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# FAMILY GIVING WORKBOOK

COMMUNITY FOUNDATION  
OF NEW JERSEY

Families bring their own unique culture, goals, and strengths to the process of using our workbook to guide their giving plan.

Although the original material was purchased from The Philanthropic Initiative's *Giving Together: A Workbook for Family Philanthropy*, we have made design and editorial changes to the workbook over the years. The content features a 15-step process and is based on frameworks used by hundreds of real family-giving philanthropies and advice from experienced colleagues in the field.

We encourage you to complete the steps that you find meaningful as you craft an intentional strategy that makes sense for your family and reaffirms your shared values.

You're welcome to contact us at anytime, and we wish you well on your journey of giving together.

#### CONTACT US

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## #1 – SET FAMILY GIVING GOALS

There are different reasons why relatives work together in philanthropy. As a first step, we advise that you identify the benefits of collaborating and set goals. Completing this crucial step will make other agreements about decision-making, strategy, and family involvement easier.

To help guide your process, you can review this list and rank your goals. Or create your own list. Keeping these goals in mind will help you clarify what's important.

Rate the following using a scale of 1-5, with 1 being “not important” and 5 being “very important.”

### **BENEFITS OF GIVING TOGETHER**

- \_\_\_\_\_ **Bring the Family Together**
- \_\_\_\_\_ **Pass on Philanthropic Values**
- \_\_\_\_\_ **Find Common Ground & Have Fun**
- \_\_\_\_\_ **Foster Abundance Mindset**
- \_\_\_\_\_ **Teach How to Give Effectively**
- \_\_\_\_\_ **Establish Philanthropic Legacy**
- \_\_\_\_\_ **Encourage Next-Generation Giving**
- \_\_\_\_\_ **Honor Family Business or History**
- \_\_\_\_\_ **Share About Community Needs**
- \_\_\_\_\_ **Learn About Family's Interests**
- \_\_\_\_\_ **Other:** \_\_\_\_\_



## #2 – WHO'S INVOLVED?

Consider the individuals you would like to be involved, and select those who will be invited to participate from this list. Also think about the broader principles behind your invitation. For example, will their ability to attend meetings or the need to donate their own funds be a part of the criteria?

Remember that these decisions are not set in stone. Many families find that their criteria for involvement can evolve over time.

### FAMILY MEMBERS

- \_\_\_\_\_ **Spouse/Partner**
- \_\_\_\_\_ **In-laws**
- \_\_\_\_\_ **Siblings**
- \_\_\_\_\_ **Children**
- \_\_\_\_\_ **Parents**
- \_\_\_\_\_ **Extended Family**
- \_\_\_\_\_ **Close Friends**
- \_\_\_\_\_ **Trusted Advisors**
- \_\_\_\_\_ **Others:** \_\_\_\_\_



## #3 – WHO'S IN CHARGE?

As the leading donor of the family, consider how comfortable you are sharing control and openly communicate your thoughts with other family members. It's also important to discuss levels of decision-making. Not all decisions will require consensus.

Select all that apply on this list.

### DECISION-MAKING MODEL

- ☐ **Donor Retains Veto Authority**
- ☐ **Individual Decisions & Giving**
- ☐ **Assigned Decision-Making**
- ☐ **One Person, One Vote**
- ☐ **Democracy Yet Defers to Lead Donor**
- ☐ **Donor Vote Only**
- ☐ **Decision-Making By Consensus**
- ☐ **Other:** \_\_\_\_\_



## #4 – WHAT’S THE GIVING BUDGET?

As the lead donor, you may review this list on your own and make budgetary decisions before involving your family. You may also require family members to contribute funds or volunteer time. Reach out to our team if you would like to educate your family about issues, volunteering opportunities, or philanthropy in general.

### Budgetary Decisions

If you have a history of giving as a family, what was the previous annual budget?

Year \_\_\_\_\_ Budget \$ \_\_\_\_\_

What’s the annual budget moving forward?

This year \$ \_\_\_\_\_

Next year \$ \_\_\_\_\_

Moving forward \$ \_\_\_\_\_

How will family members contribute?

Direct gifts \_\_\_\_\_ Planned gifts \_\_\_\_\_ Complicated assets \_\_\_\_\_

How will the budget be allocated?

Amount or % of personal gifts \_\_\_\_\_

Amount or % for each family member \_\_\_\_\_

Amount or % for the family to decide upon jointly \_\_\_\_\_

Other: \_\_\_\_\_

Will additional contributions be expected, either in dollars or volunteer time? If so, describe the contribution below.

\_\_\_\_\_  
\_\_\_\_\_



## #5 – IDENTIFY SHARED VALUES

Since the best philanthropy is guided by values and passions, identifying common views is an important step in this process. The following questions can help identify your core shared values, so we recommend answering them individually in the space provided below.

You should then discuss areas of commonality and narrow your list to 4-6 core values.

### Views & Values

1. How did 2-3 formative experiences in your life shape your core values?

2. Identify 2-3 people who've had strong influences on you. What values did they transmit to you?

3. What values guide your choices, and which of them are most important to you?

4. What values were passed down to you? Which values are common in your family?

5. How do these values reflect the kind of donor you want to be?





## #6 – REFLECTION & CONVERSATION

Use your answers to the questions below to further define your family's philanthropic vision and reveal common interests. We recommend that you elaborate on shared values and your personal reflections in a conversation.

### Defining Our Vision

1. Why have you made gifts of time or money in the past?

2. Which of your past gifts have given you the most and least satisfaction?  
Explain why.

3. What have been your most important gifts? What made them significant?

4. What skills can you offer to the shared family endeavor?

5. What skills would you like to learn from this experience?



## #7 – UNCOVER YOUR INTERESTS & PASSIONS

Determining focus areas for your fund usually results from a process of identifying shared passions and interests. Some families may choose to focus some or all of their giving recommendations on specific issues, while others may keep their options open so they can respond to emerging needs.

### Our Focus Areas

1. Discuss the issues, causes, places, populations, or communities you care about.

2. What inspires you about future possibilities or concerns you about the status quo?

3. Have you had an intense personal family experience that impacted you? Explain its significance.

4. Do you desire to honor a family member or close friend? If so, why?

5. Do you want to become more engaged in an issue that you're currently involved in? Why?

How interested are you in funding the following issues or populations (check all that apply)?

### Our Family's Philanthropic Areas of Interest

- ☐ Animal Shelters & Rescue
- ☐ Housing
- ☐ Arts & Culture
- ☐ Immigrant & Refugee Support
- ☐ Civil & Human Rights Advocacy
- ☐ Mental Health & Well-Being
- ☐ Education
- ☐ Nonprofit Journalism, Broadcasting & Publishing
- ☐ Environment Conservation
- ☐ Violence & Exploitation Prevention or Survivor Assistance
- ☐ Family Services & Support
- ☐ Workforce Development & Job Training
- ☐ Food & Nutrition
- ☐ Other: \_\_\_\_\_

### Finding a Family Focus

Some of the ways that you can accommodate different family interests are listed below. Which of these might work for you?

- ☐ Find the intersection of different interest areas
- ☐ Choose multiple focus areas that reflect different interests
- ☐ Plan to shift focus periodically (no less than 3-5 years)
- ☐ Allocate separate budgets for individual and family giving recommendations
- ☐ Experiment with one focused project for a portion of the fund's giving
- ☐ Other: \_\_\_\_\_

### Individual/Family Balance

Which of the following options are you considering (choose one)?

- ☐ All of the fund's giving will be devoted to common interest areas
- ☐ All of the fund's giving will reflect individual interests of family members
- ☐ The fund's giving will be a mix of shared family interests and individuals' interests

What percentage of the fund will be devoted to individual versus shared interests?

- ☐ 10/90 ☐ 25/75 ☐ 50/50 ☐ Other: \_\_\_\_\_

### Geography

All/most of the fund's gifts should be recommended to (check all that apply):

- ☐ To the community in which the family was raised
- ☐ To the communities where family members currently reside
- ☐ Be focused on \_\_\_\_\_
- ☐ Concentrate on international giving
- ☐ Geography is not an important factor



## #8 – DEVELOP A VISION & MISSION

Creating a vision and mission for your philanthropic work represents an opportunity to imagine and dream about the potential impact of your giving. Many people find that drafting a vision first allows them to more easily create a mission statement. You can also experiment with your fund's giving plan before creating a formal mission.

### Mission & Vision Statements

**VISION:** If a story was written about your family's philanthropic work, what would the headline say? What image comes to mind when you think about the ideal future after your mission has been accomplished?

**MISSION:** What is the purpose of your family philanthropy? How will you achieve that purpose, and what are your core values? What words and phrases should be included in the mission?



## #9 – BE INSPIRED BY MISSION STATEMENT EXAMPLES

You may draw inspiration from these examples of mission statements. You can review your mission on a regular basis to determine whether it continues to reflect the family's goals. Use the space below to start drafting your statement.

### Examples

*We would like to support strong institutions that contribute to the civic and cultural fabric of our community.*

*We seek opportunities to fund responsible organizations that help people build their communities from the inside out. We support projects that mobilize local resources, work collaboratively, and produce measurable results.*

*Our family fund seeks to bring opportunity to the disadvantaged, strengthen the bond of families, and improve the quality of people's lives.*

### **Our Mission Statement**



## #10 – DEVELOP GUIDING PRINCIPLES

It may be useful to establish a set of guiding principles for your giving plan by listing words that align with your ideals and goals. These words may describe how the family wishes to work together, reflect your shared values, or help you identify the types of organizations and programs you desire to fund.

We recommend collaborating on a list of principles with your family members and then narrowing down the list.

Guiding Principles
<ul style="list-style-type: none"><li><input type="checkbox"/> Ambitious</li><li><input type="checkbox"/> Bridging Gaps</li><li><input type="checkbox"/> Challenging</li><li><input type="checkbox"/> Collaborative</li><li><input type="checkbox"/> Entrepreneurial</li><li><input type="checkbox"/> Hands-on</li><li><input type="checkbox"/> Inclusive</li><li><input type="checkbox"/> Innovative</li><li><input type="checkbox"/> Partnership</li><li><input type="checkbox"/> Proven</li><li><input type="checkbox"/> Behind the Scenes</li><li><input type="checkbox"/> Responsive</li><li><input type="checkbox"/> Supportive</li><li><input type="checkbox"/> High Impact</li><li><input type="checkbox"/> Visible</li><li><input type="checkbox"/> Community Centered</li></ul>



## #11 – FIND ORGANIZATIONS TO FUND

There are many different ways to identify promising projects and potential organizations that meet your criteria. Your family may choose several of these approaches or find one that makes sense at a given time.

It's important to openly communicate about the process to potential grantees, even if you're advising them that your fund will not accept unsolicited proposals.

### Process for Identifying Projects

Family members will identify organizations and projects.

We will request information on organizations and projects from CFNJ and other outside sources.

We will write fund guidelines with CFNJ staff and invite organizations to apply for funding.

We will develop a formal Request for Proposals with CFNJ staff and only invite specific organizations to apply.

We will develop a formal Request for Information with CFNJ staff and only request full proposals for promising projects.

Other: \_\_\_\_\_



## #12 – DETERMINE SIZE & DURATION OF GRANTS

Although there are no rules regarding grant amounts, be mindful of the effort it takes for nonprofits to submit grant proposals. If your fund is making grants of a few thousand dollars or less, we recommend simplifying the application process. For larger grants, financial statements and more detailed information may be needed.

Review this list, and select all that apply.

Funding Guidelines
<input type="checkbox"/> The min. gift will be \$ _____
<input type="checkbox"/> The max. gift will be \$ _____
<input type="checkbox"/> The avg. gift will be \$ _____
<input type="checkbox"/> Different family members will have different parameters
<input type="checkbox"/> 1-year gifts only
<input type="checkbox"/> 1-year gifts that are renewable based on performance
<input type="checkbox"/> Multi-year gifts
<input type="checkbox"/> No expectations at this time





## #13 – CREATE A CALENDAR

As you create a calendar for your family philanthropy, you may want to consider combining meeting times with family reunions, holidays, or other gathering times. Some families organize grantmaking meetings with our team that includes opportunities to share stories, engage experts on a specific topic, or participate in site visits at nonprofit organizations.

### Grantmaking Meetings

How frequently will we make grant recommendations during family meetings?

- Once a year (When?)
- Twice a year (When?)
- More than twice a year (When?)
- We will recommend grants anytime

Will we meet at other times to learn about community issues, discuss the impact of past grants, or plan for future giving?

- In-person meetings
- Conference call meetings
- Integrated into other family activities (e.g., vacations or holidays)



## #14 – ASSIGN ROLES

How will the tasks of organizing and managing your family's giving plan be accomplished? Who will take responsibility for specific tasks? Which tasks should be assigned to resources outside of the family?

We encourage you to engage in a group discussion about who will take on these tasks.

Task Management	
Learn about community needs	_____
Identify funding ideas & projects	_____
Conduct due diligence process	_____
Communicate with nonprofits	_____
Prepare meeting materials	_____
Run family meetings	_____
Take notes at meetings	_____
Report about grantmaking	_____
Monitor & evaluate grants	_____
Manage files	_____
Oversee fund contributions	_____
Communicate with public	_____
Ensure relatives grow & learn	_____



## #15 – ASSESS YOUR IMPACT

How will the family learn from, evaluate, or monitor the impact of your grantmaking? And how will the family assess its own performance?

Consider this list of approaches as you measure the quality of your grantmaking. Select the ones you're interested in, and feel free to reach out to us if you have questions.

### Impact & Performance

#### Impact of Grantmaking

- ☐ Site visit to see results of giving
- ☐ Progress reports from organizations
- ☐ Share self-assessment tools with nonprofits
- ☐ Peer review
- ☐ Invite grantees to make presentations
- ☐ CFNJ will keep us informed
- ☐ CFNJ will conduct evaluation
- ☐ We will keep in touch with nonprofits

#### Family Performance

- ☐ Annual or biennial self-assessment
- ☐ Feedback from grantees
- ☐ Meet with CFNJ staff

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*Let's partner to translate your  
passions and gifts into impact.*

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