

Mergers Planning Tip Sheet

Strategic Planning	Corporate & HR Due Diligence	Negotiation	Implementation
○ Determine business goals (including goals for customers/clients, members, programs and financial goals) ○ Identify timing for transaction ○ Assemble management advisory team ○ Prepare management succession plan ○ Establish solid governance structure ○ Analyze ownership transition options ○ Outline clear vision for the merged business entity	○ Review financial statements and conduct an audit of all assets ○ Prepare budget and forecast (5 years) ○ Establish financial plan (including fundraising, grants, programs, etc.) ○ Conduct legal review of existing contracts, licenses, compliance, etc. ○ Review HR policies ○ Review employment agreements ○ Review benefits ○ Assess	○ Letter of Intent ○ Merger agreement ○ New corporate structure and staffing ○ Board approval	○ File new certificate of incorporation (Certificate of Merger) with New York State Dept. of State and with the Attorney General's Office (approval required by AG or Court) ○ Communication with stakeholders/donors/staff-external and internal messaging and branding ○ Integrating systems ○ Financial ○ HR ○ Admin & Facilities ○ IT ○ Programs ○ Close out old entities, old bank accounts, notify IRS

For more specific information on NYS requirements:

https://ag.ny.gov/sites/default/files/publications/mergers_and_consolidations.pdf



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