FMA
FISCAL STRENGTH FOR NONPROFITS

Revenue Analysis Worksheet: Instructions

In times of funding uncertainty, the attached worksheet can be used to understand possible financial scenarios and determine the need for contingency plans. The worksheet allows the user to project best, moderate, and worst case revenue scenarios based on the likelihood of receipts and to compare each revenue scenario to projected program-level and overall expenses.

The tab labeled "WORKSHEET" is a blank template, while the tab labeled "Example" provides a hypothetical example to illustrate how the tool can be used.

The instructions below explain, step-by-step, how to use the template.

Category	Cell / Column / Row	Instructions
INPUTS	Note: enter input into *yellow highlighted* cells only	
Variable Revenue Assumption	*Row 7, Columns F, G, H*	Enter the percentage of possible *variable* revenues that should be included in calculations of Best, Moderate, and Worst case scenarios. By default, percentages are set as follows: Best=100%, Moderate=75%, Worst=50%. (Note: By variable revenue, we mean sources other than fixed-amount grants and contracts. Common types of variable revenue include program fees, general fundraising appeals, board member contributions, special event income, investment income, etc.)
Program Names	*Cells A11, A22, A33, A44, A55, A66, A77*	Enter the name (or abbreviation) of each program in the header rows labeled Program 1, Program 2, etc. (Note that you can use the "+" buttons in the left-hand margin to expand the sheet to up to seven programs, plus an Unrestricted Revenue category.)
Program Expense Budgets	*Cells B18, B29, B40, B51, B62, B73, B84*	For each program entered in the step above, enter that program's total expense budget for the fiscal year.
Non-Program Expense Budget	*Cell B108*	Enter the combined fiscal year expense budget for all non-programmatic functions (i.e. fundraising/development and administration/management & general).
Potential Program Funding Sources (Fixed Amounts)	*Column B, Cells 11-15, 22-26, 33-37, 44-48, 55-59, 66-70, 77-81*	For each program, enter the names of all potential grant or contract sources that provide funding restricted to, earned by, or otherwise directed toward that specific program.
	Column D, Cells 11-15, 22-26, 33-37, 44-48, 55-59, 66-70, 77-81	For each potential grant or contract source, enter the total possible revenues for the current fiscal year associated with that grant or contract source (for example, the amount of your organization's grant proposal to a foundation or the funding available in a grant/contract RFP).
	Column E, Cells 11-15, 22-26, 33-37, 44-48, 55-59, 66-70, 77-81	For each potential grant or contract source, select from the dropdown your best estimate of the likelihood of receiving that revenue (options are 100%, 75% and 50%). For instance, if the funding has been received or committed already, select 100%. If you feel there is a strong but not certain chance of receiving the funding, select 75%. If you have applied for or identified a relevant funding opportunity but its receipt is highly uncertain, select 50%.
Potential Program Funding Sources (Variable Amounts)	*Column C, Cells 16-17, 27-28, 38-39, 49-50, 60-61, 71-72, 82-83*	For each program, enter the names of potential variable revenue sources that provide funding restricted to, earned by, or otherwise directed toward that specific program. By variable revenues, we mean something other than fixed-amount grants and contracts. Common types of variable revenue include fee-for-service revenues, program participant fees, sales generated by program activities, direct fundraising appeals to benefit the program, etc.
	Column D, Cells 16-17, 27-28, 38-39, 49-50, 60-61, 71-72, 82-83	For each variable revenue source or type listed in the step above, enter the maximum estimated revenues for the current fiscal year associated with that revenue source or type.
Unrestricted Revenue Sources (Fixed Amounts)	*Column B, Cells 88-97*	Enter the names of all potential grant or contract sources that provide funding for unrestricted or general operating purposes (i.e. *not* restricted to, earned by, or otherwise directed toward any specific program).
	Column D, Cells 88-97	For each potential unrestricted / general operating grant or contract source, enter the total possible revenues for the current fiscal year associated with that source (for example, the amount of your organization's grant proposal to a foundation or the funding available in a grant/contract RFP).
	Column E, Cells 88-97	For each potential unrestricted / general operating grant or contract source, select from the dropdown your best estimate of the likelihood of receiving that revenue (options are 100%, 75% and 50%). For instance, if the funding has been received or committed already, select 100%. If you feel there is a strong but not certain chance of receiving the funding, select 75%. If you have applied for or identified a relevant funding opportunity but its receipt is highly uncertain, select 50%.
Unrestricted Revenue Sources (Variable Amounts)	*Column C, Cells 98-107*	Enter the names/categories of potential variable revenue sources that provide unrestriced / general operating funding to the organization (i.e. funding that is *not* restricted to, earned by, or otherwise directed toward any specific program.) By variable revenues, we mean something other than fixed-amount grants and contracts. Common types of variable unrestricted revenue include general fundraising appeals, board member contributions, special event income, investment income, etc.

Column D, Cells 98-107	For each variable revenue source or type listed in the step above, enter the *maximum* estimated revenues for the current fiscal year associated with that revenue source or type.

OUTPUTS

Revenue Scenarios by Program	*Columns F-H*	Based on the information entered by the user, the worksheet will calculate "Best-Case," "Moderate Case," and "Worst Case" revenue scenarios for each program and for unrestricted/general operating revenues. "Best Case" scenarios will include all fixed-amount funding prospects with at least a 50% likelihood of receipt and the "Best Case" percentage of the estimated amount of variable revenues specified in row 7. "Moderate Case" scenarios will include all fixed-amount funding prospects with at least a 75% likelihood of receipt and the "Moderate Case" percentage of the estimated amount of variable revenues specified in row 7. "Worst Case" scenarios will include only those fixed-amount funding prospects with a 100% likelihood of receipt and the "Worst Case" percentage of the estimated amount of variable revenues specified in row 7.
Financial Impact Scenarios (Deficit/Surplus) by Program	*Columns F-H, Rows 20, 31, 42, 53, 64, 75, 86, 110*	For each program and each scenario, the worksheet will calculate a projected program-level surplus or deficit based on the expense budget entered for each program. This will show, in the case of a deficit, the amount of revenue increase or expense decrease necessary for financial break-even, or in the case of a surplus, the amount that the program may be contributing to organizational overhead, reserves, or cross-program subsidies.
Projected Overall Bottom Line	*Columns F-H, Row 115*	The final rows of the worksheet calculate the projected revenues, expenses and surplus or deficit for the organization as a whole, based on each of the revenue scenarios.

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Revenue Analysis Worksheet

Program/ Department/ Function	Funding Source	Total Possible Revenues (Current Year Portion *only*)	Likelihood of Receipt (%)	Revenue Scenarios: Best Case	Revenue Scenarios: Moderate Case	Revenue Scenarios: Worst Case	Notes
Program 1							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 1	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 2							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 2	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 3							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 3	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 4							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 4	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 5							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 5	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 6							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 6	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Program 7							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for Program 7	$ -		Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Unrestricted Revenue							
	VARIABLE:		n/a	-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
	VARIABLE:			-	-	-	
FY Expense Budget for non-programmatic functions (fundraising, M&G):	$ -		Unrestricted Revenue Subtotal	$0	$0	$0	
			Expense Budget	$0	$0	$0	
			Surplus /Deficit	$0	$0	$0	
Total Organization			Total Revenue	$0	$0	$0	
			Total Expenses	$0	$0	$0	
			TotalSurplus / Deficit	$0	$0	$0	

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Revenue Analysis Worksheet

Program/ Department/ Function	Funding Source		Total Possible Revenues (Current Year Portion *only*)	Likelihood of Receipt (%)	Revenue Scenarios: Best Case	Revenue Scenarios: Moderate Case	Revenue Scenarios: Worst Case	Notes
Pre-Kindergarten Program	Government Contract A		$ 275,000	100%	275,000	275,000	275,000	
	Government Contract B		$ 75,000	75%	75,000	75,000		
	Grant from Foundation A		$ 40,000	50%	40,000			
	VARIABLE:	Earned program revenue	$ 75,000	n/a	75,000	60,000	45,000	
	VARIABLE:				-	-	-	
FY Expense Budget for Pre-Kindergarten Program	**$ 400,000**			**Revenue Subtotal**	**$465,000**	**$410,000**	**$320,000**	
				Expense Budget	**$400,000**	**$400,000**	**$400,000**	
				Surplus /Deficit	**$65,000**	**$10,000**	**($80,000)**	
After-School Program	Grant from foundation B		$ 100,000	75%	100,000	100,000		
	Grant from foundation C		$ 35,000	50%	35,000			
	VARIABLE:	Participant fees	$ 20,000	n/a	20,000	16,000	12,000	
	VARIABLE:				-	-	-	
FY Expense Budget for After-School Program	**$ 150,000**			**Revenue Subtotal**	**$155,000**	**$116,000**	**$12,000**	
				Expense Budget	**$150,000**	**$150,000**	**$150,000**	
				Surplus /Deficit	**$5,000**	**($34,000)**	**($138,000)**	
Unrestricted Revenue	Foundation X general operating support grant		$ 50,000	75%	50,000	50,000		
	VARIABLE:	Annual appeal	$ 100,000	n/a	100,000	80,000	60,000	
	VARIABLE:	Special event income	$ 40,000		40,000	32,000	24,000	
	VARIABLE:	Board donations	$ 10,000		10,000	8,000	6,000	
	VARIABLE:	Investment income	$ 2,500		2,500	2,000	1,500	
	VARIABLE:				-	-	-	
	VARIABLE:				-	-	-	
	VARIABLE:				-	-	-	
	VARIABLE:				-	-	-	
	VARIABLE:				-	-	-	
	VARIABLE:				-	-	-	
FY Expense Budget for non-programmatic functions (fundraising, M&G):	**$ 150,000**			**Unrestricted Revenue Subtotal**	**$202,500**	**$172,000**	**$91,500**	
				Expense Budget	**$150,000**	**$150,000**	**$150,000**	
				Surplus /Deficit	**$52,500**	**$22,000**	**($58,500)**	
Total Organization				**Total Revenue**	**$822,500**	**$698,000**	**$423,500**	
				Total Expenses	**$700,000**	**$700,000**	**$700,000**	
				TotalSurplus / Deficit	**$122,500**	**($2,000)**	**($276,500)**	

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