



Writing Your Organization's Legacy Plan

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The Harold Grinspoon Foundation

National Capital Gift Planning Council's 25th Annual Planned Giving Days Conference

This morning's agenda

Similar to a strategic plan, a thoughtful, well-crafted and well-executed Legacy Plan can be the foundation for your organization's long-term success in building a Planned Giving Program.

- A little bit about LIFE & LEGACY
- The value of having a legacy program and what motivates members of our community to participate
- Review why writing a Legacy Plan is important
- Discuss in detail each section of the Legacy Plan document





**LIFE &
LEGACY**™
Assuring JEWISH TOMORROWS



LIFE & LEGACY is a **4 – year partnership program** of the Harold Grinspoon Foundation (HGF) that **assists communities** across North America, to **promote after-lifetime giving** to benefit local Jewish day schools, synagogues, social service organizations and other Jewish entities.



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Through **training, support and monetary incentives** LIFE & LEGACY motivates Jewish organizations to **secure legacy gifts and steward donors.**

Building Jewish Legacies Across North America



- ★ **LIFE & LEGACY:** 36 Communities (see below)
- ★ **Areivim:** St Louis, Tucson, San Francisco, Philadelphia
- ★ **Hillel:** 12 Affiliates
- ★ **Small Federated Communities:** Arkansas, Augusta, Chattanooga, Fort Worth, Peoria, Springfield, South Bend

Cohort 1

Charlotte, NC
Memphis, TN
Miami, FL
New Haven, CT
Orange County, CA
Portland, OR
Princeton, NJ

Cohort 2

Chicago, IL
Greater MetroWest, NJ
Greater Washington, DC
Milwaukee, WI
Omaha, NE
Sacramento, CA
Southern NJ

Cohort 3

Cincinnati, OH
Delaware
East Bay, CA
Houston, TX
Indianapolis, IN
Phoenix, AZ
South Palm Beach, FL
Tampa, Orlando, Pinellas, FL

Cohort 4

Central PA
Charleston, SC
Heart of New Jersey, NJ
Minneapolis/St. Paul, MN
Richmond, VA
Seattle, WA

Cohort 5

Central MA
Durham-Chapel Hill, NC
Lehigh Valley, PA
Louisville, KY
Nashville and Middle TN
Palm Beach, FL
Sarasota-Manatee, FL
Tidewater, VA

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Update



As of December 31, 2016

- 36 communities and 12 Hillel Campus Affiliates reporting
- Representing 391 Jewish organizations
- In 4.25 years
- Secured **12,553 legacy commitments**
- With an estimated value of **more than \$487.5 M in future gifts** to the Jewish community!
- **\$44 M in realized gifts** mostly from cash endowments
- 41% formalized



Why Legacy?

Endowments, in the past a luxury, are **now an essential element of any non-profit's long-term financial stability strategy** as a result of:

- Dramatic fluctuations in investment returns
- Lowest interest rates in decades
- Diminishing government grants
- Fewer financial resources and higher demands for services

Why Legacy?

Philanthropic advisors state: If **20% of your operating budget** is not **coming from your endowment by 2025** then your organization will be in fiscal crisis



Why Legacy?

- The \$59 trillion transfer of wealth is underway
- If we don't ask we will miss an opportunity
- To maintain the impact your organization has on the community into the next generation and beyond

“We must be the change we wish to see in the world.” Gandhi



Value of a Legacy Initiative



- Gives loyal donors another way to support your organization
- Gives loyal donors, without cash capacity today, the opportunity to have a major impact
- Gives you an opportunity to deepen your relationships with your donors and engage them in your work

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A legacy initiative gives you the opportunity to have a **conversation** with your loyal donors to find out what **issues are most meaningful to them** and to give them the ability to leave a legacy that **publicly acknowledges their values.**

Legacy Giving Myth



The Legacy Conversation is **NOT** about the donor's death.



The Legacy Conversation is offering the donor an opportunity to do something significant during their lifetime.

What Motivates Legacy Giving?



- To **give** back
- To make a **difference**
- To be a part of something **larger** than ourselves
- To be **recognized**
- To feel **united** with others of similar commitment & **values**
- To **commemorate** loved ones
- To **share** their good fortune
- To **support** your organization and its mission because they value what you offer to the community



A Legacy Plan provides the **roadmap** for your successful journey in achieving **after lifetime gifts** from those in your community who are **passionate about your organization.**

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The focus of the plan is to get out of the mindset of the here and now and instead to **cultivate a culture of planning for the future within your organization.**

Legacy Plan Components

- Case Statement
- Management Plan
- Target Audiences & Prospects
- Marketing Plan
- Stewardship & Recognition Plan
- Set Goals
- Implementation Strategy



Case Statement



- ✓ **Mission Statement**
(Who are you? What do you want to accomplish?)
- ✓ How are you **unique**?
- ✓ What are the **core values** of your organization?
- ✓ What is the **impact** of those core values on those you serve?
- ✓ **Call to Action!**



Case Statement



- Serves to **justify the need and advocate support for your organization**
- Shares with the reader or person you are conversing with the **vision** that characterizes the **leadership** of the organization
- Is **positive, forward thinking and confident**
- Is **clear and concise**
- Is a **plan for the future**, not a revisiting of the past
- Is a **reasoned argument** for the organization to receive the support it needs in order to continue flourishing as an **essential community resource**

Case Statement



- What **impact** has your organization had to date in the community, the Jewish world and beyond?
- What **values** does your organization stand for – what is its mission?
- What is your organization's **value to the Jewish community?**
- What is **unique** about what you provide/offer?
- What are your organization's **future aspirations?**
- What **impact** will legacy gifts have on your organization?
- What are the **benefits** these gifts will provide to the community?

Case Statement



(MISSION STATEMENT, IMPACT TO DATE)

Jewish Federation of the Berkshires' Mission Statement

The Jewish Federation of the Berkshires **cares for those in need and nurtures and sustains the Jewish community**, locally, in Israel and around the world, today and for future generations.

Case Statement

Since 1940, the Jewish Federation of the Berkshires has been **committed to ensuring the well-being and continuity of the Jewish people**. As a resource and contact point for Jews throughout Berkshire County and its environs, the Federation can only move forward and upward with the support of every member of our Jewish community.

Case Statement



(VALUES/UNIQUE)

The Federation is a democratic **forum for the exchange of ideas** and develops and **implements programs and services that connect our constituents**. We commit ourselves to **promoting philanthropy** and strive to create a greater understanding of the power of philanthropy and the ways in which it benefits the individual and the greater community. We seek to create a dynamic community where **all who desire Jewish interaction are welcomed. (POSITIVE, FORWARD THINKING, CONFIDENT, PLAN FOR THE FUTURE)**

Guided by the principles of *gemilut chasadim* (**acts of loving kindness**), *tzedakah* (**justice and righteousness**) and *tikun olam* (**repairing the world**) we work to build a compassionate community. We provide social services for those in need and advocate for social justice. **(VALUES)**

Case Statement



We affirm our relationship with the people of Israel and Jewish communities worldwide – *Klal Israel* (**Jewish unity**) – through lifesaving rescue, resettlement and humanitarian efforts. **(VALUES)**

We strengthen Jewish commitment by supporting education, programs that deepen identity and the training of future leaders. Through our initiatives, **more individuals and families embrace the positive aspects and joy of Jewish life.** **(VALUE TO THE COMMUNITY)**

Our Legacy Circle is a group of dedicated and committed individuals just like you who want to guarantee that our organization continues to provide its programs and services for many years to come. By establishing a legacy through a bequest or planned gift, they have planted the seed for future generations, doing their part to make sure the Berkshire Jewish community remains strong and vibrant and that programs which ensure the continuity of the Jewish people exist in Israel and more than 60 countries around the world. **(IMPACT OF LEGACY GIFTS)**

Case Statement



(CLEAR AND CONCISE – BENEFITS OF LEGACY GIFTS TO THE COMMUNITY)

Please join our Circle. By doing so you will:

- Help ensure that well known Federation programs such as publication of the *Berkshire Jewish Voice*; the Older Adult Kosher Hot Meal Program; Community programming; Support of Religious School (day and afternoon) Education; Social Work services; summer camp scholarships; leadership development and community relations efforts continue to exist.
- Meet emerging future needs in the local and worldwide Jewish community.
- Make a difference in the lives of others for many years to come.

Management Plan



Management Plan



- Describes who is **responsible for the implementation** of your Legacy Plan.
- Who are the **members of your legacy team** and what are their **respective roles**?
- Who will be **responsible for tracking gifts**, documents and records?
- Who will be **responsible for submitting quarterly reports**?
- Who will be **responsible for stewardship & relationship building** with your legacy donors? Be specific – who will send out thank you notes, make calls?
- Who will make sure **marketing** takes place?
- Who will be responsible for **keeping your board of directors informed** of your progress?



Management Plan

Management Plan

- 1) The Legacy Team consists of the below members. The team may be expanded to include past board presidents who can be helpful during the solicitation process.
 - Person A, JFS Trustee
 - Person B, JFS Trustee
 - Person C, JFS Trustee
 - Person D, JFS Board Member
 - Person E, JFS Board Member
 - Person F, JFS Past Board Member and Trustee
 - Person G, JFS COO
 - Person H, JFS Development Director
 - Person I, JFS CEO

- Person B will be the lead person in charge of making sure the plan gets implemented as laid out.
- Person H will be responsible for tracking gifts, documents, and records in the donor database Etapestry.
- Person B and Person H will be responsible for submitting Life & Legacy quarterly reports and other required documentation
- Person H (Development Director), her assistant (Development Associate), and other staff will be responsible for marketing our Legacy program.
- Person I, Person B, Person F, Person H will be responsible for stewardship and relationship building with our legacy donors.
- The solicitor will be responsible for sending a handwritten thank you note to the donor.
- Person H will be responsible for tracking thank you letter/ acknowledgements in the database.
- Persons B, C and D will be responsible for keeping your board of directors informed of your progress at monthly board meetings.



Target Audiences & Prospects



Target Audiences & Prospects



- **Individuals/Families with Connections to You.**
 - Board members
 - Past presidents
 - Committee members
 - Former board members
 - Staff

- **Individuals/families with certain giving patterns & history.**
 - Closest and most loyal donors
 - Donors who have given consistently over 10 or more years

Target Audiences & Prospects



- **Individuals/families with personal characteristics favoring legacy gifts.**
 - Seniors
 - Long-time committed donors
 - Long-time volunteers

- **Those who have used your services or have been helped by your organization.**
 - Clients or patients
 - Alumni
 - Family members

Target Audiences



Jewish Federation of the Berkshires

- Members of the current **board**
- **Past Presidents**
- **Major Donors**
- Older Adult Kosher Hot Meal program **participants**
- **Long time, loyal annual campaign donors**

Develop Your Marketing Plan

How will you advertise the concept of
legacy giving in your community?



Marketing



What Marketing Tools will you utilize?

- **What are we already doing?**
- **What is quick, easy and cost effective?**



What Marketing Tools will you utilize?

- **Print ads or legacy-related articles**
- **“Please remember Organization ABC with a gift in your will, trust, retirement plan or life insurance policy”**
- **Page on your website**
- **Social media.**
- Special **brochures** or a section of your organizational brochure
- Direct **mail.**
- Group **presentations**
- **Testimonials** from those who have already left a legacy.
- **Weekly announcements at services/meetings/ emails**
- **Stewardship** activities.
- **Blast emails? Other great ideas!**

Sample Marketing Plan



- Communication vehicles currently in place:
 - Electronic Newsletter (monthly)
 - Website (updates when appropriate)
 - Facebook and twitter pages (daily)
 - Blast Emails (when appropriate)
 - Reflector newspaper articles (monthly)
 - Event materials (when appropriate)
- We will use all of these current methods to communicate the new program, updates to the list, legacy donor testimonials, and the importance of this specific type of giving to the community.
- There is a TV monitor in the JFS lobby that serves as a visible physical location to post information about leaving a Legacy and/or to honor those who do.
- It will be possible to include a small flyer with our regularly scheduled annual fund letters to inform our donor base about these new legacy efforts and create general awareness.
- We will incorporate a Legacy message into an existing information piece (either direct mailer and/or agency brochure).
- Yes, we will raise awareness about the Legacy message and program at our annual meeting and other appropriate special events.
- We will ask certain legacy donors to write a 150 word statement on why they have chosen to leave a legacy to JFS and feature that, with permission, on the website and other print materials.

Stewardship



How will you steward your legacy donors?



- Consider the variety of ways you want to **recognize and thank** those who do step forward to leave a legacy gift
- Some stewardship activities also serve as a way of **marketing legacy giving to the broader community**
- **Create a “society”** of legacy donors – begin listing those who make a commitment as soon as you get written documentation

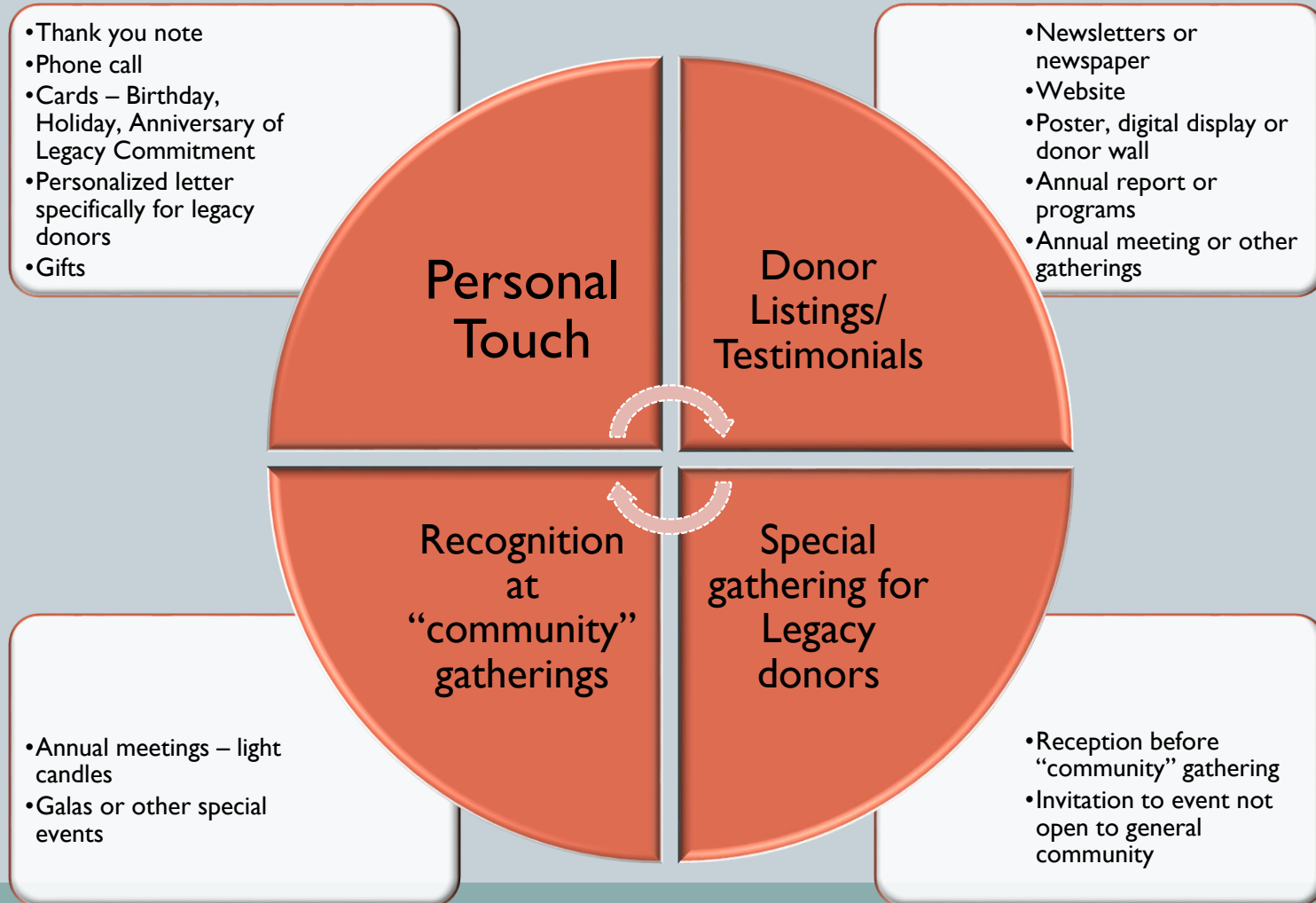
Stewardship Plan



- Strengthens your **relationship** with your legacy donors
- Keeps them **engaged**
- Makes them feel **appreciated**
- How many touches?
 - **As often as possible**
 - **At least quarterly**



Effective Stewardship



Stewardship & Recognition

- What types of **stewardship** activities is your organization **currently engaged in?**
- What types of stewardship activities will you undertake **specifically for Legacy** donors?
- Will you send a **personal note** thanking the donor for their Legacy commitment within two days of receipt?
- Will you make a **personal phone call** a week after receiving a written legacy commitment?
- Will you **create a Legacy society?**
- Will you **list Legacy society members** in a newsletter or acknowledge commitments somewhere in your building?
- Will you **send cards** at birthdays, Rosh Hashanah, Hanukkah, Passover?



Stewardship & Recognition



Jewish Federation of the Berkshires' Recognition and Stewardship

- The Federation already **lists the donors** to our Legacy Circle in an advertisement that runs in the *Berkshire Jewish Voice*. We will continue to add names to this list as new bequests and planned gift information is received.
- We recently prepared and sent out **a thank you** to those individuals who have already notified us of their intent to leave us a bequest or other planned gift. We will continue to acknowledge declarations of intent as they are received.
- Beginning with the Federation's 2009 **Annual Meeting** we will recognize those members of the community who are part of the Legacy Circle and honor those who have passed on by lighting a candle in their memory.
- A **Legacy commemorative book** is being considered to record the personal stories, intent and testimonials of members. This will include profiles highlighted in the *Berkshire Jewish Voice* and other information.

Set Goals



- **Make goals ambitious yet achievable.** In the end this is all about planning for the future of your organization so the more work we do now, the brighter that future will be.
- **Commit to obtaining signed Legacy commitment forms (LIFE & LEGACY GOALS)**
 - Year 1: Minimum of 18- try to reach for 25
 - Year 2: Minimum of 18 – try to reach for 25
 - Year 3: Minimum of 6 – try to reach for 12
 - Year 4: Minimum of 6 – try to reach for 12
- Over the long-term, a pipeline of 4-6 new legacy commitments a year

Implementation Strategy

- What **steps** will you take to implement your Legacy Plan?
- Be specific – your Implementation Strategy should serve as a **checklist of tasks** to be accomplished in Year I.
- **Calendar out** all of your activities – conversations, marketing, stewardship.
- This level of planning will insure you **stay on track**.



Implementation Strategy

April

- Host group presentations for Board of Directors and Foundation Trustees.
- Finalize case statement and life and legacy plan for year 1.

May

- Create Legacy Society name.
- Newsletter goes out with first information about JFS Life & Legacy program.
- Will upload information to our JFS lobby TV monitor to raise awareness about the overall program.
- Meet with committee to assign solicitation assignments for board and trustees.
- Schedule individual follow up meetings with the board and trustees.
- Incorporate Life & Legacy information and branding in newsletters, website, and other marketing materials.

June

- Work with committee to identify 12 major donors to have a conversation with.
- Group presentation to senior JFS staff members.
- Incorporate Life & Legacy information and case statement on website.

July

- Schedule individual meetings with the 12 major donors.
- Plan/schedule reflector articles, blog posts, and emails about the program.

August

- Include an additional line on our annual fund mailing that informs donors of the program and has a return envelope with the words "please have someone on your staff contact me about planned giving".
- Schedule individual meetings with the 12 major donors.

September & October

- Work with committee on board member and trustee follow up meetings.
- Highlight a legacy donor in our newsletter with a personal testimonial.



Legacy Plan



- **Write Case Statement**
 - ❖ **Make sure it communicates clearly and succinctly why donors should make a legacy commitment to your organization.**
- **Develop Management Plan**
 - ❖ **Decide who on your Legacy Team is going to be responsible for which aspects of the plan**
- **Identify Target Audiences & Prospects**
 - ❖ **Don't overlook your long-time low-end donors.**
- **Develop Marketing Plan**
 - ❖ **Have a strategy for segmenting and reaching different groups.**
- **Develop an effective Stewardship & Recognition Plan**
 - ❖ **This is a critical component of a successful initiative.**
- **Set Goals**
 - ❖ **Challenge yourselves. Make goals ambitious – yet achievable.**
- **Develop an Implementation Strategy**
 - ❖ **Establish a time frame for accomplishing specific tasks**



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