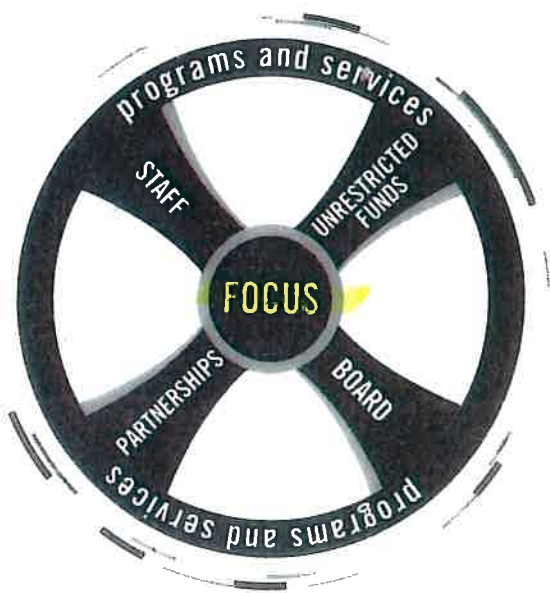


## THE FORAKER GROUP NONPROFIT SUSTAINABILITY MODEL©



During this Summit you will hear us refer to our sustainability model. Our goal at Foraker is to assist organizations in sustaining their mission by thinking and acting strategically. The model we've developed sets the context for all our services, classes, products and even this conference. We believe that as nonprofits learn and practice this model, they ensure their organization's mission will be carried out in the community.

As this diagram shows, the key element of sustainability is **focus**. Knowing "who you are" and "where you are going" are critical for long-term success. Chasing money not related to mission or failing to maintain discipline to follow a pre-determined plan are just two examples of losing focus. Without focus, organizations have a difficult time achieving mission.

The critical elements that support focus are:

- **Unrestricted funds** - Sufficient unrestricted income and reserves are necessary to carry out missions. The only sources for such funds are from mission-related earned income or charitable contributions from individuals.
- **Board-staff balance** - A competent board understands its role. It monitors the organization's strategic activities and recruits the best CEO to implement the mission. The CEO and board share power and work in a relationship of trust and respect.
- **Partnerships** - Developing mutually beneficial relationships provides efficient and effective use of resources. No organization can maintain its focus and accomplish its mission without strategic partnerships.

Sustainability is a journey, not a destination. At times, organizations will need to work more on one element than another. The point is - strive to keep all elements balanced and healthy. Then you will have a sustainable organization, with a hub and spokes that allow your mission-based programs and services to move ahead.

For more information about the sustainability model and how organizations are using it, call us at 907-743-1200.