**CDFI Action Plan Template**

**Purpose:** To develop a preliminary ***CDFI Action Plan*** that will integrate the key learning from the three-day workshop to help address the CDFI’s opportunities for growth and sustainability. The ***CDFI Action Plan*** will be revised throughout the six-month training experience either through the Mentored Cohorts or One-to-One Technical Assistance.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal: To determine if ABC CDFI should launch a new small business loan product to its target market.** | | | | | |
| **Action Plan Implementation** (The Action Plan and Action Steps should be aligned and complementary) | | | | | |
| **Action Steps**  *What Will Be Done?* | **Responsibilities**  *Who Will Do It?* | **Timeline**  *By When? (Day/Month)* | **Resources**   1. *Resources Available* 2. *Resources Needed (financial, human, political & other)* | **Potential Barriers**   1. *What individuals or organizations might resist?* 2. *How?* | **Communications Plan**  *Who is involved?*  *What methods?*  *How often?* |
| **Step 1:** Develop a market analysis (“MA”). | Consultants | March 2013 | A. TA Grant to pay for consultants  B. Oversight from CEO and CLO | A. Banks  B. Concern with market saturation/competition | Weekly status updates with consultants |
| **Step 2:** Development business plan (“BP”). | Consultants | May 2013 | A. TA Grant to pay for consultants  B. Oversight from CEO and CLO | A. CLO  B. Cannibalization of other loan products | Weekly status updates with consultants |
| **Step 3:** Present findings to GB. | CEO | June 2013 | A. Influence from Loan Review Committee  B. Buy-in from local gov’t and others | A. Bankers on GB  B. Concern with risk of small business lending | Monthly updates with GB and presentation of the findings from MA and BP. |
| **Step 4:** If applicable, update P/P and create a marketing campaign. | Chief Lending Officer (“CLO”) | July 2013 | A. Hire SBA 504 small business lender  B. At least $10k for marketing/promotion | A. CLO and GB  B. Want conservation underwriting for P/P | Staff meeting announcing new products and weekly updates of marketing campaign. |
| **Step 5:** Raise at least $10MM in lending capital | CEO & Consultants | December 2015 | A. Create off-balance sheet loan fund  B. Buy-in from local gov’t and others | A. Banks and Foundations  B. CDFI does not have a strong track record | Monthly talks with lenders and investors for the new loan fund. |
| **Evidence of Success** (How will you know that you are making progress? What are your benchmarks?)   1. Close loans within 90 days of receipt of application. 2. Hire a SBA 504 lender. 3. Create and/or retain at least 50 jobs. 4. Local government and banks serve as a referral network for the new loan program. | | | | | |
| **Evaluation Process** (How will you determine that your goal has been reached? What are your measures?)   1. Create risk rating system for new loan product and ensure that each loan approved by the Loan Review Committee is at least rated a “3”. 2. Create systems to proactively monitor loan performance to ensure not more than 5% delinquency rates; revise P/P as needed. 3. Monitor job creation impact reports to ensure that at least one job is created/retained from every $50k in financing. 4. Raise at least $5MM annually for new loan program. | | | | | |

**Continuous Improvement Plans**

**(*CDFI Action Plan* review and update)**

|  |  |  |
| --- | --- | --- |
| Results/Accomplishments | Next Steps | Date |
| Results/Accomplishments | Next Steps | Date |
| Results/Accomplishments | Next Steps | Date |
| Results/Accomplishments | Next Steps | Date |
| Results/Accomplishments | Next Steps | Date |