







Sample Business Plan Framework 2: A program that builds private sector capacity, then phases out and stops operating

Mission: Create a sustainable, local home energy efficiency market in the greater city “X” region
Vision: Train enough private sector stakeholders to take over and drive the local home performance market moving forward
Goal: Build sufficient private sector capacity so the market will no longer require program services in the post-grant period

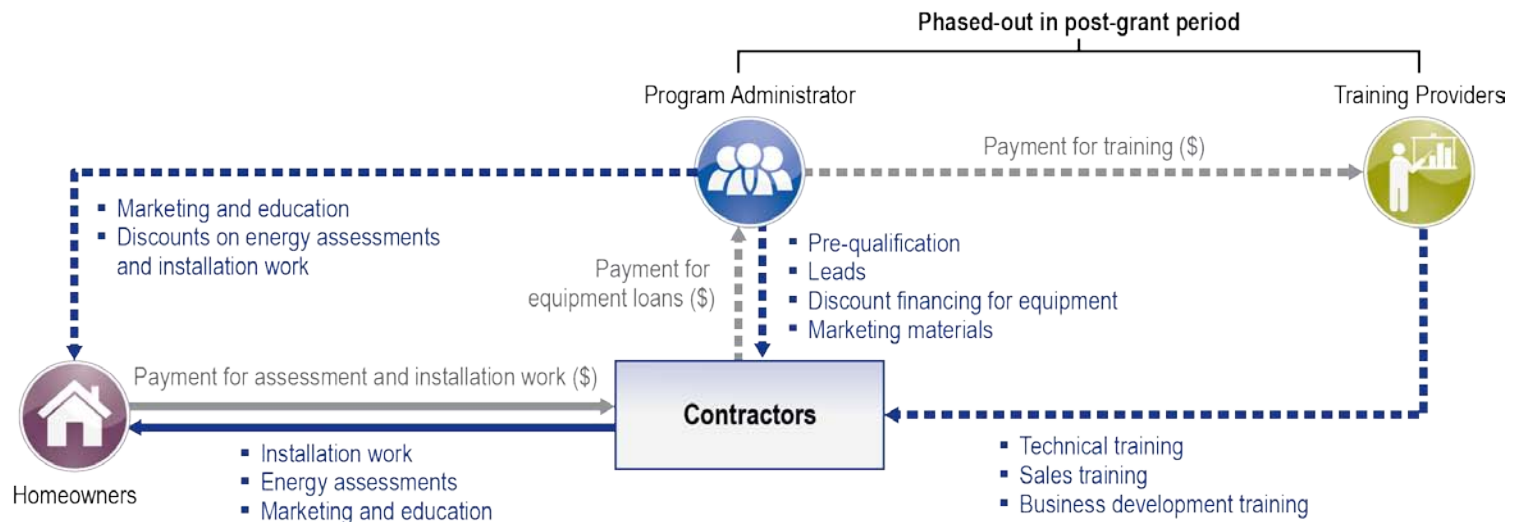
Governance 	Financial Structure 	Assets & Infrastructure 	Service Offering 	Customer 	Partners 
<p>Define internal responsibilities:</p> <ul style="list-style-type: none"> Governmental organization with an implementation contractor supporting it during the grant period <p>Define external restrictions (e.g., regulations, laws, etc.):</p> <ul style="list-style-type: none"> Original grant funding requires the reporting and tracking of program progress 	<p>Identify sources/uses of funds:</p> <p><u>Sources:</u></p> <ul style="list-style-type: none"> Grant funding is used initially Services provided are teaching and marketing materials Post-grant period, no additional confirmed funding <p><u>Uses:</u></p> <ul style="list-style-type: none"> Provide discounted services to homeowners Cover cost of training to contractors <p>Track financial performance:</p> <ul style="list-style-type: none"> Track loan issuance and repayment schedule 	<p>Identify assets (e.g., software, brand, etc.):</p> <p><u>Brand:</u></p> <ul style="list-style-type: none"> Investment in brand image centered around: <ul style="list-style-type: none"> Job creation (to recruit contractors) Energy efficiency expertise (to credibly convey benefits of energy efficiency to homeowners) 	<p>List services offered:</p> <p><u>For Homeowners:</u></p> <ul style="list-style-type: none"> Discounted energy audits <p><u>For Contractors:</u></p> <ul style="list-style-type: none"> Contractor pre-qualification Free tech, sales, and bus. development trainings Leads to new work Low-cost loans for equipment <p>Articulate value of service offering:</p> <ul style="list-style-type: none"> Provide homeowners with no-cost financing and subsidized services Provide contractors with free training, additional revenue, and low-cost equipment funding 	<p>Identify target customers:</p> <ul style="list-style-type: none"> Homes >1,500 sq. ft. Household income of >\$80,000 Homes developed late 1960s-1990s Primarily well-educated and female <p>Describe outreach strategy:</p> <ul style="list-style-type: none"> Neighborhood sweeps: demand creation among homeowners in particular neighborhoods Education sessions Mass marketing through print, radio, and social media Outreach to contractors through Efficiency First chapter 	<p>Identify current/future partnering opportunities:</p> <ul style="list-style-type: none"> Partners during grant period include: <ul style="list-style-type: none"> Remodelers, HVAC contractors Training agencies Future potential partners include: Realtors <p>Describe how program aligns with potential partner interests:</p> <ul style="list-style-type: none"> Program trains enough contractors to sustain market post-grant period Contractors get free training and new business Training programs get steady source of funding
Costs			Revenue		
<p>List and describe costs:</p> <ul style="list-style-type: none"> Cost of goods and services sold: labor and materials for energy assessments, cost of training, financing costs Overhead (e.g., rent, utilities, administrative costs, etc.) Marketing and branding investment 			<p>List and describe revenue:</p> <ul style="list-style-type: none"> Federal grants (initial funding) Loan repayment 		

Sample 2 Schematic: A program that builds private sector capacity, then phases out and stops operating

Defining a program's mission, vision, and goals is critical to determining what an organization's basic characteristics are, and by extension, its schematic

Mission: Create a sustainable, local home energy efficiency market in the greater city "X" region
Vision: Train enough private sector stakeholders to take over and drive the local home performance market moving forward
Goal: Build sufficient private sector capacity so the market will no longer require program services in the post-grant period

High Level Business Model Schematic



In considering a transition model, building partner capacity is the critical business plan element to focus on

Partnership Structure: Detailed Steps



How to identify potential stakeholders for partnership:

1. Research local market to identify partnering opportunities
2. Compare your business plan with that of potential partners to identify areas of common interest and program value
3. Develop and implement a value proposition that helps partners achieve long-term program goals

Goal: Build sufficient private sector capacity so the market will no longer require program services in the post-grant period

1 Identify current/future partnering opportunities

- Research local market to identify potential opportunities for partnership
- Research should allow you to identify common areas of interest (e.g., adding new services, enhancing marketing capabilities, etc.)

2 Comparative partner analysis

- Compare the business plan of the grantee program to the business plan of potential partners **(see partnership evaluation framework doc.)**
- Look for areas where mission, vision, and goals align
- Identify areas that are critical to partner success

3 Develop program value proposition and partnerships

- Select partners most likely to be interested in working with the program and/or those critical to program success
- Design program service offerings around critical partner priorities and needs
- Reach out to potential partners to generate buy-in on program services
- Form partnerships around building private sector home performance capacity

**Program Goal:
Privately Driven Market**