

**MANAGEMENT PLAN:** Organizational capacity, management team experience and track record, governance and organizational structure, personnel/staffing.

*Questions to consider when writing this section:*

**Management**<sup>1</sup>

- What is the business background of key management?
- What is their managerial and operational experience (staff, line)?
- What is their educational background?
- Why will they make the business a success?
- What are the responsibilities of each member of the management team?
- Who performs the planning function?
- Who reports to whom?
- Where are the final decisions made?
- Is there a board of directors or advisory committee? What are their roles and responsibilities?
- What is the overall organizational structure?
- What outside professional services are required, and who will provide them?

**Personnel**<sup>1</sup>

- How many staff will the business require in year 1, year 2, and year 3?
- What functions will each perform?
- What skills must each have?
- Are the positions full- or part-time? Are you using existing staff? How will you manage dual responsibilities so the non profit and social enterprise venture are not compromised?
- Is training required?
- How will personnel be compensated (hourly, wages, salaried, overtime, benefits)?
- Is there sufficient supply of skilled staff available in the marketplace?

<sup>1</sup> “*Business Planning for Nonprofit Enterprise*,” The Nonprofit Entrepreneur – Creating Ventures to Earn Income, edited by Edward Skloot, Foundation Center, New York 1988.