

*Please note that the Compassion Capital Fund (CCF) program is through the Office of Community Services and is separate from the Healthy Marriage Program in the Office of Family Services. These documents are to be used as references only and not as guidance from OFA. Contact your program specialist if you have further questions related to fee-for-service activities and compliance with Federal and OFA laws and regulations.



Fee-for-Service Plan

Ten Essential Elements

1. Identify a core area of expertise, service, or product.

Identify one core area of expertise, service, or product. These should match those identified on the “Can it work for you?” analysis table. *For each core expertise, service, or product identified, work through all ten essential elements.*

2. Identify an appropriate fee-for-service model.

Determine which model or models will work best to charge mandatory or voluntary fees for the core expertise, service, or product. You may have determined this using the “Can it work for you?” worksheet.

3. Consider what policies and procedures will need to be in place.

Determine how you will ensure that this strategy will conform to your organization’s operating procedures; what the operational policies and procedures for the new venture will be; and any government regulations, laws, and other guidelines you need to keep in mind. How will you communicate changes to key stakeholders? What kind of standards need to be introduced to staff, and what training may be required for this? Bottom line: think through every area that makes you pause, and create a policy and procedure around it.

4. Determine roles and responsibilities.

Who do you have on board to help you implement this strategy? Who will support communications and marketing? Who can look into the financial and legal implications? Who can review your business plan to make sure it is solid? If this is a major change for your organization, make sure you involve the right people in strategic and meaningful ways. Will they be board members, staff, stakeholders from the community (constituents, donor representatives, community representatives)? Will it be some of these, but not all of these? This will help build support and will ensure your strategy is successfully and carefully executed.

5. Develop your business plan.

A business plan is the blueprint of your business venture and the most important document when engaging stakeholders. It encompasses a focused and systematic approach to the planning and implementation of the business. Even though it is a labor-

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intensive task, it will help you avoid potentially costly pitfalls. For information regarding free or low-cost consultations, tutorials, and business plan templates, please refer to the resources page of this toolkit.

6. Get a clear sense of your budget.

All revenue development strategies have an initial and operational cost. Make sure that your organization has the necessary financial systems and resources in place prior to starting the initiative. In addition, it is important to recognize that the venture will cause a financial drain to your organization for some time before it starts generating revenue.

7. Determine what human and other resources you need.

Consider what resources you need to implement this strategy. Do the resources come from within the organization or from outside? Are you going to have strategic partners? Consider the opportunity cost associated with the venture.

8. Create a work breakdown structure.

Create a work breakdown structure or a planning method that works for you, to outline each component of work. See http://en.wikipedia.org/wiki/Work_breakdown_structure for more on work breakdown structures.

9. Make plans for evaluation.

Plan how you will evaluate the success of the venture. One approach to consider is to develop a logic model complete with activities, outputs, and outcomes, and to determine how you will measure the achievement of the desired outcomes. Ensure that your plan includes when and how you plan to evaluate.

10. Keep risk management in mind.

Brainstorm, ideally with a group, the possible risks associated with this strategy. Determine the likelihood and potential impact of each risk. Put a plan in place for the risks, particularly those with high likelihood and high impact, and those with low likelihood and high impact.

***Please remember all trainings, technical assistance, and other CCF-funded activities must remain free and open to all CCF program participants as specified in the program announcement.** Contact your program specialist if you have further questions related to fee-for-service activities and compliance with Federal and CCF laws and regulations.