



RABBI'S Handbook

January 2018

HAROLD GRINSPOON FOUNDATION
LIFE & LEGACY™ Initiative
Special Document for Rabbis in LIFE & LEGACY communities

We are so grateful for your participation in the LIFE & LEGACY program. This handbook focuses on the unique role you play, as Rabbi, to actively support and advocate for legacy giving in your congregation and the community.

In the coming pages we share background information on LIFE & LEGACY, summarize our training curriculum so you can familiarize yourself with the language of legacy giving, and detail what you can specifically do. Look for the “What You Can Do” sections to get right to the point.

Background

The Harold Grinspoon Foundation has partnered with your Jewish Federation or Jewish Community Foundation to offer LIFE & LEGACY to your community. The Federation/Foundation has made a significant financial investment to do so. They have committed staff and matching funds, for a minimum of four years, to help integrate legacy giving into the philanthropic culture of your community to maintain the strong and vibrant Jewish community of which your congregation is an integral part. Please be sure to thank them.

As a LIFE & LEGACY organization, you are now part of a successful national initiative that currently operates in 52 communities across North America and is growing every year. Together, LIFE & LEGACY organizations have secured more than 16,500 legacy commitments, with an estimated value of more than half a billion dollars in future gifts with \$57.5 million already placed in organizational endowments.

LIFE & LEGACY Vision: Inspire generous and forward-thinking community members to express their passion, purpose and commitment to Jewish organizations through after-lifetime giving that will sustain vibrant Jewish communities for future generations.

LIFE & LEGACY Mission: To impact a minimum of 70 communities over a 10-year period by providing training, financial incentives and other resources to motivate organizations to secure legacy gifts and steward donors to build endowments that will provide long-term financial stability. Through these efforts, legacy giving will be fully integrated into the philanthropic culture of the North American Jewish community.

Program goals:

- To change the philanthropic culture of a community so that legacy giving becomes the norm.
- To integrate legacy giving and strong stewardship practices into Jewish organizational culture.
- To develop camaraderie and respect among Jewish organizations while sharing the goal of legacy building for the entire community.
- To give all donors the opportunity to do something significant for valued organizations that they might never have thought possible.

How do we do this? We provide training, support, and monetary incentive grants to motivate you to provide your most loyal donors with the opportunity to leave a legacy.

Why Legacy? Why Now?

Generational Transfer of Wealth Occurring NOW: A \$59 trillion transfer of wealth from one generation to the next is currently taking place. We also see donors leaving both current and after-life time gifts to universities, colleges, hospitals and arts organizations. And while our congregations have had a huge impact on people's lives, few consider leaving after-lifetime assets to their synagogues/temples usually because we don't ask. When we do engage in meaningful legacy conversations with our congregants and encourage them to evaluate and share the importance of the synagogue/temple in their lives, we provide them with the opportunity to ensure the congregation continues to impact the next generation in a similar way.

Provides Additional Revenue Stream: Independent professional advisors recommend organizations be prepared to have **20% of their annual budget come from endowment funds by 2030** or they will face fiscal crisis. For a congregational budget of \$1,000,000, 20% of revenue coming from an Endowment would provide \$200,000 a year. In this scenario, estimating a 5% payout rate, the endowment fund would need to be at \$4,000,000. Given current investment strategies with lower than a 5% payout, in many congregations your endowment fund would need to be larger.

General Legacy Concerns

Will asking for legacy gifts hurt our annual campaign? No in fact, research by Dr. Russell James, J.D., Ph.D., CFP® (professor in the Department of Personal Financial Planning at Texas Tech University and director of the graduate program in Charitable Financial Planning) shows that a donor's annual gift generally increases once they have made a legacy commitment, some by as much as 75% over several years. Through their legacy gift, donors are making a long-term investment in your congregation and this usually results in maintained or increased annual support.

Initiative Vs. Campaign: Legacy giving is not a one-time campaign. It should be an integral part of your congregation's fundraising efforts, become a normative way that members support your congregation and continue in perpetuity. In addition to paying their annual dues and providing funds for supplemental campaigns, members are likely to give in other ways too. The legacy gift is the "ultimate" gift they can make – for it will be realized only after they are gone. This gift ensures that what they value in your congregation will continue for the next generation and beyond.

Yet Another Campaign? A legacy gift requires no cash up front. It's a promise for the future and therefore does not compete with other cash fundraising campaigns you may be involved in. We first ask for a "Letter of Intent" to leave a legacy gift, follow it up with excellent

stewardship, and after a year revisit the commitment with the donor to confirm that that legal arrangements have been made. Ongoing stewardship of the donor by the organization helps ensure that the gift will be realized in the future.

You're talking about our major donors, right? No. Legacy giving provides **all** donors with the opportunity to be philanthropists. Your best prospects are your long-time members and donors no matter what their giving level. While your major donors will hopefully leave a legacy, we encourage you to invite everyone in the congregation to do so.

Why Me? Rabbis and Fund Raising: As Rabbi, you are likely to have many long-standing relationships with your members/donors. Relationships are critical for fund raising in general and legacy giving in particular. As fund raisers know, people give to people. Some rabbis are expected to participate regularly in fund raising solicitations and activities. Others keep their distance from actual fund raising, leaving this critical task to the executive director and/or lay leaders. Whatever your role has been to date in raising funds for the congregation, you can help and support a successful legacy initiative.

How can I best support my synagogue's efforts to launch and sustain a successful legacy initiative?

Rabbinical participation and support has been key to many congregation's success. However, we know you are busy, therefore we want to use your talents, skills and time **strategically**. Begin by thinking about the following:

- a. Are you willing/prepared to make a personal legacy gift to your congregation and possibly other valued Jewish organizations in your community?
- b. Are you willing to tell your personal story and/or publicize the gift as example to others?
- c. Will you be part of the legacy team (see below) and in what role?
- d. If you are unable to be a formal member of the legacy team, are you willing to have legacy conversations with specific members of the congregation with whom you have a strong relationship?
- e. Are you willing to promote the concept of legacy giving from the bima through sermons or by hosting a legacy Shabbat?

Your Legacy Team

Each organization/congregation participating in the LIFE & LEGACY program is required to form a legacy team consisting of 4-6 members with at least one organizational professional. The team is responsible for attending LIFE & LEGACY trainings, having legacy conversations, insuring the concept of legacy giving is marketed to your congregation and stewarding your donors. We encourage teams to aim for a minimum of one legacy conversation per month per team member which establishes a sustainable pace, distributes the work evenly among the team and has proven to be instrumental in reaching legacy giving goals.

The Legacy Conversation

A great legacy conversation concentrates on the emotional connection the donor has to the congregation. Due to the more personal nature of the rabbi's relationship to congregants, you can often enter meaningful conversations with greater ease than other professionals or lay leaders. The best way to secure a legacy gift is through one on one conversations. The legacy team will identify a list of legacy prospects based on criteria we have supplied.

What you can do...

1. Help the legacy team identify legacy prospects based on their long-term involvement with the congregation.
2. Consider accompanying a legacy team member when they visit with select donors; helping them to open the conversation by exploring the donor's connection to your congregation. Good questions for conversations include:
 - a. When did you first get involved with our congregation?
 - b. What has it meant to you over the years?
 - c. What impact has it had on you and your Jewish life?
 - d. What are your hopes for our congregation's future?

Marketing the Legacy Initiative

We equate legacy marketing to Israel's drip irrigation system.... drip by drip and eventually the concept of legacy giving "blossoms" in the mind of the donor. Repeat the message again and again. It will slowly start to sink in and people will come forward when they are ready to make their legacy gift. Marketing comes in many forms and it includes educating people about what it means to make a legacy gift and how anyone of any income level can participate.

What you can do...

1. **Use Columns and/or Weekly emails:** Write columns or emails focusing on the impact your congregation is having on the lives of its members every day. Connect that impact with the support, both annual and legacy, your members provide. Remind them what would be missing from their lives if your congregation ceased to exist.
2. **Sermons:** Weave legacy into your remarks where relevant (meaning of life; teaching children; passing on values; being a good example; levels of philanthropy)
 - a. Tie in with the Parasha
 - i. Pinchas: daughters of Tzelophchad insist on their right to inherit
 - ii. Noah: Plans ahead of catastrophe to be able to replenish animal kingdom and start a new generation
 - iii. Census: Responsibility of all stakeholders to pay upkeep to Temple. Every person has a stake in the future; what will yours be?

- iv. Deuteronomy: Moses handing over leadership to next generation; what do we leave behind?
3. **Holidays:** Incorporate into the Jewish calendar
 - i. Rosh HaShana/Yom Kippur: Taking an account of our lives; teshuva, tefillah, tzedakah; How do you want to be remembered? How can you make a difference? Recognize legacy donors with an Aliyah or other honor.
 - ii. Sukkot: host a legacy event in the sukkah
 - iii. Chanukah: Lighting the way for the next generation
 - iv. Tu B'Shevat: Planting seeds for the next generation
 - v. Pesach: Telling our stories. How do you want to be remembered?
 - vi. Shavuot: Book of Ruth: responsibility of kinsman to carry on legacy of relatives
 - vii. Omer: Count our days to make each day count. What are you doing to make your life count?
 4. **High Holy Days:** LIFE & LEGACY offers an annual High Holyday webinar filled with ideas and samples of ways to get the legacy message out at this most important time, when pews are filled, and people are looking for connection. Beyond impactful words during a sermon, consider ways to recognize and appreciate those who have already made legacy commitments to the congregation and create increased awareness of your legacy initiative. Some synagogues create a brochure that highlights the contributions (time, money and other) of all members of the community during the year.
 5. **Classes:** Offer a workshop, seminar or series on topics connected to legacy; dor l'dor, transmitting values, ethical wills, stories of my grandparents, what will my legacy be? Explore Jewish texts on inheritance, tzedakah, generosity, giving, etc. and connect the topic with concrete steps to actualize their learning.
 6. **Information:** Be sure legacy information is easily available around the synagogue, both in print and in electronic format. Be clear who they should contact and be sure that anyone approached by a congregant is prepared to assist them.
 7. **Share:** Become part of our effort to integrate legacy giving into the philanthropic culture of the North American Jewish Community. Share what you do with us, so we can publicize it to other rabbis and congregations around the country

Stewarding Donors

Donor stewardship is as important as having the legacy conversation. The act of stewarding your donors insures that they will feel appreciated, know they matter and keeps them connected and engaged over their lifetime. Effective stewardship shows our gratitude for their

commitment and reminds them they made a good investment that will have a positive impact on the congregation. LIFE & LEGACY recommends a minimum of four touches per donor, per year, every year for the donor's lifetime. Stewarding donors properly requires time and some financial resources.

What you can do...

1. Know who your legacy donors are so you can properly greet and acknowledge them when you see them.
2. Create ritual or ceremonial ways to recognize legacy givers when they make a legacy commitment.
3. Help create stewardship opportunities for legacy donors (personal thank you notes, personal calls, Shabbat dinner at the rabbi's house, special class taught by rabbi to legacy donor and their friends (thus opening possibility of getting more legacy donors).
4. Help decide how to honor legacy donors when their gift is realized.

Changing the philanthropic culture of your congregation

Changing the culture so legacy giving becomes a social norm takes time. Your Federation/Foundation and HGF have committed to a partnership of a minimum of four years to help this culture shift take place. As Rabbi, you can play a large role in influencing this shift.

What you can do...

1. Find ways to illustrate the impact your congregation has on the lives of its members, and highlight those messages.
2. Whenever a fund-raising event is planned, ask how the legacy message will be incorporated?
3. Add this tagline to your email signature and other electronic communication, "Please remember Congregation Beth Shalom with a gift in your will, trust, retirement account or life insurance policy"
4. Offer to call legacy donors once a year to thank them and ask them how your congregation has impacted their life. Share with them the responses you have heard from others.
5. Review systems for recording donor data to ensure accuracy and donor centered administrative policies.
6. Review your synagogue front office to ensure donors get a warm welcome, easy transaction of business, good follow up, timely notifications and gratitude.
7. Review your back office to ensure donors are treated with respect, monies handled efficiently and with transparency and thank you notes sent in a timely manner.

Resources

The following resources are available to you at no cost to support your legacy initiative:

Local Legacy Coordinator: Each community has hired a legacy coordinator to ensure success among organizations. They are responsible for administering the program for the community, arranging trainings, assisting with required reporting, providing community-wide marketing, and supporting each organization so they are successful. They are available to assist you and your legacy team with whatever you may need.

HGF Legacy Community Consultant: HGF dedicates a specific national consultant to your community for the duration of the partnership. This consultant travels to your community periodically for trainings, individual meetings with your team and to support the local coordinator. They are available for troubleshooting, brainstorming and other assistance as needed.

Website: The HGF LIFE & LEGACY website, www.jewishlifelegacy.org, is an on-going repository where we post samples from other communities, templates for ads and brochures, forms, instructions, videos and much more. It is available to you and the members of your congregation's legacy team. Click on the 'Resource' tab and enter 'password1' to get to the resources.

Marketing Items: HGF provides items to assist you in marketing the concept of legacy giving within your congregation. These include "Ask Me About My Legacy" stickers and ribbons that can be added to name tags at events. Request them from your local Legacy Coordinator. HGF produces ad templates for use during Hanukah, Passover and Rosh Hashanah as well as several generic ads that you can use throughout the year, which are available to you on our website. Simply download the template, drop in your logo and contact information, and print.

Stewardship Gifts: HGF publishes a stunning series of artwork with associated commentary through our program *Voices and Visions* which we have reproduced in the form of notecards. We offer these note card sets to you, at no cost, to be used as a gift to your legacy donors. Request them from your local Legacy Coordinator.

Annual LIFE & LEGACY Gathering: Each year in the late spring/early summer, HGF hosts a gathering for our LIFE & LEGACY communities and their local partners. Both professionals and lay leaders are encouraged to attend. The gathering provides opportunities to network with representatives from other congregations, share best practices, brainstorm around challenges and learn new skills. The gathering and meals are free; the only costs to you are transportation and hotel accommodations.

There are many ways as Rabbi that you can get involved in and be supportive of your congregation's legacy initiative. Harold Grinspoon created LIFE & LEGACY to secure the Jewish future. We appreciate you partnering with us to do so.

Other HGF Programs

The Harold Grinspoon Foundation runs creative programs to engage the Jewish community by meeting people where they are at key life moments and by providing access to the best of Jewish culture and tradition, while using philanthropy to encourage others to invest in the Jewish community.

PJ Library™ is an international program, working in partnership with Jewish philanthropists and communities to use the gift of free Jewish children's books to engage families across the world. Something special happens when parents read with their children. PJ Library shares Jewish stories that spark family discussions about Jewish values, traditions, and culture – all while respecting the fact that there are as many ways of celebrating Judaism as there are families who are doing so. Contributing to PJ Library's burgeoning successes are a wide range of local programs meant to further engage and involve children and their families.

JCamp 180™ works to strengthen the infrastructure of Jewish summer camps in North America by providing mentor services in the areas of strategic planning, board development, technology, and fundraising. In addition, the Foundation incentivizes camp fundraising through challenge grants that support capital projects and other needs.

Voices & Visions creates Jewish posters to gift to Jewish organizations for educational and engagement purposes. Creating posters that combine art and powerful messages; each series pairs leading contemporary Jewish artist and designers with quotes from Jewish thinkers across the ages.