shift away from the current revenue driver. *Don't mistake system cycles for permanent change.*

Look at the time and resources available now and determine if you can build your unrestricted resources for change.

Recalibrate your governance systems to help navigate change.

Restate mission and vision for the impact or change you wish to cause.

Check the openness of your culture and communications. Orient towards fast failures, iterative testing, measurement, and feedback.

What do you have to find out?

Who/what do you wish to be accountable to?

Is there a natural fit of revenue market to need?

Do your "transaction systems" and financial processes need to change?



Gonzalo Martinez de Vedia
Executive Director
Equitable Food Initiative



Candace Mickens
Director, Finance & Operations
Equitable Food Initiative



Webinars, Seminars & Workshops

Online training offerings that introduce and develop social responsibility concepts in agricultural operations



Ethical Charter Implementation Program

Self-assess labor practices and demonstrate engagement to buyers



EFI Certification

The Gold Standard Social Responsibility Certification



Work Redesign & Skill Identification

Assess, analyze and redesign work processes to improve performance



ERGO for Regenerative Organic Certification

Satisfy Regenerative Organic Alliance's Gold Level Social Fairness Requirements With an ERGO Certificate From EFI

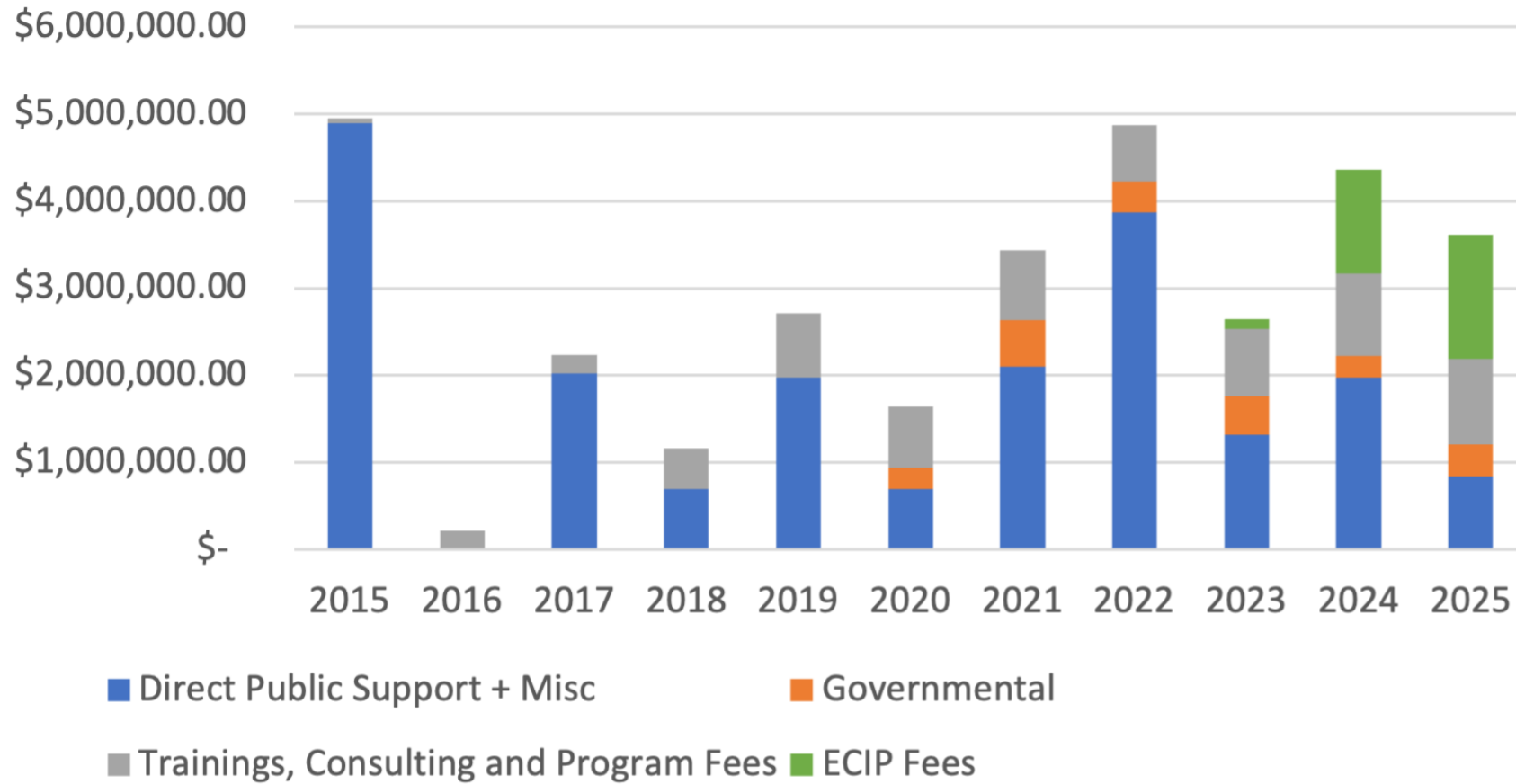


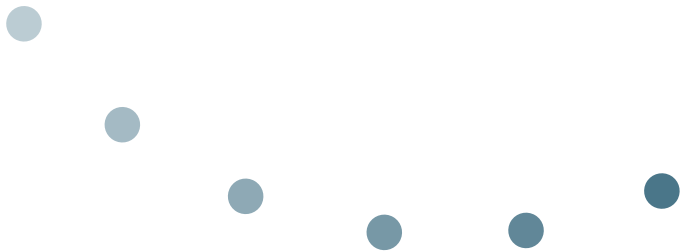
Farm Labor Contractor Certification

Earn the gold standard social responsibility certification for FLCs



EFI Income Sources 2015-2025





Business model shifts producing real
proof of concepts take time and planning and

PATIENT CAPITAL



Hilda Polanco

Market Managing Principal

BDO Nonprofit & Grantmaker Advisory



Operational Structure Changes



Functions: Levels of Support



STRATEGIC

Strategic leaders set the direction and priorities for the function (Finance, HR, IT) to support the organization's short- and long-term goals.



MANAGERIAL

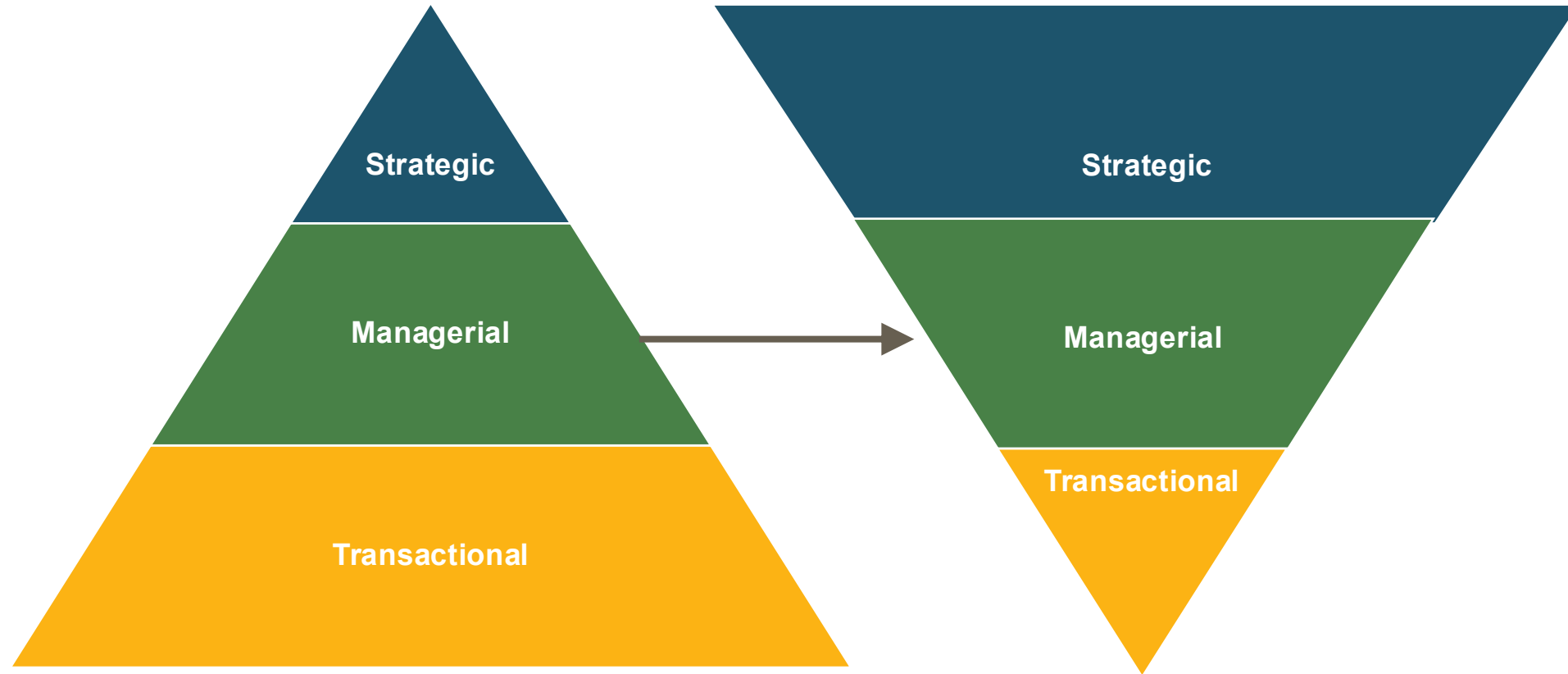
Staff in managerial roles translate strategy into plans, oversee performance, and manage people, processes, and vendors.



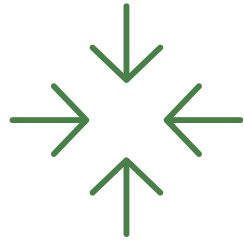
TRANSACTIONAL

Staff in transactional roles execute routing, repeatable tasks that keep the organization operating on a day-to-day basis.

Operational Functions: Prioritizing Areas of Focus

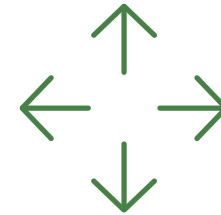
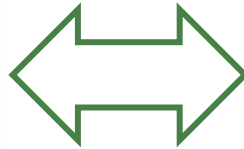


Partnership between In-House Staff and Outsourced Providers



Internal Staff

- Serve as the keeper of the culture
- Maintains connectedness across the organization



Outsourced Provider

- Purchase a specialized skill, often on a fractional basis
- Outsource process not strategy
- Establish clear criteria for measuring success

Q & A



Dana Britto

NFC Moderator, Founder and Principal
Cultivar Consulting, LLC



Tying it All Together



Reversibility *Can you undo this change without a significant investment of time or other resources?*



Implementation Speed *How quickly can this change be made and have the intended impact?*



Implementation Complexity *How easily can this change be made?*



Poll Question

Select all that apply.

What action(s) might you consider for your organization?

- Programmatic changes
- Revenue model changes
- Reorganizing our financial and administrative function
- Outsourcing some or all operating functions
- Changes to entity structure

Confidential Helpline Support

Today's presentation may leave you with practical questions of implementation and strategy. We are offering free confidential virtual consultations with finance consultants to help in your navigation of first steps. We can help address questions like:

- How do I estimate the length of time I have to **implement a redesign** given current resources?
- How do I ensure we have the right focus on **financial strategy**?
- What is a good approach to starting a **program portfolio analysis**?
- How do we become more efficient with our **back-office operations**?

Helpline



Nonprofit GPS Helpline

The Nonprofit GPS Helpline provides U.S.-based nonprofits with timely and targeted support related to business model risks. For example, consultants could provide thought leadership on high-level questions, direct you to resources or providers, or provide focused technical guidance. The Helpline does not provide access to a consultant for a deep or extended engagement.

Organizations can seek advice from financial and management consultants in areas such as but not limited to:

- Financial Planning
- Business Model Recalibration and Right-sizing
- Structural Transactions, Including Mergers, Collaborations, Spin-offs, and Closures

Please complete the inquiry form below. A consultant will respond to your inquiry within two business days. Nonprofit GPS will not sell or transfer the information you provide. We may aggregate anonymized data for the purposes of evaluation and improvement of our services.

Contact Name *

Contact Role *

Contact Email Address *

Organization Name *

Have you or your organization previously submitted an inquiry through the NPGPS Helpline? *

Yes No Not sure

Organization Type *

Select all that apply. If you select "Other" please describe in the Notes at the bottom of the form.

c13) c14) c18) Fiscally sponsored project

Other

Organization Location *

If you select "Outside of the U.S.," please describe in the Notes box at the bottom of the form.

Organization Mission Area *

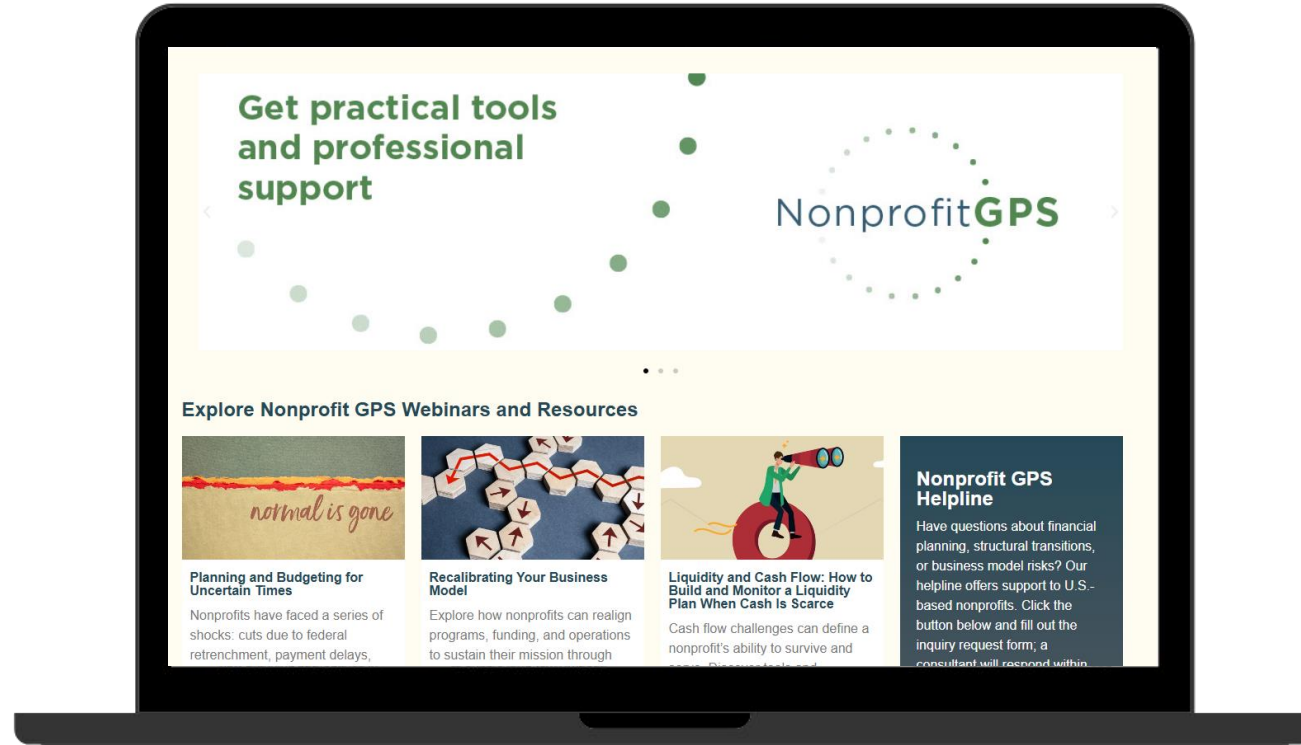
*Please select "Other" when applicable to the bottom of the form.



NonprofitGPS

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NPGPS.org



NonprofitGPS

Upcoming Events

Join Nonprofit GPS for an exploration of the strategic and financial context and key considerations for **nonprofit mergers**.

June 18th, 2026
2:00pm – 3:30pm ET

