LIFE & LEGACY™

Assuring JEWISH TOMORROWS

*A program of the* HAROLD GRINSPOON FOUNDATION

# Tips for Sustaining Your Legacy Program

## Integrate into board activities

- Legacy team a standing committee of the board
- Appropriate succession plan in place for chair and for new members
- Legacy committee report on board meeting agenda at least quarterly – report on new gifts secured, total number of commitments, estimated future value, gifts realized
- Continue to strive for 100% board participation – establish expectation
- When board member legacy gifts are realized – honor individual/couple at next board meeting

## Stay motivated

- Secure intrinsically motivated team members
- Continue to set goals and achieve them
- Celebrate your success

## Continue conversations and formalization

- Core group of people having new conversations and following up on formalization
- Annually review prospect list and assign to team members
- Members commit to a minimum of one conversation a month
- Committee meets quarterly to review progress

## Marketing in perpetuity

- Every issue of newsletter has something legacy – testimonial, advertisement, article, legacy society listing, realized gift announcements
- Website has legacy page – preferably Leave a Legacy button next to Donate Now – include case statement, Letter of intent form, testimonials, link to Foundation website
- Change up language – Russell James Words that Work
- Use stickers/ribbons/pins to identify legacy donors

## Stewardship integrated into organizational calendar

- Minimum four touches per year – personal, listings/testimonials, event for legacy donors/event honoring legacy donors amongst community members. *Remember to report on impact*
- Stewardship continues upon a donor's passing

## Integrated into all fundraising activities

- All appeals include a place for donors to express interest in learning more about leaving a legacy
- Use integrated ask – secure annual, capital, endowment gift and then ask to consider leaving a legacy

## Transition to a Culture of Philanthropy

- Staff and lay leaders act as ambassadors and promote philanthropy
- Staff and lay leaders act in donor-centric way
- Staff and lay leaders see fundraising as a method for engagement
- Take steps noted on back

Beyond Fundraising: What Does it Mean to Build A Culture of Philanthropy?
By Cynthia M. Gibson - Evelyn & Walter HAAS JR. Fund

| In A Fundraising Culture... | In A Culture of Philanthropy... |
|---|---|
| Philanthropy = grants by institutions or gifts from wealthy individuals. | Philanthropy = love of mankind. |
| Development staff is responsible for revenue generation. | Everyone in the organization shares some responsibility for revenue generation by serving as ambassadors and building relationships with potential donors and constituents. |
| It's all about the money. | It's all about the relationships. |
| Donors = money. | Donors = skills, talents, time and money. |
| Donors are contacted only when money is needed. | Donors are contacted regularly with invitations to participate in activities, progress updates, and information about how their contributions are helping. |
| Fundraising and engagement are siloed and have different contact lists. | There is one list for every person who's affiliated with the organization in some way (e.g., volunteering, donating, organizing, etc.). |
| Fundraising is seen as a one-off or add-on. | Fundraising is incorporated into and across every staff position and activity in the organization. |
| Culture is seen as "touchy feely." | Culture is the most important factor in determining an organization's effectiveness. |
| The board relegates fundraising to the development committee. | The board development committee directs the participation of the entire board in fundraising. |
| It's about acquiring donors. | It's about keeping donors. |
| Mission, program goals and operations are separate from revenue generation. | Mission, program goals and operations are aligned with revenue generation. |
| The focus is on short-term tactics like appeals and events. | The focus is on the longer-term strategy behind the tactics. |
| The organization functions with a scarcity mindset. | The organization functions with a mindset of abundance. |
| The organization's leaders make decisions based on what's available. | The organization's leaders make decision based on what the community needs and a shared vision of how to meet that need. |
| The community isn't engaged. | The community is intentionally engaged and participates as a partner with the organization. |
| Development staff/directors are relegated to secondary status. | Development staff/directors are part of the leadership team and equal partners with other senior staff; they participate in all planning, strategy, financial and organizational meetings. |
| Development goals aren't part of everyone's job description. | Development goals are part of everyone's job description. |
| Board and staff have sporadic contact. | Board and staff have regular opportunities to engage and interact. |
| The focus is on big gifts. | All gifts are important. |
| Donations come first. | Donations come after we engage people in our work. |
| We will win over every donor for our organization. | We will listen and refer donors to other organizations that align more closely with their aspirations. |
| Money is dirty. | Money is what we need to do our work. |
| There are rigid lines between organizations' departments, including development. | Job responsibilities and departments are more fluid; more collaboration to meet goals. |

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# Tips for Motivating Your Legacy Team

## Cultivate Team Spirit

- Gain an understanding of each team member's reason for joining the team and align their experience with this reason
- Discuss how the core values of the organization translate into impacting lives and share these stories often
- Work toward each team member having the necessary skills for the task at hand (share topical articles, role play, work through challenges together)
- Have a succession plan, recruit new team members as required and embrace team turnover
- Gain an understanding of each other's talents, skills, and interests
- Make being a team member an enjoyable experience
    - Develop camaraderie among team members
    - Develop a feeling of mutual support and trust
    - Show each other appreciation for effort
    - Build confidence
    - Be sure that every team member is contributing
    - Recognize life events of team members

## Set Foundation for Success

- Make sure that everyone understands the purpose of the team and their individual role
- Have clear goals and objectives for the team, and for each team member
- Celebrate every success (even the little ones) and focus on "rewards" of efforts
    - Announce each new donor to your team
    - Share great conversations
    - Share individual and team achievements
- Help each team member feel that they are part of a successful wave of accomplishment – use momentum!
    - Share community progress
    - Share stories of impact to celebrate the importance of doing this work
    - Share stories and testimonials from donors

## Effectively Communicate

- Hold regular team meetings
- Ask team members to establish deadlines for their tasks and hold them accountable
- Communicate personal or life circumstances as they impact the team
- Utilize benchmarks, scorecards, thermometers, or other devices to measure progress

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# The Integrated Ask

An integrated ask is when a donor is given the opportunity to invest in your organization in a variety of ways utilizing the time frames, forms and asset structures that best meets their philanthropic desires.

### Call to schedule an appointment:

- **Smile** while dialing the number.
- **Introduce** yourself and your affiliation with the organization.
- Thank them for their support of your organization and **request a meeting**. Make it clear that you are working on increasing your Annual/Cash Endowment/Capital support as well as planning for the future.
- Set up a **time and place** to meet (wherever and whenever is best for them).
- Let them know if **someone else** will be joining you.

### At your appointment, strive for the following:

- Body Language and eye contact that communicates **attention.**
- Active listening that communicates **respect and caring.**
- Genuine curiosity that demonstrates **interest.**

### Recommendation is to ask for Annual, Endowment or Capital Campaign Gift first and then move into legacy conversation.

### After thanking them for meeting you and a little chit chat:

- Thank them for their **ongoing annual support**.
- Tell a quick story about the **impact** their annual, endowment or capital campaign gifts have had on those you serve.
- Make it clear that you would not have **achieved** your outcomes without their support.

### Ask questions to understand why they value your organization:

- **Focus on their connection** to the organization, not what your organization needs.
- Ask them one of the following (or similar) questions to **find out why your organization is important** to them:
  - When and why did you make your **first gift to (organization)**?
  - Why have you chosen to be a **loyal donor**?
  - What is the most **meaningful experience** you have had at (organization)?
  - What are your **favorite** things about (organization)?
  - What are your **dreams** for the future of (organization)?

### Focus on the Donor:

- **Listen** to what they are saying.
- Look for ways to **acknowledge, affirm and agree** with what they are saying…avoid saying "no" or "but."
- Whatever you hear – **accept** it and use to navigate through the rest of the conversation.

**Wait until time is right:**

- If donor presents you with an unanticipated situation (upset at organization for some reason, financial challenges) don't get upset, **listen and work with the information they provide.**
- Only ask about an Annual, Endowment, Capital or Legacy commitment when the donor seems **ready to** hear it.

**Once you understand why they value your organization make your case:**

- Share your Annual/ Cash Endowment/ Capital campaign goals
- Ask the donor to consider an Annual, Endowment or Capital Campaign gift with a specific dollar amount or a percentage increase
    - "Would you join me in supporting (organization) by making a gift of $X?"
    - "Would you join me in supporting (organization) by increasing last year's commitment by ($ amount or percentage?)"
- **Be Quiet – allow them time to respond – silence is not the enemy here.**

**Be prepared to respond:**

- **YES to Annual, Cash Endowment or Capital Campaign Ask** – Great! Thank them and **review commitment paperwork with them and then transition to a legacy ask.**
    - "Thank you so much for your current operating support (or capital/endowment campaign support.) **Have you heard about the LIFE & LEGACY™ program?"**
        - If **"NO"**
            - Take a moment to explain what LIFE & LEGACY is, then proceed.
            - Share your case statement.
            - Share why you decided to make a legacy commitment in addition to your annual/endowment/capital campaign support.
            - Invite them to partner with you.
            - Be Quiet – allow them time to respond.
            - If appropriate, advise them of the incentive grant.
            - Share the letter of intent.
        - If **"YES"**
            - Ask them to partner with you by **considering making a legacy commitment now** in addition to their generous annual/endowment/capital campaign support.
            - Share why you decided to make a legacy commitment in addition to your annual/endowment/capital campaign support.
            - Invite them to partner with you.
            - Be Quiet – allow them time to respond.
            - If appropriate, advise them of the incentive grant.
            - Share the letter of intent.
- **NEED TO THINK ABOUT IT to Annual, Cash Endowment or Capital Campaign Ask**– Give them a chance to explain their hesitation.
    - Ask if there is any additional information you can provide them that would help them with the decision.
    - Set up another time to meet with them, or for a follow-up phone conversation if they need to discuss with spouse or have other issues they want to consider.
    - If comfortable doing so, transition to the legacy conversation as outlined above.
    - If not, wait until you get a response to the initial request and then have the legacy conversation.
- **NO to Annual, Capital or Endowment Campaign Ask**, if comfortable doing so, ask them why and depending on the reason,
    - Transition to legacy conversation or end the conversation, thanking them for their time.
    - If transitioning:
        - "Thank you for your consideration. You have been a committed donor to date and we appreciate your support. I understand you are not prepared to commit to a cash gift now. Perhaps you would consider leaving a legacy since you can do so without having to make a payment now or in the near term."
        - Follow steps for legacy conversation as outlined above

**Be prepared to respond to your request for consideration of a legacy gift:**

- **IT'S ALREADY DONE** – Thank and congratulate. Review the Letter of Intent and ask them to sign. Encourage them to consider including other organizations.
- **YES** – Great! Thank them and congratulate. Review the Letter of Intent and ask them to sign. Encourage them to consider including other organizations.
- **I'LL THINK ABOUT IT**– Ask if there is any additional information you can provide them that would help them with the decision. Set up another time to meet with them, or for a follow-up phone conversation. Try not to end the conversation without a time to reconnect.
- **NO** – Ask if they will share their reason. Acknowledge and accept. Depending on the reason ask if it would be ok to follow up with them in six months or next year.

**No matter the outcome, always thank your donor:**

- Send a **handwritten note** after the meeting to again thank them for having a conversation with you.
- If they agreed to you following up, make sure you remind them in the note and follow up at the appropriate time.

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# LEGACY MARKETING CHECKLIST

________ **Create a Legacy Society** – print names, post names, recognize at events

________ **Print on Envelopes and Stationery:** *"Remember Temple Shalom in your will, trust, retirement plan or life insurance policy"*

________ **Highlight Donors - Use Tag Line when appropriate**: *"Made possible through a bequest"* or *"Temple Sinai thanks (name) (of blessed memory) for remembering the synagogue in his will.*

________ **Add special notation on nametags**

________ **Run Display Ads** – use HGF templates, or design your own

________ **Write Articles for Publication** – educational, short, varied, and readable

________ **Send a Newsletter** – articles, testimonials, display ads, contact info, website, reply card

________ **Use Flyers and Bill Stuffers**

________ **Put Information re: Legacy Society on your Website**

________ **List Donors**

________ **Publish Testimonials** – range of donors, use photos; print or video

________ **Distribute an Informational Brochure**

________ **Send Occasional E-mail Messages** – short, exciting, concise, easy, 4-6 times per year

________ **Use Targeted Direct Mail** – readable font, warm inviting tone, call to action, handwritten address

________ **Use Social Media**

________ **Plan a Legacy Event** – tag on to existing event, or event specifically to honor Legacy donors

________ **Connect with Professional Advisors** – educate them, enable them to assist clients

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# LEGACY STEWARDSHIP CHECKLIST

_________ **Send a personalized handwritten thank you note**

- _________ **Within 48 hours of receiving Letter of Intent**
- _________ **Within 48 hours of receiving confirmation of formalized gift**
- _________ **Periodically to show appreciation for their commitment**

_________ **Personal phone call**

- _________ **A week after receiving Letter of Intent**
- _________ **A week after receiving confirmation of formalized gift**
- _________ **Periodically to stay in touch and keep informed/engaged**

_________ **Personal meetings**

- _________ **To discuss formalization of commitment**
- _________ **Periodically to stay in touch and keep informed/engaged**

_________ **Keep accurate records** of all interactions with donor – separate file for each

_________ **Donor Recognition**

- _________ **Personal Touch** – thank you note, phone call, cards, personalized letter, gifts, videos
- _________ **Donor Listings/Testimonials** – newsletters, website, public display, annual report, in lobby, in event materials
- _________ **Special Legacy Donor Events** – reception before "community" gatherings, Shabbat dinner, invitation to event not open to general community

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# Tips for Formalization

You have successfully secured letters of intent for after-lifetime gifts from your most loyal donors. Congratulations!

The next step is to check in with and move your donors from intent to formalization of their commitment. This involves making the necessary revisions to their will or trust and/or life insurance and retirement beneficiary forms.

**Why should legacy donors formalize their legacy commitment?** To ensure their desire to support your organization is fulfilled!

Steps you can take to document their formalized gift:

1. **Based on the notation as to the time frame in which the donor stated they would formalize their intent,** contact your donors to ask them if they have formalized their commitment and if not encourage them to do so. For example if they wrote 3 months on the intent form, then contacting them at 3 ½ months is appropriate, but don't contact them if only 2 months have passed.

2. **Contact is best made by phone or in person.** It's OK to be direct about why you are calling. In most cases donors realize that they need to take an additional step to follow through on their commitment.

   Sample language: *"(Name of donor), Thank you for your legacy commitment to (name of organization). In accordance with best practices we're calling all of our donors to find out if they have formalized their legacy gift either in their will, trust or by making a change to a life insurance or retirement beneficiary form. Your letter of intent stated you intended to formalize your commitment within _____ months. I am following up to see if you have taken this next step and to offer assistance if you have not.*

3. **If the donor has formalized his/her intent**, let him/her know that you will be forwarding a **Legacy Gift Confirmation** form. Ask them to fill out the form and return to you for your organization's records at their earliest convenience. **Make sure to end the call by thanking the donor for their commitment to your organization.**

4. **If the donor hasn't taken the steps necessary to formalize his/her commitment,** find out if you can be of assistance by putting them in touch with someone at the Jewish Community Foundation or Federation.
   - **If they say yes,** give them the contact information or offer to be in touch with the Foundation/Federation and have someone contact them.
   - **If they say no, they just need more time**, then let them know that you will be sending them a Legacy Gift Commitment form to fill out and return to you once the formalization process has been completed. Ask them if you can contact them again in 3 months to check in if the form has not yet been submitted. Make a note in your calendar so you remember to do so. Try not to end the conversation without a date by which it is ok for you to follow-up with them.
   - **If they say no because there are other issues that need to be addressed** before they can formalize their gift, ask them when might be a good time for you to be in touch again.

5. **No matter what the response, always thank the donor for their legacy gift and their commitment to your organization.**

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(add additional logos here if you wish or put logos on bottom)

## Legacy Gift Confirmation

I/We,________________________, of____________________,____________confirm that I have
(Name) (City) (State)

legally provided for my commitment to the (Name of program) of (community)

for the benefit of the following organization(s):________________________________________

______________________________________________________________________________

I have provided for this gift within my estate plan and confirm that I have made the appropriate legal arrangements to assure that this will be accomplished on or about the time of my passing. I have currently provided that my commitment is acknowledged within the following document:

____ Bequest in Will
____ Beneficiary of a Life Insurance Policy
____ Beneficiary of a Retirement Plan
____ Charitable Gift Annuity (CGA)
____Charitable Remainder Trust
____Charitable Lead Trust
____Cash Endowment Gift
____Other (please describe):

________________________________________

I am pleased to be able to support the Jewish community in (community) through my legacy gift. The approximate value of my commitment will be $_______or_____% of my/our estate.

____________________________________ ____________________________________
Donor Signature Date

____________________________________ ____________________________________
Donor Signature Date

***OPTIONAL:*** *Assistance to provide for my legacy commitment given by (Please designate adviser):*

My estate planning attorney is:__________________________________ Phone:________________

My financial planner is:________________________________________ Phone:________________

*Other:*______________________________________________________________________

LIFE & LEGACY™ is sponsored and presented by (name of lead organization)
and is a collaborative effort of the following area agencies, synagogues and day schools: (list organizations or print logos)

**If you have not already submitted confirmation of your legacy gift, PLEASE COMPLETE & RETURN THIS FORM TO:**
(contact information)

## JCamp 180
## Turning a Letter of Intent to a Formalized Gift

*(Photocopy this worksheet and staple it to the inside cover of each donor's file folder or to the back of each Letter of Intent so that you can track the follow up process with each donor. You may also choose to set this up as an excel spreadsheet and track in that format as well)*

***Mazel Tov! You have received a signed Letter of Intent (LOI). What happens next?***

**Donor Name:** ______________________________________________**Date LOI Signed:** ________________________

**<u>If the LOI was received a while ago, more than a month:</u>**

- Send a letter sharing the success you have achieved in securing LOI's, thanking the donor for their commitment and noting that now it's time to focus on formalizing gifts.

- Follow-up two weeks later with a personal phone call:
  - Thank the donor for his/her legacy commitment.
  - Ask if they have formalized the commitment to date - see scenarios under 3 Months

- Continue to steward the donor.

**<u>If the LOI was recently received:</u>**

- **Within 48 hours** - Write a personalized handwritten thank you note to donor.
  Date________________________ Initials of the signer________________________

- **1 Week Later** – Make a personal follow up phone call to the donor to thank them. Let them know you will be sending out a letter outlining next steps to formalize their commitment.
  Date________________________ Initials of the caller________________________
  Notes______________________________________________________________________________
  ___________________________________________________________________________________

- **Within 1.5 Weeks – Send out follow-up letter**
  Date________________________ Initials of signer______________________________

- **In 3 Months or 2 weeks after the time frame noted on the Letter of Intent** – Contact the donor again via telephone and either have a telephone conversation or set up a time to meet to discuss formalization of the gift.
  - Thank them for their legacy commitment and ask them if they have formalized their gift.
    - If the donor says YES, they have formalized their gift
      - Thank them and congratulate them!
      - Ask if they would be comfortable sharing the amount and type of gift with you.

        - Ask if they are willing to send you confirmation of the formalization, either a copy of the portion of the document that relates to the gift or a letter from their financial advisor or attorney confirming the formalization is complete or a verification form you can send them.

    - If the donor responds NOT YET
        - Thank them for their making the commitment
        - Ask them if they have an anticipated time frame in which they expect to formalize the gift.
        - Jot down the time frame in your notes so you will know when to contact them again.
        - Contact them 2-3 weeks after they say they anticipate having it done.
        - Reiterate the importance of formalizing the gift in terms of fulfilling their philanthropic desires and the impact it will have on your camp.

    - If the donor says NO
        - Thank them for their commitment
        - Ask them if you can be of any assistance in helping them take the next steps.
        - Reiterate the importance of formalizing the gift in terms of fulfilling their philanthropic desires and the impact it will have on your camp
        - Ask if it's OK for you to check back with them in 3, 6, 9, 12months.

**<u>Documentation</u>**

- You do want to have a copy of their documented gift in your file if the donor is willing to provide.

- If not, a letter from their advisor or attorney is the second best way to document a gift.

- For those donors who are uncomfortable giving you this level of detail, ask them if it's ok to send them a form that just states that they have formalized the gift for your records.

**<u>Stewardship</u>**

- On-going stewardship is key to securing a legacy commitment

- Stewardship begins at the time a Letter of Intent is signed and continues through the donor's lifetime.

- Stewardship should take many forms
    - *Public recognition* – on a wall, in newspaper or annual report, at annual meeting or other organizational events, in testimonials either print or video that are shared with the community.
    - *Personal recognition* – thank you phone calls, thank you notes, holiday cards, letters highlighting your current success and thanking them for the part they will play in sustaining your organization in the future
    - *Small gifts* – a pin, paperweight, plaque, photograph, endowment book of life page
    - *Attendance at events* specifically for legacy donors

Letter outlining next steps

*Date*

*Name*
*Address*
*City, State, Zip*

Dear *Name,*

Thank you for committing to leave a legacy to Camp ABC. By doing so you are contributing to the long term health and vitality of our camp and insuring a transformative Jewish camp experience exists for future generations.

Now that you have declared your intent we hope you will take the next step and formalize your commitment. But what's the first step? What resources are available to you? What legacy vehicle makes the most sense given your particular financial situation? The answers to these questions and many others lie with your estate attorney or financial advisor. Where should you begin?

<u>Schedule an appointment</u>
Make an appointment with your professional advisor to discuss your wishes. He/she will take the lead from you – so be prepared before you meet. Know what you hope to accomplish with your charitable legacy.

<u>Ask questions</u>

- Is there an asset that is best utilized for making charitable gifts?
  What are the tax implications of this gift?
- How will this gift impact what I am able to pass on to my heirs?
- If I change my mind, can this plan be altered?
- What if my circumstances change?
- Should establish my legacy gift as part of my estate plan (bequest, life insurance or IRA) or should I make the gift while I am living?

<u>Keep the process moving</u>
Give your advisor a date by which you would like your legacy commitment formalized.

<u>Let us know</u>
Once the necessary paper work is in place, please either send us the pertinent portion of your will, have your professional advisor send us a letter confirming formalization of your intent or sign the enclosed verification form and return to us for our records.

If we can be of any further assistance as you work through this process, please don't hesitate to contact (name, phone, email of contact person)

With appreciation for your legacy commitment,

*Name of Executive Director or Legacy Team member*
*Title of Signer*

Letter to donor who signed LOI a while ago

*Date*

*Name*
*Address*
*City, State, Zip*

Dear *Donor Name,*

We thank you once again for joining the Camp ABC Legacy Society. By doing so you are contributing to the long term health and vitality of Camp ABC and insuring a transformative Jewish camp experience exists for future generations.

As a result of your generosity, Camp ABC was the recipient of $XXXXXX in incentive grant funding provided by the Harold Grinspoon Foundation. Now, in keeping with good Legacy initiative practices, we are turning our energy to confirmation of the formalization of submitted letters of intent.

In this regard **we are asking you to confirm that you have made the necessary arrangements so your legacy gift can become a reality at the appropriate time.** If you have made the necessary changes to your estate plan, please sign the enclosed form and return to me.

If you have not already done so, please accept this letter as a reminder to formalize your good intentions. Someone from our Legacy Team will follow up with you in a few weeks to see if we can be of any assistance as you formalize your gift.

With appreciation for your legacy commitment

*Name of Executive Director or Legacy Team member*
*Title of signer*