

[Your Company Name]

[Your Tagline]

Nonprofit Business Plan [Year]

Programs, funding mix, governance and impact

Prepared by _____

Date _____

How to use this template

1. Fill in the factual sections first. Legal status, history and who you serve are things you already know.
2. Do the need section with your own records open. Intake numbers, waiting lists and local data beat national statistics.
3. Cost each program per person served before you touch the financial tables. Every other number builds on it.
4. Write the executive summary last, once the other sections give you something to summarise.
5. Delete what does not apply, and answer a question you cannot answer honestly with what you are doing about it.

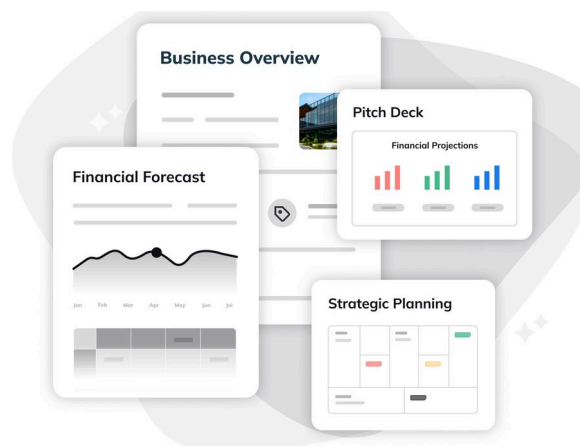
Written for the sector throughout, not a commercial template with the word nonprofit swapped in. An organisation rather than a business, a need rather than a market, peers rather than competitors, and income by restriction rather than revenue. There is no break-even line and no income tax line, because neither applies to you.

Rather not write it from scratch?

Upmetrics asks you questions and drafts each section, then builds the projections, cash flow and balance sheet so the numbers stay consistent.

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Mariia Yevlash

Student, Sumy State University - Ukraine

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Executive Summary

Write this last. A funder reads this page and decides here whether to keep reading, so lead with the need rather than with your organisation.

Organisation Name and Location

Your legal name, where you operate and the area you serve. If your catchment is a few neighbourhoods rather than a whole city, say so: specificity reads as competence.

Mission

What you exist to do, in one or two sentences a stranger could repeat back. Not a values statement.

The Need

The problem you exist to meet, with a number against it. Who is underserved locally, and what happens to them today without you.

Programs

What you actually run, who each program serves, and how many people it reached last year.

Funding

Where your income comes from and the shape of the mix. If one source is most of it, say so here rather than letting a funder find it.

What You Are Asking For

The amount, what it funds, and over what period. If this plan is not an ask, say what decision it supports instead.

Organisation Overview

The factual section. Mostly things you already know, so a good place to build momentum before the harder ones.

What the Organisation Does

Your work in plain words: who you help, with what, and how they reach you.

Legal Status

501(c)(3), charitable incorporated organisation, or whatever applies where you are. Include the registration number and when it was granted.

Founding and History

How and why the organisation started, and the milestones that shaped it. Funders use this to judge whether you are durable.

Who You Serve

The people the work is for, described as people rather than as a demographic bracket.

Goals and Objectives

Specific and measurable, with dates. 'Grow our impact' is not a goal. 'Reach 400 families by March' is.

Need and Community Analysis

The section most first drafts fill with general statements. Everything here should come from something you looked up or counted, not something you assume.

Evidence of Need

Data for your area, not the national picture. Council figures, public health data, waiting lists, your own intake records. Cite the source.

Who Else Works On This

Name the other organisations serving this need. Framing peers as competitors reads badly to funders, who often fund several of you. Describe the gap you fill instead.

Why You

What you have that is hard to replicate: trust in the community, a referral relationship, a building, staff with lived experience of the issue.

Trends Affecting the Need

What is changing: demand, funding conditions, policy, local demographics. Say whether each one helps or hurts.

Regulatory and Reporting

Registration, safeguarding, data protection, and what each funder requires you to report. Name the specific obligations and the renewal cycle.

Programs

Your programs are what a funder compares you on. Cost each one per person served, because that is the number they benchmark against other applicants.

Program Description

What each program does, who it serves and how many people it reached last year.

Cost Per Person Served

Total program cost divided by people served. Show the working, not just the result.

Delivery Model

How the program actually runs: staff, volunteers, partners, premises, referral routes in.

Governance

A scored item in most grant applications, and the section commercial templates have no equivalent of. A thin answer here is read as a real risk.

Board Members

Name, what they do outside the organisation, and the specific thing they are on the board for: finance, legal, lived experience, a link to the community you serve.

Board and Staff Responsibilities

What the board decides and what staff decide. Spending thresholds, hiring, program changes. Assessors look for an organisation where one person is not quietly doing all three.

Meeting Schedule and Quorum

How often the board meets and what attendance has actually been. If it has been thin, say so and say what you are changing.

Policies

Conflict of interest and safeguarding: that they exist, when they were last reviewed, and who reviews them. One short paragraph. Its absence is noticed far more than its presence is rewarded.

Impact and Measurement

Separate what you did from what changed. Forty workshops delivered is an activity. Thirty-one of the attendees still in work six months later is an outcome.

Outcomes

What changed for the people you serve, and how you know. One measured outcome with its method described beats five impressive figures with no source.

How You Collected It

A follow-up call, a form at the door, data from a partner agency. One sentence of method turns a figure into evidence.

Give the Denominator

Eighty percent of respondents means nothing if four people replied. Write it as a fraction and let the reader judge.

What Did Not Work

One program that underperformed and what you changed. This does more for a funder's confidence than another success.

Fundraising and Communications

The nonprofit equivalent of sales and marketing. The job is not to sell, it is to make the case and keep the people who already back you.

Case for Support

Why someone should fund this rather than something else. One paragraph you could read aloud.

Communications

How people hear about the work: newsletter, local press, social, word of mouth through partners. Name the two or three that actually produce something.

Fundraising Plan

Grants you intend to apply for with their deadlines, appeals you run, and any events. Put a target and a cost against each.

Donor and Funder Stewardship

How you keep the funders you have. Reporting on time, telling them what their money did, and asking again before it runs out. Far cheaper than finding new ones.

Operations Plan

The day to day. What has to happen every week for the work to run.

Staff and Volunteers

The roles you need, paid and unpaid, and what each costs. Volunteers are not free: count the hours it takes to recruit, train and manage them.

Delivery and Schedule

What happens in a normal week: sessions, outreach, casework, referrals in and out.

Partners and Suppliers

Who you depend on, on what terms, and what you would do if one of them fell through.

Systems and Tools

What you run on: case management, donor database, accounting, safeguarding records. What each costs per year.

Staff and Leadership

Your board is covered in the governance section. This is the paid team and who is accountable for what.

Executive Lead

Your director or lead's relevant experience, stated plainly. What they have run or delivered before.

Key Staff

Who else is senior, what they are responsible for, and what they did before.

Organisational Structure

Who reports to whom, and which decisions sit with staff rather than the board. A simple chart beats a paragraph.

Pay and Conditions

Salary bands, and your policy on pay ratios if you have one. Funders increasingly ask, and underpaying staff is a sustainability risk rather than a saving.

Financial Plan

The section a funder checks first. Fill it in from your actual accounts and real quotes, not from a target you worked backwards from.

Important Assumptions

The handful of figures everything else rests on: expected grant income, people served, and cost per person. Write them down so a reader can judge them.

Income Forecast

PERIOD	PEOPLE SERVED	INCOME	CHANGE
Year 1			
Year 2			
Year 3			

Build this from confirmed income first, then pipeline. Showing what is already committed separately from what you hope for is what makes the rest believable.

Statement of Activities

CATEGORY	YEAR 1	YEAR 2	YEAR 3
Income			
Restricted grants			
Unrestricted giving			
Service contracts			
Earned income			
Events			
Other income			
Total income			
Program costs			
Program staff			
Direct delivery costs			
Premises used for delivery			
Total program costs			
Support costs			
Core staff			
Administration			
Fundraising costs			
Governance and audit			
Total support costs			
Total expenditure			
Surplus or deficit			

The nonprofit equivalent of a profit and loss. Split income by restriction: a healthy total can still hide an inability to pay salaries, because restricted money cannot be spent on core costs.

Cash Flow

CATEGORY	YEAR 1	YEAR 2	YEAR 3
Opening cash balance			
Grant instalments received			
Donations received			
Contract payments received			
Earned income received			
Total cash in			
Salaries			
Delivery costs			
Premises			
Administration			
Total cash out			
Net movement			
Closing cash balance			

Grants arrive in instalments and contracts pay in arrears, so a fully funded organisation can still be unable to make payroll in a given month. This is the table that catches that.

Statement of Financial Position

CATEGORY	YEAR 1	YEAR 2	YEAR 3
Assets			
Cash			
Grants receivable			
Prepaid expenses			
Equipment and fixtures			
Total assets			
Liabilities			
Accounts payable			
Deferred income			
Loans			
Total liabilities			
Funds			
Unrestricted funds			
Restricted funds			
Designated funds			
Total funds			
Total liabilities and funds			

What the organisation holds against what it owes. Funds are split by restriction, because restricted money is not available for general running costs however healthy the total looks.

Ratios Funders Check

ITEM	AMOUNT
Program costs	
Support costs	
Fundraising costs	
Total expenditure	
Overhead ratio (support costs / total expenditure)	
Program ratio (program costs / total expenditure)	
Cost per person served (program costs / people reached)	
Months of reserves (unrestricted funds / monthly running costs)	
Largest single funder (as a percentage of total income)	

Work these out before someone asks. An overhead figure under ten percent usually means you are underinvesting in your own staff, which reads as a risk rather than a virtue, so be ready to explain whatever yours is.

Funding Mix

SOURCE	AMOUNT	STARTS	ENDS	RESTRICTED?
Restricted grants				
Unrestricted giving				
Service contracts				
Earned income				
Events				
Other				

Your equivalent of a revenue model, and the table a funder reads concentration risk off. Two organisations raising the same total can look completely different here.

Funding Needs

How much you need, what it pays for, and over what period. Separate what is already committed from what you are still seeking.

Use of Funds

What the money actually buys, line by line, split between program and support costs. A funder compares this against the amount you asked for.

Risk Management

Funders read this as evidence you have thought past the optimistic case. The honest answer is usually about funding concentration and key people.

Risk Identification

The realistic ones: a major grant not renewed, a key staff member leaving, demand rising faster than capacity, a safeguarding incident. Not every possible risk, the likely ones.

Mitigation

What is in place for each. Reserves, a diversified funding mix, insurance, documented handovers, trained staff.

Reserves Policy

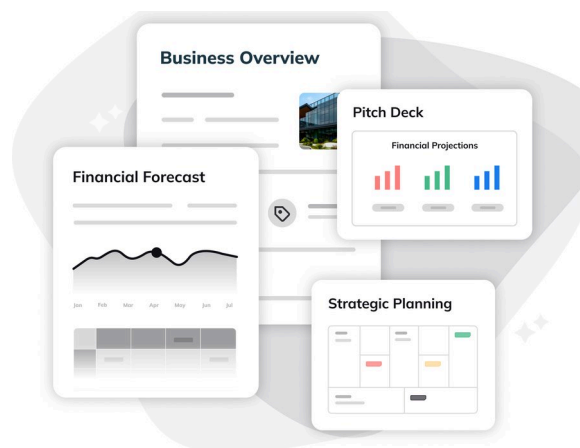
How many months of running costs you hold and why that figure. If you do not have a policy, say so and say when you will.

Safeguarding and Compliance

Where you could fall foul of a duty, and how you stay on top of it: training, checks, audits, a named lead.

The plan is the easy half. The financials are the half that **gets checked.**

Upmetrics builds the projections, cash flow and balance sheet so they stay consistent with each other as you change a number.



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