

## Formative Institutional Planning

Our firm has considerable experience in counseling and assisting founders of new not-for-profit organizations to develop the appropriate organizational framework, program guidelines and operational requirement necessary to achieve their agreed upon vision and objectives for the new organization.

Our approach to these special assignments follows a general methodology as outlined below, *tailored in each assignment* to the founders' particular requirements and prior work accomplished in the planning areas described below.

### Vision and Objectives

- **Principal Focus:** Our firm facilitates discussion(s) among founders as to their special vision and specific objectives for the new organization. As facilitators, our questions and requested clarifications during these discussions are based on our broad perspectives and experiences in the philanthropic marketplace.
- **Anticipated Results:** From the results of our facilitated discussion(s), our firm drafts statements of vision and objectives for the new organization for review, further discussion as required, and eventual approval by the founders as “working drafts” to guide the following institutional planning efforts.

### Strategic Considerations

- **Principal Focus:** From initial facilitated discussion(s) generally come specific questions, key issues and further investigation required with respect to such as:
  - Examining comparable institutions for “institutional modeling” purposes as well as to determine and articulate distinctive value(s) and distinguishing goals represented by the founders’ special vision and objectives.
  - Identifying individuals who should be, and can be called upon to participate in meaningful ways in the institution’s formation, organization, funding and future programs.
- **Anticipated Results:** From the results of this further investigation, our firm presents responses and recommendations related to specific questions, key issues and further information as identified and requested by the founders.

## Organizational Considerations

- **Principal Focus:** Determining the most appropriate initial, near-term and long-term organization framework for the institution with respect to both volunteer leadership and professional staff support.
- **Anticipated Results:** Our firm will present to the founders for review, discussion, refinement and approval a “working draft” of a recommended organizational plan which takes into consideration the initial, near-term and long-term involvement of both volunteer leadership and professional staff support including management policies and operational systems and procedures.

## Program Considerations

- **Principal Focus:** Based essentially on the previously described “working draft” statements of the institution’s vision and objectives, as well as strategic considerations that have been investigated, our firm facilitates a discussion(s) with the founders with respect to the general nature and context of anticipated programs to be undertaken by the institution, over both the near- and long-term.
- **Anticipated Results:** Our firm will present to the founders for review, discussion, refinement and approval a “working draft” of recommended programs for the institutions to undertake.

## Legal Considerations

- **Principal Focus:** Our firm guides founders in applying for, and obtaining the necessary corporate documentation and tax approvals required for a not-for-profit institution.
- **Anticipated Results:** Corporate documentation and approvals that would be required include submitted and filed Articles of Incorporation, corporate Bylaws, Federal and State tax approvals, namely 501 (c)(3) and 509 (a) tax status.

## Financial Considerations

- **Principal Focus:** Developing financial projections, based largely on decisions made in the previously described planning areas, with respect to both operating and programs budgets.

- **Anticipated Results:** Our firm will present to the founders for review, discussion, refinement and approval a “working draft” of recommended annual operating and program budgets over initial one, three and five year periods.

### **Fundraising and Marketing Strategies**

- **Principal Focus:** Our firm develops communication, “prospect” cultivation, and major gift solicitation strategies for seeking funding as well as establishing the institution’s distinctive position in the philanthropic marketplace.
- **Anticipated Results:** Among the recommendations that our firm would make include:
  - **Case Statements:** Clearly articulating the most compelling reasons which respond to a fundamental question: *“Why should anyone give anything, at anytime, to this institution?”*
  - **Donor Recognition:** Defining the most effective ways to acknowledge donors, both appropriately and prominently, to extend appreciation for their support as well as encouragement for continuing support.
  - **Potential Major Donors:** Identifying potential major donors including indications as available of their potential interest, level of contribution support, and best person(s) to encourage their support.
  - **Cultivation and Solicitation Approaches:** Recommending specific personal contact, cultivation and solicitation strategies based on the previously described recommendations.

\*\*\*\*\*

In defining our firm’s most valued role in assisting founders of not-for-profit institutions, in ways described above and *tailored to each assignment*, we request founders to consider carefully, modify and/or add to the planning areas noted above. Based on this agreed upon “scope of services” our firm will estimate professional time required by our assigned Associates to accomplish these tasks, and prepare a formal proposal for services incorporating estimated professional fees and reimbursable expenses.