



## Adaptive Management Software for Conservation Projects

### Miradi Pricing Principles

The Miradi Project is committed to helping build a better and more sustainable world by creating software tools to help conservation practitioners in their critically important jobs. To ensure its ongoing success, Miradi needs to be sustainable itself. We have three core concepts in our approach to sustainability: *trust, value and fairness*. Together with our users and supporters, we want to create a community that thrives and benefits the entire world for years to come.

The Miradi Project is an experiment in finding an effective way to create open source software to meet the evolving needs of the social sector. Help us make this a successful experiment!

#### **Trust**

We believe in trust. We believe that trust is repaid by trust. We'll operate within the bounds of mutual trustworthiness. For the Miradi Project, that means we'll do the following:

- Provide Miradi software under the General Public License (GPL) free and open source software license
- Add features primarily based on user feedback, trusting that they know best how we can help them
- Work within a governance process that vests the majority of decision-making power in the hands of our users
- Be transparent about our finances, so that everybody who is interested can understand the funding flows
- Assume that our users are telling the truth when they identify as being unable to afford our recommended download fees and use the "low-income" options

We're expecting that our trust will be repaid as follows:

- Users will actively provide us with help in charting the future of the Miradi software, by reporting bugs and requesting enhancements
- Users who get value from Miradi support the project morally and financially at modest but respectable levels
- People who enhance Miradi contribute those improvements back to the community under the terms of the GPL
- Folks using the freedom of the GPL to create derivatives outside the Miradi Project respect our trademark and brand by not using the Miradi name

#### **Value**

Miradi only makes sense if by getting together we can create a tool that meets important needs far better and for far less cost than doing this separately. We believe that there is a combination of

financial and in-kind resources in the conservation field that is more than sufficient to support the Miradi Project if we create real value.

Our financial objectives around value are:

- We are not trying to recover our initial investment: we're interested in sustainability going forward and covering our ongoing costs to operate and enhance the project
- We are not trying to make a profit doing this: the Miradi partners are all nonprofits who rate mission over money. Our initial pricing proposal assumes we probably won't make money, but keeps us from being 100% dependent on grants to sustain the project
- Our goal is to sustain the Miradi Project without requiring philanthropic funding long-term. If we truly create the kind of value we seek, our users should be able to underwrite the costs of a limited number of paid staff to deliver support, training and software maintenance. Miradi was initially developed with 10% user funds and 90% grant funds – over the long-term, we hope to steadily increase the user contribution percentage.

We will utilize volunteer assistance that is good value for the project, to reduce the costs of operating the project and to accept the good will of those who wish to contribute to Miradi. We will encourage donors and users to send in additional funds over and above our recommended fees, if they are moved to expand their support or feel that the value exceeds what they are paying.

### ***Fairness***

We delight in the diversity of the open source movement, and we know that it includes rich groups and poor groups, activists, governments, schools and students. We're open to a continuing discussion of the fairness of our approach. We see everything through a mission lens: how should we operate to maximize the positive social impact of Miradi on conservation?

We use the concept of cross-subsidization in creating our financial plan. Financial contributions to the project should be different for groups at different resource levels. We want to be able to help the group with an annual budget of \$5,000 as well as the one with a budget of \$500,000,000. Fairness would dictate a different level of financial support from these different groups, too.

We will respond to any reasonable request to revisit our fee structure for downloads and/or support. We will also revise it if it's not bringing in sufficient resources, or if it is bringing in more resources than we need to accomplish our mission objectives. We know that making Miradi available under the GPL puts constraints on our pricing, and so we need to make sure we're delivering value to win the trust and support of the community.

In conclusion, we hope that trusting in the community will lead to a vibrant and shining example of free and open source software that provides value in meeting important needs in society and is able to sustain itself beyond its initial funding.