Omaha Community Foundation

Growing good, together.

Exploring Nonprofit Business Models

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October 2025

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Omaha Community Foundation

Thank you to CHI Health for hosting today's session.

CHI Health
A member of CommonSpirit

Omaha Community Foundation

Our Mission and Vision

Mission

We maximize the power of philanthropy to strengthen our community.

Vision

A connected community of passionate philanthropists, strong nonprofits, and thriving residents.

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What is a Community Foundation?

- 900+ community foundations nationwide
- Structure: 501(c)(3)
- National Standards Accreditation
- Giving tools
  - Charitable giving funds
  - Concierge level service
  - Community connections
  - Partner grantmaking

OCF's Impact

- **Serving:** Community, Nonprofits, Donors
- **2,000+** Donor Funds
- **$240M** in grants processed in 2024
- **17,000+ grants** to **3,200** nonprofits
- **Capacity building** resources to strengthen the vital community of nonprofits to support diversified funding streams and sustainability.

Capacity Building Series

- **Building Resources**

Each session of the Nonprofit Success Series builds upon the content of the previous session. The goal is to equip nonprofits to thrive and meet their mission.

OCF 101 → Agency Funding → Fiscal Sponsorship → Grant Writing → Navigating Funder Relationships → Strategic Planning → Mergers → Nonprofit Finances → Nonprofit Business Models → Nonprofit Lifecycles

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“Nonprofit” is a tax status, not a business model.

- Sustainable organizations blend mission, money, and management.
- Today’s goal: expand how we think about the ways nonprofits create, deliver, and capture value.

Defining Nonprofit Business Models

A business model describes how an organization creates, delivers, and sustains value—for both community and stakeholders.

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Common Nonprofit Business Models

- Grant-Funded Service (traditional charity model)
- Membership
- Fee-for-Service
- Government-Contracted Service

Common Nonprofit Business Models - Continued

- Social Enterprise / Earned Income
- Collective Impact / Backbone Model
- Hybrid or Multi-Revenue Stream

"A strong business model isn't defined by where your money comes from; it's defined by how consistently your mission can thrive."

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The Nonprofit Evolving Landscape

Pressures reshaping nonprofit business models:

Declining unrestricted giving and competitive grant funding

Rising costs and workforce pressures

Donor and funder expectations for measurable impact

Cross-sector collaboration and blurred lines between nonprofit, government, and business

Opportunities:

Earned revenue strategies

Strategic partnerships and mergers

Shared services and fiscal sponsorship

Anatomy of a Sustainable Model

Adapted "Business Model Canvas" for nonprofits.

Value Proposition – What problem are we solving? For whom?

Revenue Mix – How do funds flow in (grants, fees, contracts, investments)?

Cost Structure – Where do resources go? Are they flexible or fixed?

Infrastructure & Capacity – Systems, people, and partnerships that sustain operations.

Impact Model – How success is measured and communicated.

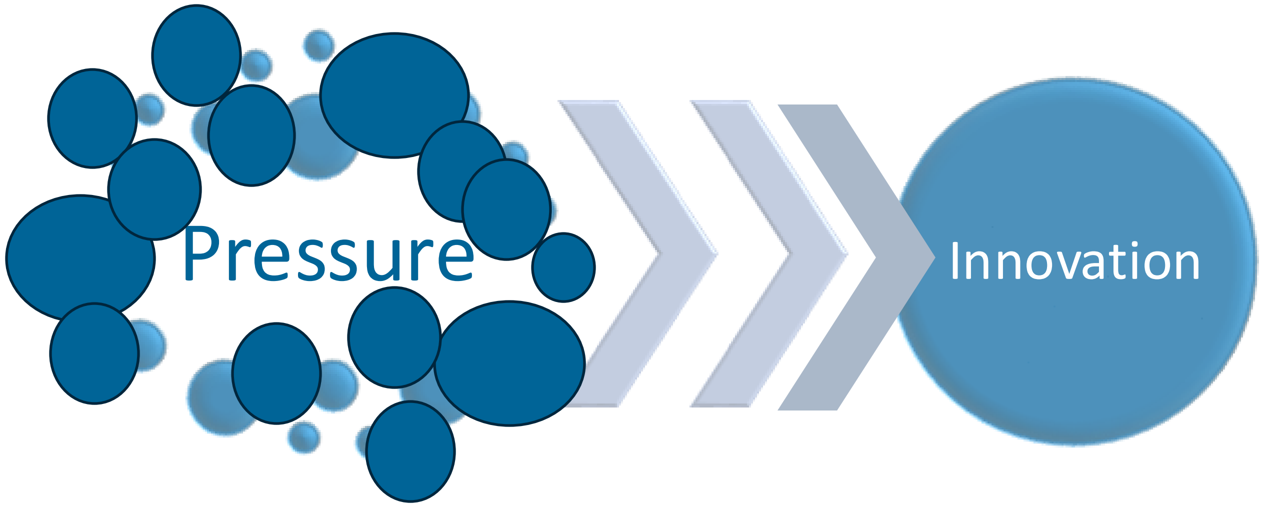
The Evolving Landscape

Pressures reshaping nonprofit business models:

- Declining unrestricted giving and competitive grant funding
- Rising costs and workforce pressures
- Donor and funder expectations for measurable impact
- Cross-sector collaboration and blurred lines between nonprofit, government, and business

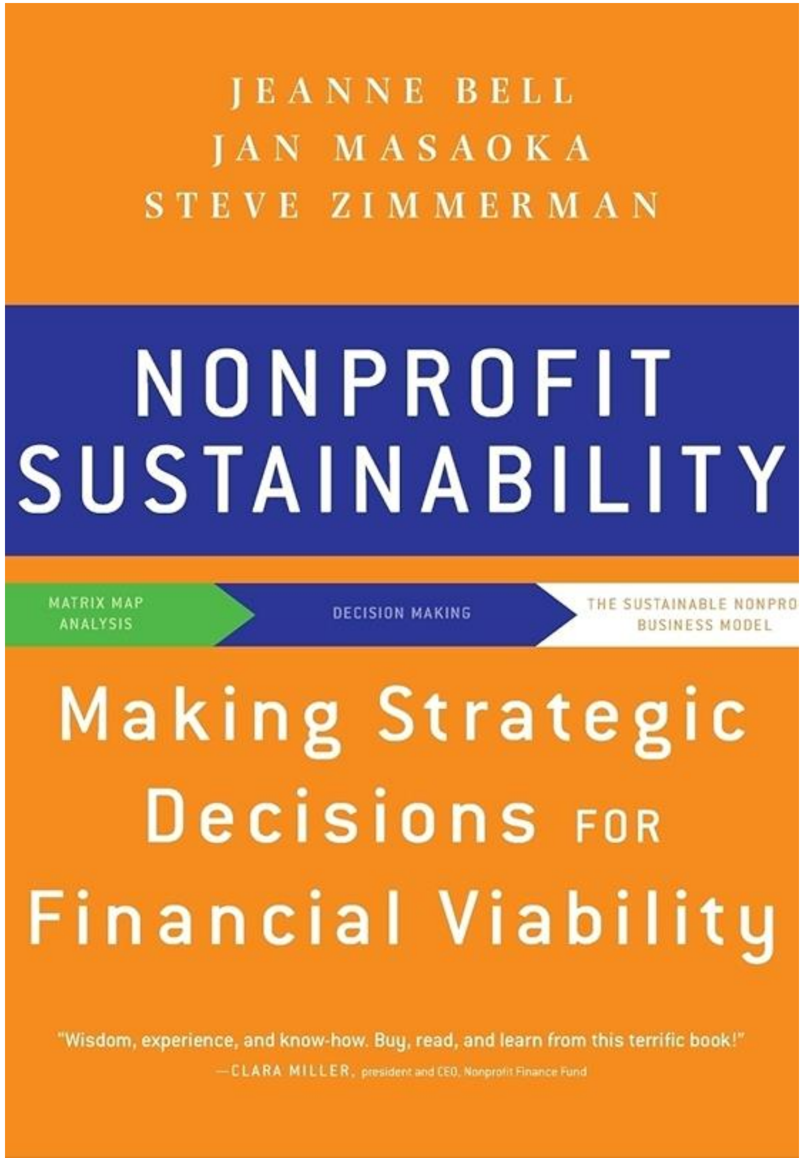
Opportunities

- Earned revenue strategies
- Strategic partnerships and mergers
- Shared services and fiscal sponsorship
- Technology, data, and community engagement as value drivers



Resources to Access More Information

- **Nonprofit Sustainability:** Making Strategic Decisions for Financial Viability by Jeanne Bell, Jan Masaoka, & Steve Zimmerman



Welcome Business Model Panelists

Dr. Carole Patrick,
President & CEO VNA

vna Visiting Nurse Association

Eric Stueckrath
President & CEO

outlook

Miah Sommer
Executive Director

ASTUTE COFFEE

The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATERGORIES
Production
Problem Solving
Platform/Network

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. *Awareness*
   How do we raise awareness about our company's products and services?
2. *Evaluation*
   How do we help customers evaluate our organization's Value Proposition?
3. *Purchase*
   How do we allow customers to purchase specific products and services?
4. *Delivery*
   How do we deliver a Value Proposition to customers?
5. *After sales*
   How do we provide post-purchase customer support?

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES	FIXED PRICING	DYNAMIC PRICING
Asset sale	*List Price*	*Negotiation (bargaining)*
Usage fee	*Product feature dependent*	*Yield Management*
Subscription Fees	*Customer segment dependent*	*Real-time-Market*
Lending/Renting/Leasing	*Volume dependent*	
Licensing		
Brokerage fees		
Advertising		

Thank you!

Please Take 5 Minutes to Complete a Brief Evaluation of the Workshop

Please Contact Us with Any Questions:

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