

Nonprofit Strategic Partnership/Merger Worksheet

Image and Reputation

	Comments
<ul style="list-style-type: none"> • What is X's reputation in the community? 	•
<ul style="list-style-type: none"> • Is X perceived as a leader in their field? 	•
<ul style="list-style-type: none"> • Is there a cost for services and programs? 	•
<ul style="list-style-type: none"> • What is X best known for? 	•
<ul style="list-style-type: none"> • What is client satisfaction level? 	•
<ul style="list-style-type: none"> • Is X a trusted leader? 	•
<ul style="list-style-type: none"> • What is service area and where are office locations? 	•

Considerations

	Comments
<ul style="list-style-type: none"> • What is X's mission? 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Does X have excess or limited capacity in any areas that could be leveraged from a potential partner? What programs and/or services would potential partners bring? 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • What is X's financial tolerance in bringing on a partner? 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • What is the condition of a prospective partner in terms of reputation and financials and would these be compatible? <ul style="list-style-type: none"> ○ How might this strengthen X's mission? ○ How might X's service area be increased? ○ How might X's programs and services be strengthened? ○ How might a partnership strengthen the organization based on economies of scale? 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • What type of competitive advantage would X gain over current competitors with this potential partnership? 	<ul style="list-style-type: none"> •

Strategic Considerations

	Comments
<ul style="list-style-type: none"> How might this partnership assist in achieving X's long-term goals? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What is X's organizational structure and how might this increase effectiveness? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What systems does X have and how might this compliment or strengthen those systems? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What skills/capabilities does X currently possess? What skills is X looking to gain? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What staff skills/capabilities does X currently have and what staff skills is it looking to gain? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What is X's culture and how might cultures dovetail or clash? 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> What are X's mission, vision, values, cultural characteristics 	<ul style="list-style-type: none">

Significant Characteristics

		Comments
Consideration	Example	
Philosophy	•	•
Mission	•	•
Vision	• •	•
Values	•	•
Strengths	•	•
Weaknesses	•	•
Opportunities	•	•
Threats	•	•
Culture	•	•
Growth Strategies	•	•
Brand value/Image/Loyalty	•	•
Organizational structure	•	•

Board of Directors Characteristics

	Comments
<ul style="list-style-type: none"> • Background 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Tenure 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Why volunteer 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Motivation 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Culture, i.e.... <ul style="list-style-type: none"> ○ Authoritarian? ○ Collaborative? ○ Dictatorial? ○ Democratic? ○ All decisions funnel through 1 or 3 people? 	<ul style="list-style-type: none"> •

Compensation and Employment Packages

	Comments
<ul style="list-style-type: none"> • Management Compensation Packages: <ul style="list-style-type: none"> ○ Deferred Compensation Plan? ○ Health Insurance ○ Pension Plan? ○ 401k Plan? ○ Life Insurance? ○ Other? 	•
<ul style="list-style-type: none"> • Employee Compensation Packages: <ul style="list-style-type: none"> ○ Pension Plan? ○ Health Insurance ○ 401k Plan? ○ Life Insurance? ○ Other? 	•
<ul style="list-style-type: none"> • Employees Demographics: <ul style="list-style-type: none"> ○ Union? ○ Non-Union? ○ Full Time? ○ Part Time? ○ Flex-scheduling? ○ Intern? 	•

Key Negotiating Factors

Consideration	Want	Acceptable	Non-negotiables
Organization Name			
Board seats/structure			
Emeritus			
Leadership (CEO, C Level)			
Headquarters			
Who merges into whom?			
Name			
Other "sacred cows"			

Executive Staff

Notes	
ED/CEO Background	
CFO Background	
Other Executive Staff	

Prospective Partner Current CEO Factors

Prospective Partner Current CEO Considerations		Notes
<u>Consideration</u>	<u>Example</u>	
Advancement	•	•
Authoritative Offering	•	•
Respect	•	•
Compensation	•	•
Benefits	•	•
Work/life balance	•	•
Challenge / Opportunity	•	