

**PUBLIC CHARITY / PRIVATE FOUNDATION
STRATEGIC PLANNING QUESTIONNAIRE**

Formation Considerations	
• What is the foundations mission and primary charitable objective?	
• Does the foundation need to remain flexible enough to change purposes and programs over the years?	
• Does the founder want to encourage the participation by family members of future generations?	
• Do founders anticipate that future family members will participate in foundation activities (anticipated family succession) as directors, employees or volunteers?	
• Will the foundation create and implement its own charitable programs (active grantmaking)?	
• Will the foundation solicit funds / grant funds to other not-for-profit organizations (applying for grants / passive grantmaking)?	
• What 3 rd party donors will the foundation solicit for donations? Individual, corporate, other 501(c)(3)'s?	
• Will the foundation participate in earned income ventures and realize income unrelated to its charitable purpose?	
• Will the foundation participate in limited lobbying or legislative activities?	
• Will the foundation contribute funds outside the US?	
Mission Statement:	
• Does the foundation have a mission statement?	
• What is foundation's vision for executing its mission?	
• Will the foundation's mission need to change over time?	
• What types of projects, programs and activities will the foundation actively fund?	
• Has the foundation developed a five-year strategic plan for executing its mission?	
• How will the foundation communicate and market its mission to donors?	
• What existing not-for-profit organizations will the foundation mirror itself after?	
• What existing for-profit or not-for-profit organizations will the foundation partner with in furtherance of its charitable purpose?	

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Management:	
• Will the founders be on the foundations' Board of Directors?	
• Will non-founders (independent directors) be appointed to the Board? From what industries?	
• Will the foundation seek to appoint directors who are industry professionals or community/government officials?	
• Who has the foundation considered for Board and officer appointment?	
• Will directors have the traditional duties and responsibilities to the foundation? • (i.e. conduct foundation business, approve budgets, manage financed and assets, set grantmaking policies, review grant making effectiveness, train board, employees and staff, work with counsel to meet legal and tax filing requirements)	
• What will be the key day-to-day responsibilities of appointed officers?	
• Will the foundation require director power to appoint subcommittees?	
• What is the anticipated size of the board?	
• What is the anticipated term of office for a board member? 1 year?	
• Should family members of founders be allowed to succeed directors?	
• Does the foundation have a CPA?	
• Will the foundation consider purchasing director and officer (D&O) liability insurance policies?	
• Has the foundation prepared Director conflict of interest statement?	
Funding and Fundraising:	
• Will the foundation seek contributions from individual donors?	
• Will the foundation seek contributions from corporate donors?	
• Will the foundation be engaged in political or legislative activities? • (i.e. voter Education, voter registration, candidate speaking appearances, political Advocacy)	
• How will the foundation be initially funded? By founders or others? With cash, securities or other property?	
• Have founder gifts to the foundation been	

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memorialized by gift receipt or assignment agreement?	
• Will the foundation be annually funded by founders?	
• Does the foundation have an operating account?	
• What is the current operating budget of the foundation?	
• What alternative sources for funding are available to the foundation?	
• What level of donations will be sought from prospective donors?	
• Will the foundation establish an endowment and invest funds for growth in support of charitable goals?	
• What level of risk will be considered if investing endowment funds?	
• What percentage of the income from the endowment will be used to fund the foundation operating budget?	
• Will the Director or independent investment advisors manage the foundation's investment portfolio?	
Grantmaking:	
• What are the foundation's primary goals for grantmaking (utilizing funds for charitable purposes)?	
• What will be the geographic scope for the foundations grantmaking activity?	
• What grantees can apply for funds from the foundation?	
• Has the foundation prepared a grant application?	
• What types of projects, programs and activities will the foundation fund?	
• What will be the average size of a foundation grant?	
• How many grants will be awarded each year?	
• Does the foundation have a grant application?	
Employees:	
• Will the foundation hire employees or staff to assist in furthering foundation activities?	
• Will the foundation require volunteers or independent contractors to conduct foundation activities?	

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Legal and Tax Considerations:	
<ul style="list-style-type: none">• Who will file annual tax returns and disclosures to the IRS?	
<ul style="list-style-type: none">• Who will assure that IRS operating requirements are satisfied?	
<ul style="list-style-type: none">• Who will assure the foundation meets state and federal law regulatory guidelines?	