



DEVELOP AN IMPLEMENTATION, BUDGET, AND SUSTAINABILITY PLAN

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Once you have finalized your Theory of Change, figured out your service menu, identified an Alliance Hub and selected a technology solution, the final step in your planning process is pulling it all together into an implementation plan. In this step you will do the detailed work to:

- Identify tasks that need to be completed to launch your Alliance (including how you will recruit and onboard members).
- Identify the steps you'll take to develop service offerings.
- Develop a staffing plan.
- Develop an Alliance budget.

Taking the time to map out your implementation plan and timeline is key to ensuring you'll be able to deliver services effectively. This plan should serve as your roadmap for launching work in the first year and should be closely aligned with your Theory of Change. There are many ways to structure an implementation plan. We offer one example in the tools for this section (linked in the toolbox above) that may offer insight into the kinds of tasks Alliances typically must complete prior to launch.

STAFFING YOUR ALLIANCE

One important word of caution when establishing an Alliance: the tendency is to create new full-time positions with titles like "Project Manager". Remember that any new positions created must be sustained over time after start-up funding is expended. An alternative is to identify the tasks to be done and then determine the best way to accomplish the work. More often than not, it is best to use existing or part-time staff—remembering that business automation tools typically reduce the number of hours it takes to complete a task.

As an example, in one Alliance a participating center's administrative staff person was spending well more than a day a week preparing payroll, using paper time sheets, and calculating wages by hand. The move to electronic check-in/out for employees and a payroll service brought that time down to one hour.

With that said, to succeed you will need to have staff who are focused on moving the Alliance work forward. If these staff do not exist in your current organization, and you do have to hire new positions, think carefully about roles/responsibilities and be very intentional in your budgeting and long-term fiscal planning to ensure that the Alliance can sustain itself over time.

Tools to Support You In This Section

- [Sample budget and staffing plan](#)
- [Sample implementation grid](#)
- [Sample sustainability plan](#)
- [Sample sustainability guide](#)



Sample Personnel Scenario for Building an Alliance Budget With Current Staff of Hub Organization

Please note that the allocated percentage of current FTE is just for example purposes and is for start-up only. As Alliance membership grows you will likely need to grow into full-time staffed support, with a plan for how to budget for and financially sustain your team.

- **Alliance Coordinator**

Responsible for overall project management, including: working with CCMS vendors on plan for start-up and onboarding support for Alliance member centers; serving as key point of contact for members; reviewing and analyzing project data; ensuring alignment between member policies and CCMS and Hub services. Overall project management. Allocated at .20 FTE level of effort.

- **Business Analyst**

Responsible for strategic business support to members, including: coaching to members regarding Iron Triangle metrics and revenue opportunities (including CACFP); support marketing and enrollment; on-going review of provider data in CCMS; ensure parent handbook and parent contracts are in compliance; help recruit and enroll new families. Allocated at .20 FTE level of effort with an initial cohort of members; allocation to increase as membership grows.

- **Fiscal Clerk**

Responsible for day-to-day business support to members, including: fiscal functions of centralized administration for Alliance members; Accounts Payable/Accounts Receivable; provider financial reports. Allocated at .20 FTE level of effort with an initial cohort of members; allocation to increase as membership grows.

- **Information Technology Coordinator**

Responsible for overall technology support, including: assessing member hardware and connectivity needs; pricing options for meeting needs; ordering and installing needed equipment; troubleshooting equipment issues. Allocated at .04 FTE level of effort with an initial cohort of members; allocation to increase as membership grows. 