



# SOCIAL ENTERPRISE: The Bridge from Scarcity to Sustainability

Moving from funding volatility to financial durability

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PowerNET 2026

Toronto, Canada

May 5, 2026

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**LESS FUNDRAISING. MORE IMPACT.**

# Today's Conversation

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THE  
CHALLENGE



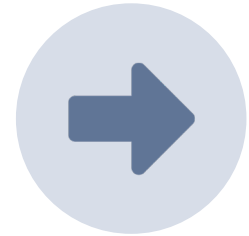
THE SHIFT



REAL-WORLD  
EXAMPLE



ARE YOU  
READY?



TAKE ACTION



# If new cash stopped tomorrow ...

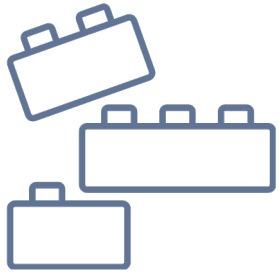
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How long could you operate?

What revenue is truly unrestricted?

What expenses are fixed?

What arrives late?



# THE CHALLENGE

Why strong nonprofits still feel financially fragile



# Why This Conversation Matters Now

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36%

**Deficit**

*Expect to end year in deficit*

52%

**< 3 months**

*Less than 3 months cash on hand*

84%

**Expect cuts**

*Receiving government funding*

**Strong organizations are structurally fragile.**

*Nonprofit Finance Fund 2025 State of the Sector Survey*



# The Philanthropy Trap

A cycle we never intended to build



LESS FUNDRAISING. MORE IMPACT.

# Why the Model Creates Strain

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**Reactive**

Not Strategic

**Restricted**

Not Flexible

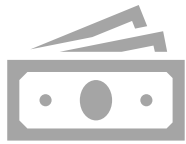
**High effort**

Low Margin



# The Beliefs That Keep Us Stuck

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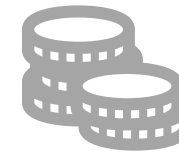
Good work will  
attract funding



More programs  
= more impact



Overhead should  
be minimized



Revenue feels  
off-mission

Unexamined beliefs become operating constraints.



# Funding and Revenue Behave Differently

Balance creates sustainability.



## FUNDING

Given

Restricted

Starts



## REVENUE

Earned

Flexible

Sustains





# THE SHIFT

From funding dependency to financial sustainability



# The Question That Changes Everything

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From: Who will  
fund us?



To: Who benefits  
enough to pay?



# What Drives the Conversation

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Demand is  
increasing

Funding is  
volatile

Capacity is  
stretched





# REAL-WORLD EXAMPLE

How organizations begin exploring earned revenue



# From Conversation to Exploration

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LESS FUNDRAISING. **MORE IMPACT.**

# Do's of Earned Revenue Exploration

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Align  
mission



Start  
small



Test  
demand



Know  
true cost



# Common Pitfalls to Avoid

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Pricing  
first



Overbuild  
early



Mission  
drift



Assume  
scale





# ARE YOU READY?

Assessing your organization's starting point

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# Sustainability Readiness Framework

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LEADERSHIP  
+ MINDSET



CAPACITY



FINANCIAL  
HEALTH



GOVERNANCE  
+ STRUCTURE



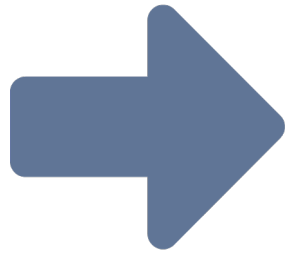
COMMUNITY  
VALUE



Which domain is **most challenging** for your organization?

What would improvement look like?

What did you hear at  
your tables?



# TAKE ACTION

Three steps to begin the shift

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# Three Practical Starting Points

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HAVE A LEADERSHIP  
CONVERSATION ABOUT  
SUSTAINABILITY



CALCULATE THE TRUE COST OF  
ONE SERVICE



CONDUCT FIVE DISCOVERY  
CONVERSATIONS



LESS FUNDRAISING. **MORE IMPACT.**

# Questions



**Philanthropy  
Is the Fuel**



**Revenue  
Is the Engine**

This is how organizations move  
**from dependency to durability.**



# Where does your organization stand?

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Take the 3-minute  
assessment and see  
where your  
organization is



# Thank you

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