

[ORGANIZATION NAME]

BUSINESS PLAN

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1. EXECUTIVE SUMMARY

2. ORGANIZATION DESCRIPTION

- Mission and History.
- Location and community/neighborhood/service area profile.
- Governance and management structure; high level.
 - Community Land Trust Structure
 - CDC Structure
 - Other

3. PROGRAM AND SERVICES

- Overall description of current programs/services
- Description of programs/services pertaining to real estate including target market summary and geographic regions served.
 - Real estate holdings and Affordable Housing Developments that the organization owns and operates.
 - Development history, including a list of real estate owned.
 - Litigation history.
 - Organizational good standing information for the past 3 years, or for all years the Applicant has been in legal existence (if less than 3 years).
 - Types and estimated quantity of properties the organization intends to acquire and operate.
- Service delivery approach for current and proposed programs.
- Impact of current and proposed programs.

4. MARKET ANALYSIS

- Market Overview: who are the other service providers (types of programs, client demographics, fee structure)?
- Market Demand: what is the demand for the current services and proposed services (community needs assessment, demographics, service gaps, etc.)
- Competitive Advantage: what is similar and different about your services and any proposed new programs?
- Market Trends: what changes do you anticipate from the other service providers and how will this affect market demand (market trends and growth projections)?
- Marketing and outreach strategies (for different target markets).
- Organizational branding.
- Identification of any barriers to market entry.
- What unique factors are in your market?
- What experience /relationships will you be leveraging in your proposed market?

5. OPERATING STRATEGIES AND IMPLEMENTATION

- Staffing plan
- Collaborations, partnerships, & strategic alliances.
- Management information
- Staffing plan and operational capacity
 - **Construction Management Capacity:** specific staff or consultant(s) who will provide construction management functions including rehabilitation, permit applications and expediting, cost analysis, completion of evaluations, change order evaluations, scope analysis and schedule analysis.
 - **Asset Management Capacity:** describe asset management staffing plans and show how applicant plans to manage the financial performance and capital needs of their existing and future assets, including timely performance of capital needs assessments, maintaining adequate replacement reserves and timely collection of tenant rents if applicable.
 - **Program and Property Management Capacity:** The applicant must demonstrate that they have:

1. Resident selection procedures that meet the fair housing requirements as detailed in the FIHPP Guidelines, ensuring that if a property transitions to cooperative ownership, fair housing requirements continue to be met.
 2. **A monitoring plan** to ensure ongoing compliance (eg., annual verification of primary residence, annual income verification for rental properties).
 3. A plan to ensure that properties in the organization's portfolio are transferred to another Eligible Sponsor that will maintain long-term affordability if the organization shuts down, is determined to be out of compliance, or is otherwise no longer a fit and willing owner.
 - Capacity - Homeownership Units. Applicants seeking FIHPP funds for properties to be managed as affordable homeownership units must also demonstrate that they have a plan for managing resales, including a resale formula to determine the new sales price.
- Other resources needed for program implementation (space needs, equipment, etc) (*ensure that this ties in with the excel operating budget submitted along with this business plan.*)
 - Timeline and milestones

6. FINANCIAL ANALYSIS

- Summary of the organization's overall financial position and fiscal health.
- Start-up requirements for organization over all (cash needs, potential funding sources, start-up expenses, reserve needs, etc.)
- Real Estate financial requirements: what percentage of our budget and programs is dedicated to real estate:
 - Summary of existing portfolio
 - Summary of projected projects
 - How are you funding the sources and uses budget, what are the gaps?
 - Describe your ongoing building operations budget
- Twenty (20) year projected operating budget.
- Cash flow projection.

- Break-even analysis.

Note: The financial analysis should tie in with the operating budget assumptions.

7. OPERATING ASSUMPTIONS AND RISKS

- Key program performance indicators for start-up and stabilized operations.
- Key financial performance indicators for start-up and stabilized operations.
- Scenario/contingency planning.
- Organizational impact on budget, internal systems, services, etc.

8. RACIAL EQUITY COMMITMENTS & DATA