

## PULLING IT ALL TOGETHER: THE BUSINESS PLAN

Once you have answered the questions outlined in this document, you have created the elements needed for a Business Plan. The plan does not need to be a lengthy document; in fact, Opportunities Exchange recommends using a simple and concise PowerPoint format for presenting a business plan for several reasons:

- PowerPoint format is ready to share with stakeholders – board of directors, staff, funders, families in participating centers – from whom buy-in is needed.
- Stakeholders are more likely to read and comprehend the plan if it is concise and visual (vs. lengthy narrative format).

[Download a copy of the Sample Business Plan from the website](#)

In addition to the components discussed, the business plan should include the following elements:

- Governance Structure, including:
  - Roles and responsibilities of all partners - summary of the MOU or other Governance document
  - Structure of the SFCCN – organizational chart that delineates relationships among partners
- Implementation Timeline

### Governance Structure

It is important for everyone to be clear about roles and responsibilities. These issues are unique to each SFCCN and should be spelled out in a governance document such as a **Contract** or **Memorandum of Understanding** that each member and the Hub(s) sign. Key issues in this document are:

- Who will perform what tasks?
- What is the timeline for assigned work?
- What information and data will be shared and how?
- How will decisions be made, e.g., through a contract, as a collective, as Board members of a new entity, etc.?
- How will the cost of providing services be covered during startup and ongoing?
- Will there be a new entity created and/or will there be a “sponsoring organization” (for example, a local community foundation) that will provide the physical and/or financial “home” for the Alliance? [It should be noted that some funders prefer utilizing an existing organization rather than creating a new 501c3, if possible].

[Download a copy of the Sample MOU from the website](#)

### Implementation Timeline

The Business Plan should set goals for each activity in order to keep the process moving forward. Because Shared Services is a strategy to address the critical shortages of time and money, it can be a challenge for members to carve out time for the work required to launch a new SFCCN (despite the fact that once launched, the SFCCN will “give back” time to members!)

The business plan should address the process for **adding additional organizations and services to the SFCCN** after its initial launch. While it is better to keep a SFCCN small in the early phase in order to learn from pilot activities, a SFCCN should eventually serve enough programs and children to achieve significant economies of scale and specialization.