

I found a fruitful world, because my ancestors planted it for me. Likewise, I am planting for future generations. - Taanit 23a

LIFE

Assuring JEWISH TOMORROW

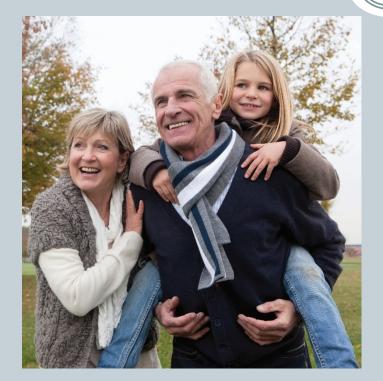
A program of the HAROLD GRINSPOON FOUNDATION

Sustaining Your Legacy Program

Arlene D. Schiff – November 2018 The Harold Grinspoon Foundation







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

Building Jewish Legacies Across North America





<u>Cohort 4</u>

Central PA Charleston, SC Heart of New Jersey, NJ Minneapolis/St. Paul, MN Richmond, VA Seattle, WA <u>Cohort 5</u> Central MA Durham-Chapel Hill, NC Lehigh Valley, PA Louisville, KY Nashville and Middle TN Palm Beach, FL Sarasota-Manatee, FL Tidewater, VA

<u>Cohort I</u> Charlotte, NC Memphis, TN Miami, FL New Haven, CT Orange County, CA Portland, OR Princeton, NJ

Cohort 6 Atlanta, GA Atlantic & Cape May Counties, NJ Greater Denver, CO Dayton, OH Nevada New Mexico Northeastern NY Pittsburgh, PA Rochester, NY

<u>LIFE & LEGACY</u>: 57 Communities <u>Areivim</u>: St Louis, Tucson, San Francisco, Philadelphia Hillel: 12 Affiliates

Cohort 2 Chicago, IL Greater MetroWest, NJ Greater Washington, DC Milwaukee, WI Omaha, NE Sacramento, CA Southern NJ

<u>Cohort 7</u>

Baltimore, MD Broward County, FL Calgary, AB Rockland County, NY San Antonio, TX

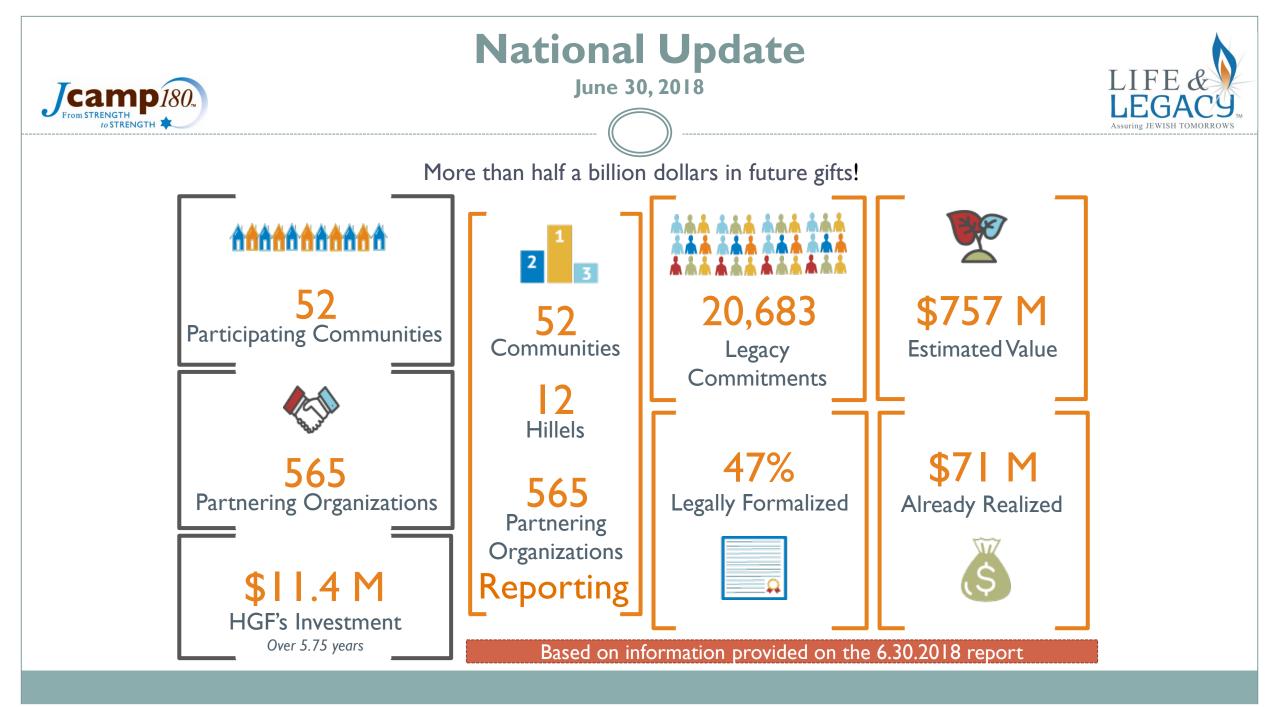
<u>Cohort 3</u>

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

Small Feds

Arkansas Augusta, GA Chattanooga, TN Fort Worth, TX Peoria, IL Springfield, IL St Joseph's Valley, IN

September, 2018







What do you think needs to take place to sustain your legacy initiative in perpetuity?



Steps to Sustainability



- Integrate into board activities
- Stay motivated

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- Continue conversations and formalization of commitments
- Marketing in perpetuity
- **Stewardship** part of organizational calendar
- Integrated into all fundraising activities
- Continue transition to a culture of philanthropy







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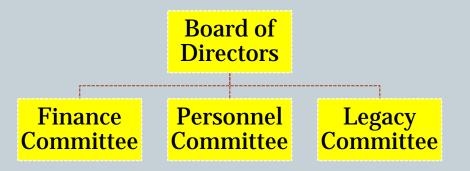


Committee of





- Legacy team evolves from a "special project" to a standing committee of the board
- Appropriate succession plan in place so new people come on as others transfer off
- Chair of committee ideal role for past
 president
- Legacy committee report on **board meeting agenda** at least quarterly
 - keep board informed as to new gifts secured, total number of commitments, estimated future value, gifts realized







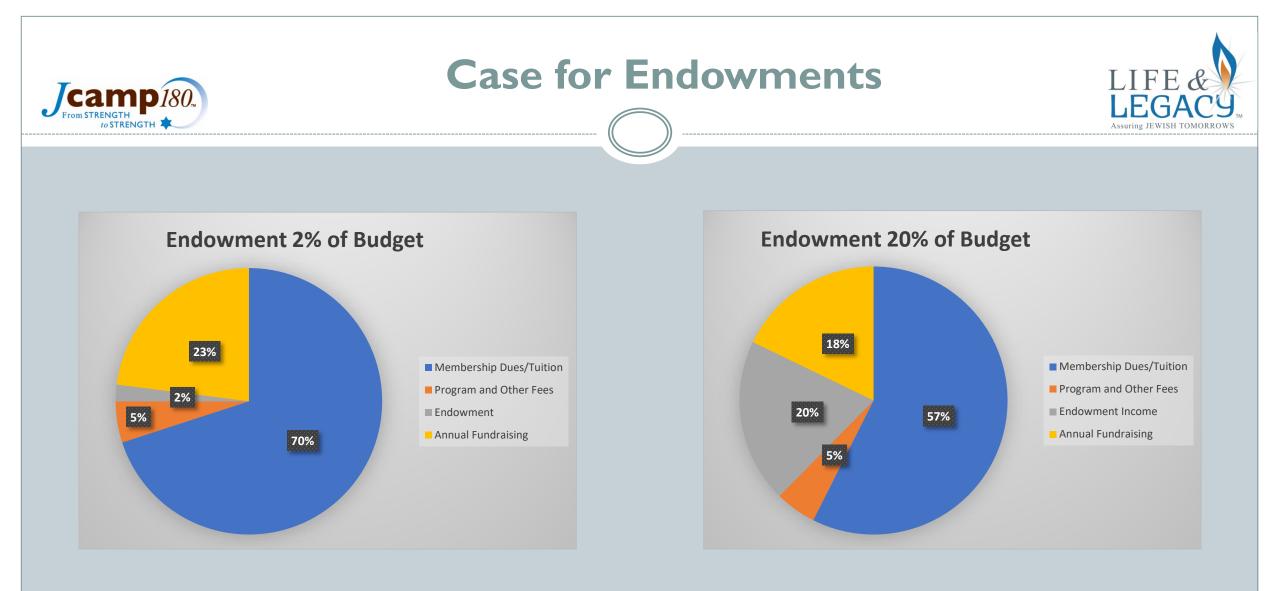
Endowments, in the past a luxury, are now an essential element of any nonprofits long-term financial stability strategy

Financial advisers have suggested that any nonprofit organization that is not receiving **20% of its operating funds from an endowment by 2030** will be in fiscal crisis.

\$1 million operating budget need to generate \$200,000 per year

- 5% spending policy = \$4 M endowment growing at 9%
- 3% spending policy = \$6.6 M endowment growing at 7%

In order to reach this goal, you need to **take advantage of the transfer of wealth** by continuing to have legacy conversations and secure additional legacy commitments over the next 10 years.



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 Continue to strive for 100% board participation

Legacy Commitment

Expectation

- Establish expectation that every board member will make a legacy commitment sometime during his/her term
- When past or current board member legacy gifts are realized, honor the individual at next board meeting



Board of Directors



What 2 things can you do to further integrate your legacy initiative into board activities?

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to STRENGTH





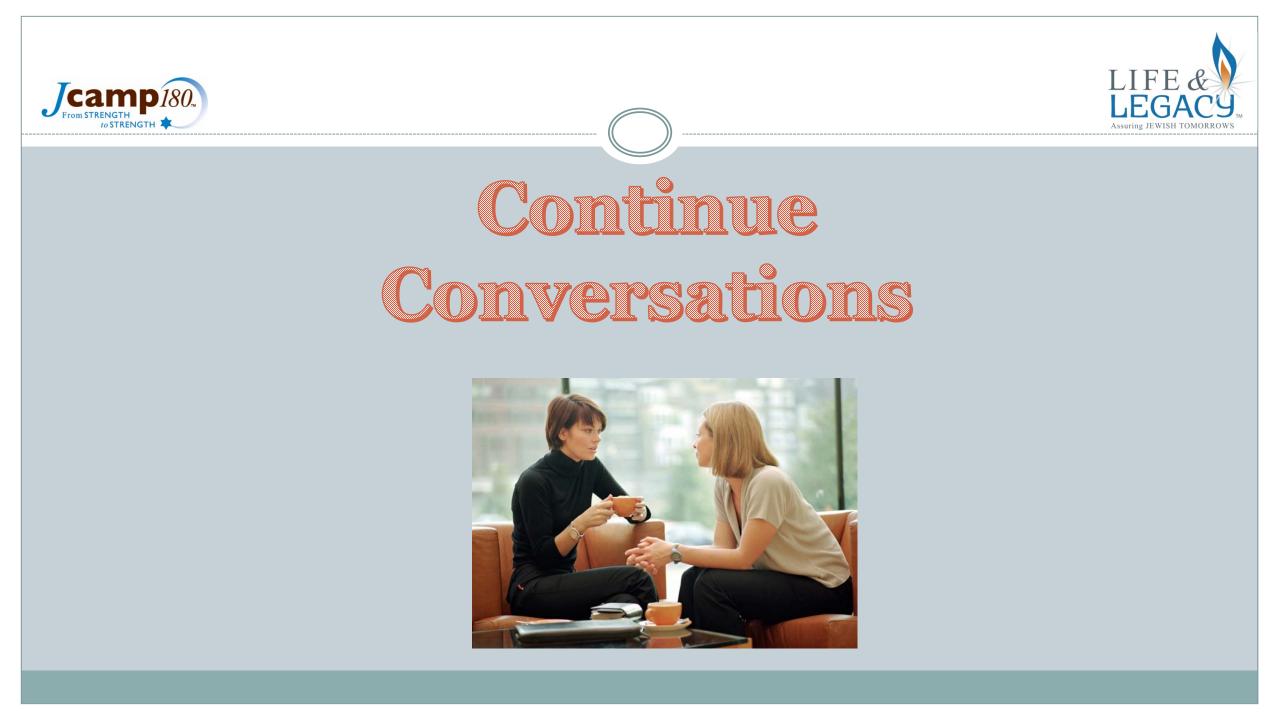






What 2 things can you do to improve your legacy committee experience?





Opportunity



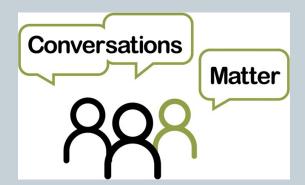
Charitable dollars donated by bequests have grown 30 percent since 2013

Baby Boomers are currently the greatest economic force in giving. As they move into retirement, this generation is **expected to donate more than \$6 Trillion**

We are seeing a changing attitude toward generational wealth, such as people **choosing to give a higher proportion of their wealth away** instead of passing it along to the next generation

The future of philanthropy – Fidelity Charitable 2016





PROOF THAT PLANNED GIFTS increase annual giving revenue

\$9,000



The foremost researcher on the subject

Dr. Russell James

\$8,000 \$7,000 \$3,17 nnual giving \$6,000 increase \$4,210 \$5,000 average annual giving pre-plan \$4,000 \$3,000 Before Before Before Before Mixed After After After After -8 -6 -4 -2 +2 +4

years years years years

Dr. James' review of a 20+ year national longitudinal study thanks to the National Institute on Aging (the study has been federally funded since 1992)

\$4,210

Average annual gift **PRIOR** to making a planned gift:

GIVING INCREASED +75%

Average annual gift **AFTER** making a planned gift:

\$7,381



\$7,381

+6

years years years years

+8

average annua

giving post-plan

Continue Conversations



- As annual donors become loyal donors – consistently give for 5 or more years- make sure added to prospect list and legacy conversation takes place.
- Through marketing, stewardship and conversations you should secure a few new legacy commitments each year
- #I reason people don't give is because they weren't asked!





Continue Conversations



- Continue to have a core group of individuals focused on securing legacy commitments – committee plus support from those who have made commitments
- Review your current prospect list and establish a plan for having conversations
 - Each legacy committee member holds one conversation per month
 - Committee meets quarterly to review progress



Conversations





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to STRENGTH

by STEVE YASTROW

Here are the six Ditch the Pitch Habits:

Think Input Before Output

In a conversation with a donor, let everything you say or do be informed by what you hear and observe.

Size Up the Scene

As you listen and observe, take stock of your potential donor's character and situation to understand what this particular donor's reasons for giving may be.

Create a Series of "Yeses"

A conversation only moves forward if both parties continually agree to let it move forward. Always find something to say "yes" to as you speak with your donor, avoiding the words "no" and "but."

Explore and Heighten

As you engage your potential donor, look for ways to take the conversation to a higher level. Explore to find what your donor really cares about and then heighten by discussing why these things are important.

Focus the Conversation on Your Donor

Resist the temptation to talk about your organization. Instead, have a conversation that is mostly about the donor.

Don't Rush the Story

Your donor won't be ready to hear your ideas as fast as you come up with them. Let the story emerge through your conversation, at a pace your donor can accept.



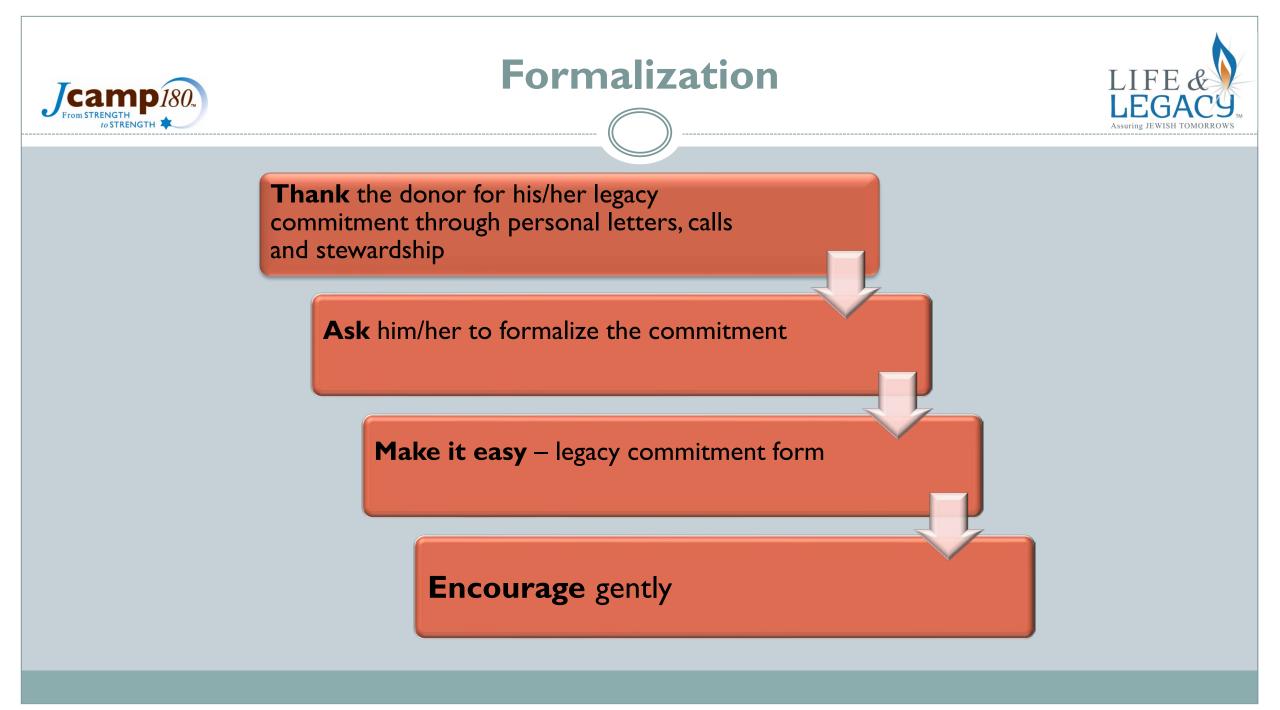


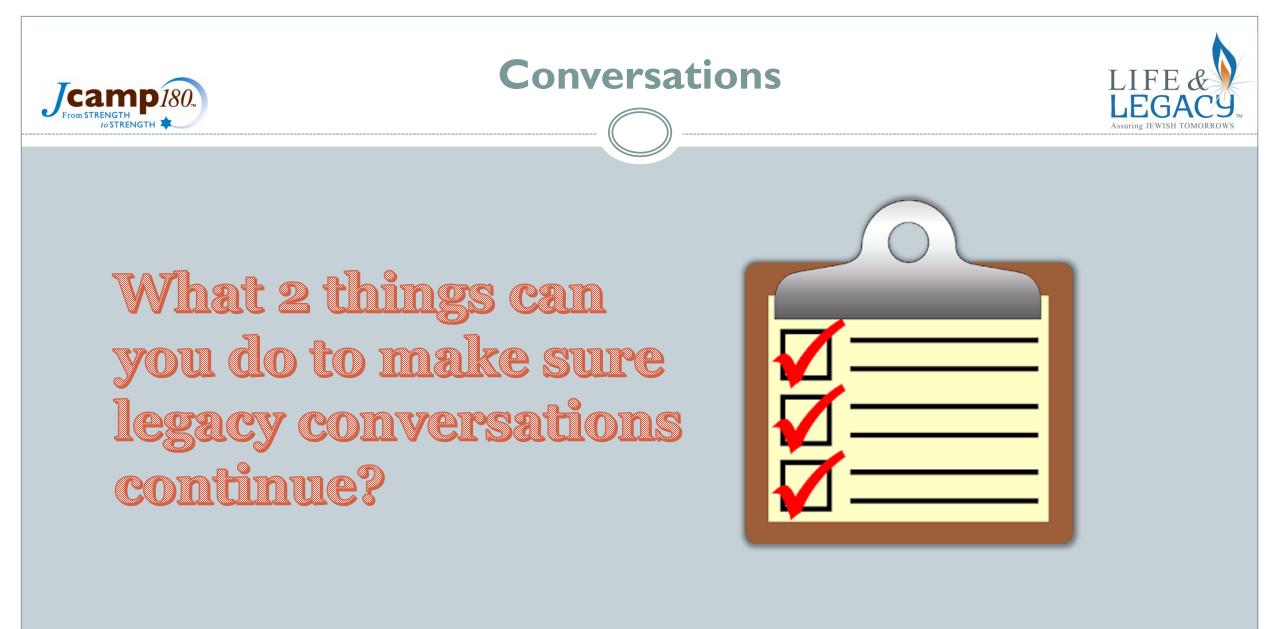
- **Open** warmly and connect with donor
- Ask for the current gift first (annual, endowment, capital, specialty)
- Thank them for their commitment
- Move into legacy ask

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• Thank again, no matter the outcome













Remember Camp ABC with a gift in your will, trust, retirement plan or life insurance policy.

Stationery, Envelopes, Email signature lines with link, Newsletters, Email blasts, Pop-up on tables, Front page on website... EVERYWHERE

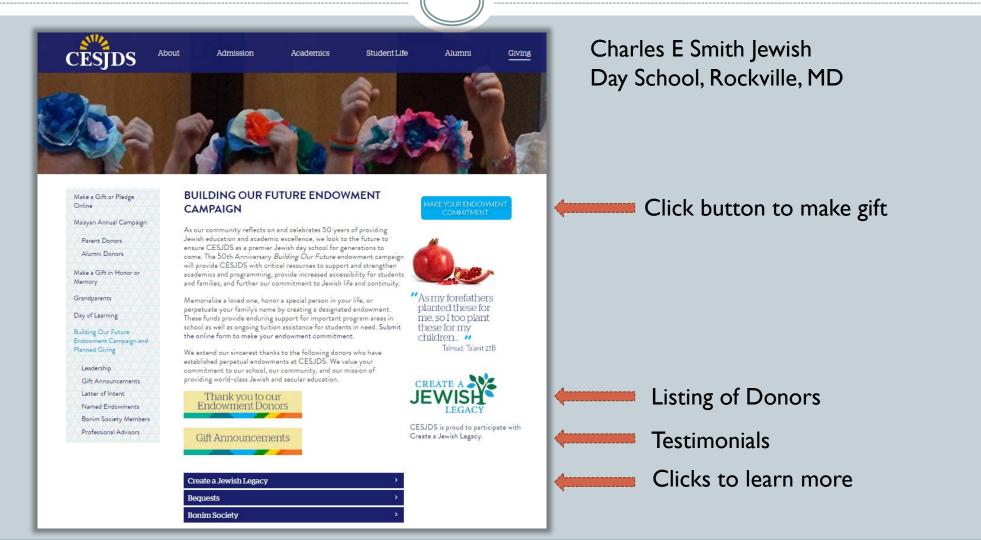


Websites

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to STRENGTH





Social Media





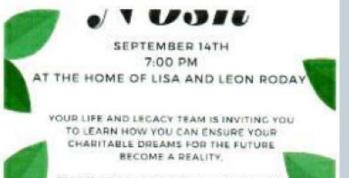
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o STRENGTH

Congregation Or Atid STA 1 day ago

Your Life and Legacy team is excited to talk to you about Living Giving! Your gift big or small - can make a difference. Please join us on Wednesday, the 14th, at 7:00 pm for some noshing at the home of Lisa and Leon Roday while we learn more about this amazing program. Please call the office to RSVP.

Read Less



PLEASE JOINS US FOR SOME NOSHING AND LEADN HOW YOU CAN BE A DIFFEDENCE



Instagram

Facebook

iewishinseattle Follow

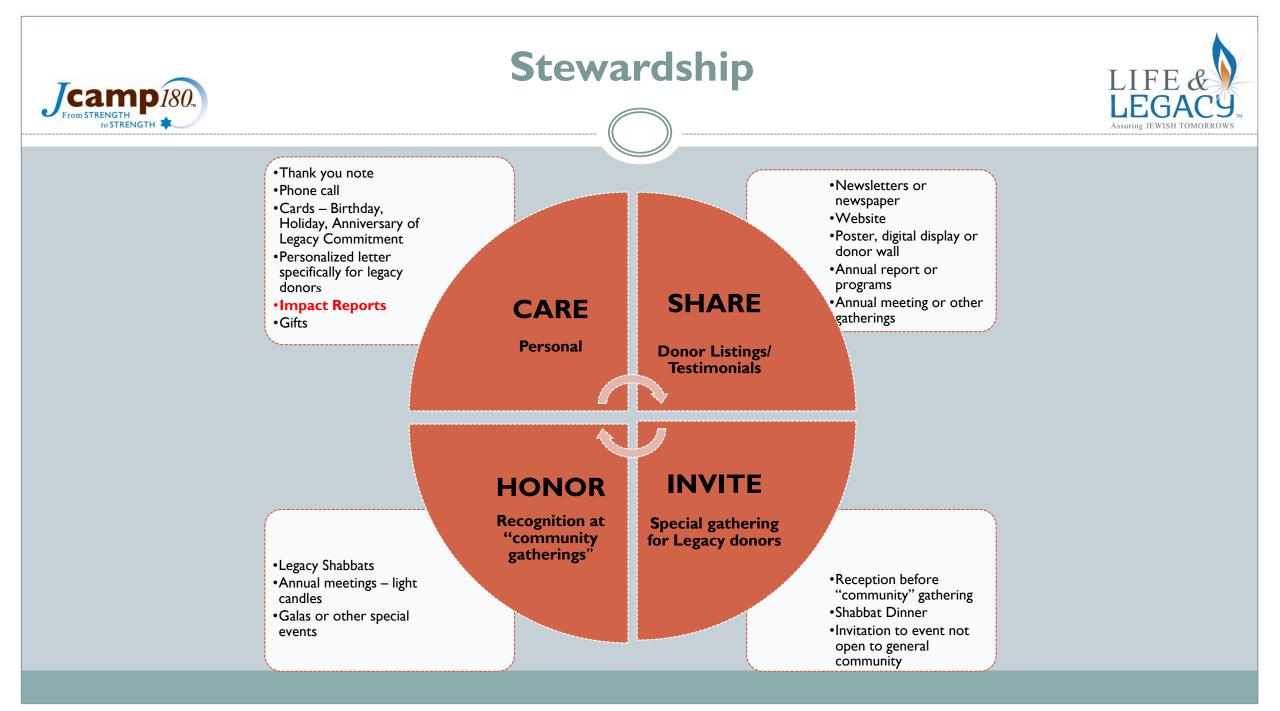
jewishinseattle Learn more about the Federation's LIFE & LEGACY™ program at https://www.jewishinseattle.org/life-legacy

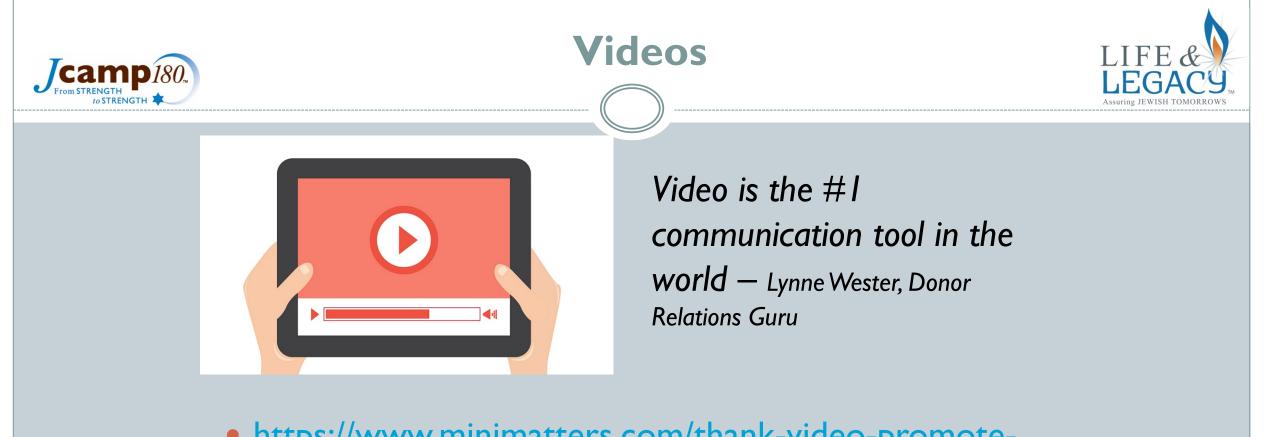




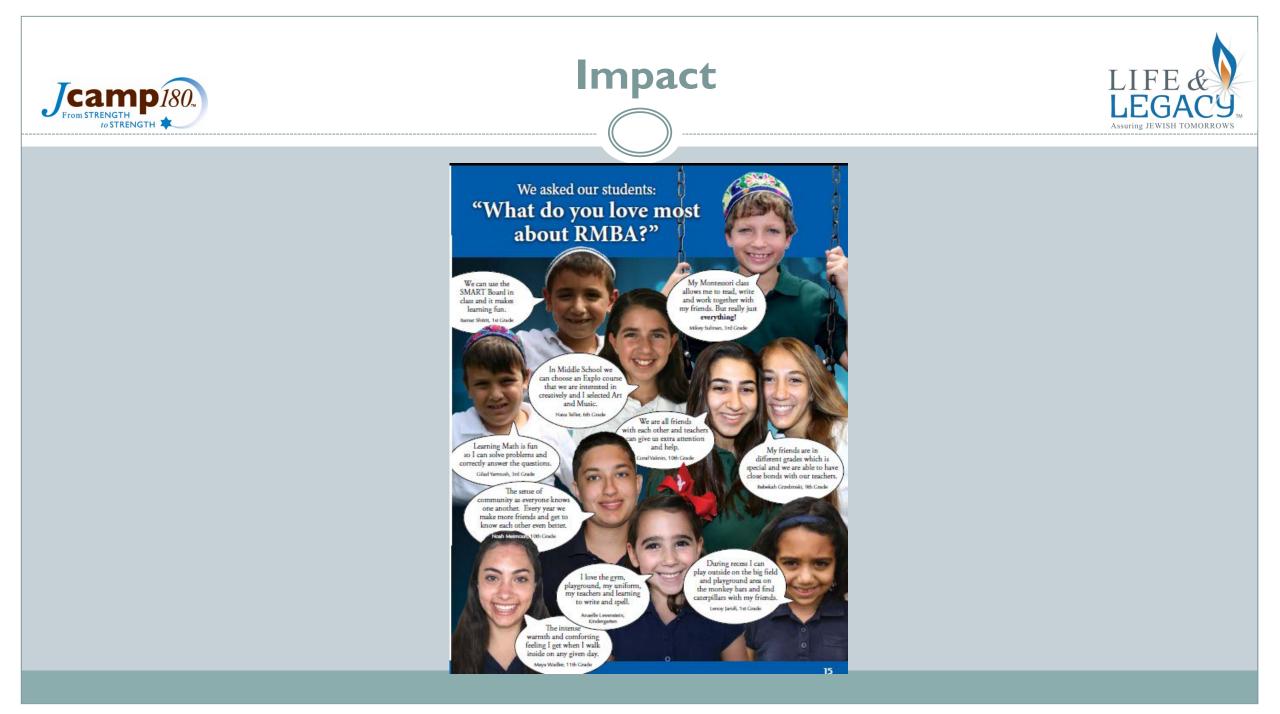
Stewardship integrated into annual calendar

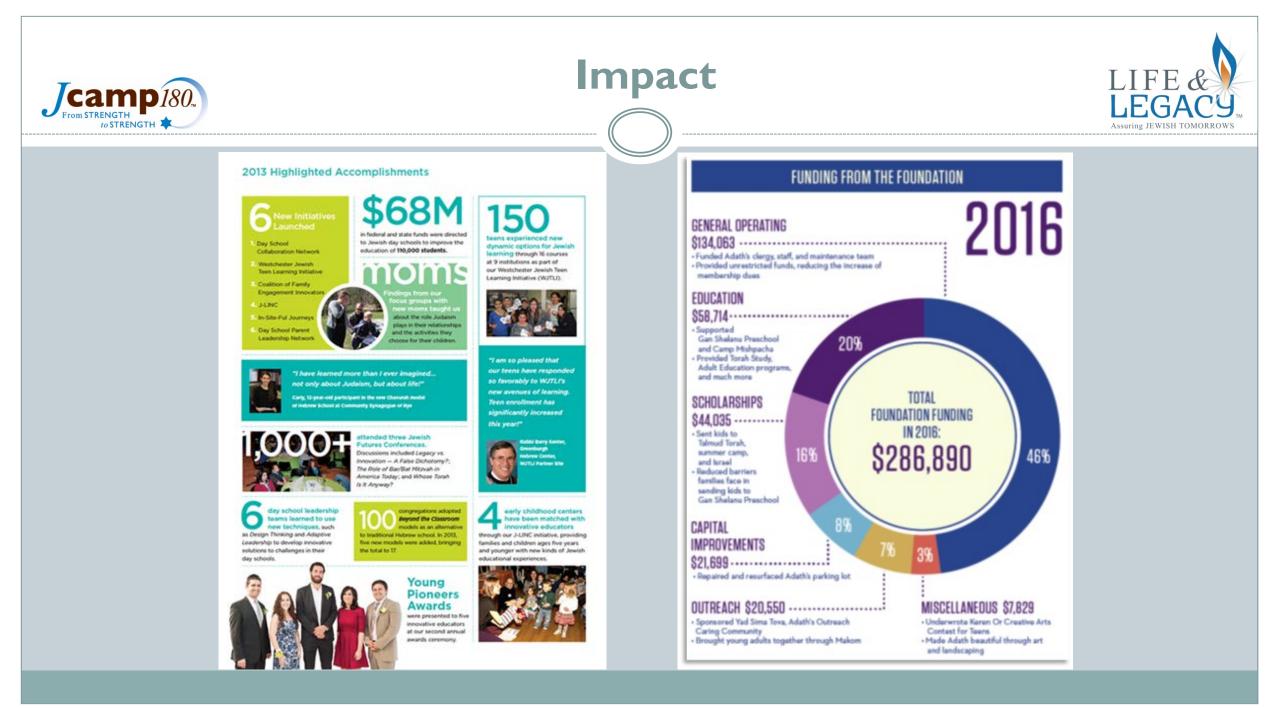
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- <u>https://www.minimatters.com/thank-video-promote-donor-retention/</u>
- https://www.youtube.com/watch?v=TNJggU-C214
- https://www.youtube.com/watch?v=54ZJ9LAjhF4





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Impact





Tina Sheinbein Executive Director



Ellen Friedman Sacks Associate Executive Director

IMPACT.

We hear that word a lot. At JFL, we use the word often. But, what does it really mean? The Merriam-Webster Dictionary defines "impact" in two ways:

1. to fix firmly by or as if by packing or wedging 2. to have a direct effect or impact on

It is the second definition of the word that best describes what JFL does on a daily basis. We have a **DIRECT EFFECT** on our Jewish community. And, we do so, one interest-free loan at a time. The interest-free loans available through JFL, positively impact the individuals, families, organizations and small businesses that come to us for assistance. The impact of our loans is felt immediately when someone can restore their water service or avoid eviction because they left our office with a check in hand. The impact of our loans last indefinitely when an individual is able to pursue their educational dreams, a family can grow through IVF or adoption and a Jewish institution can make building improvements needed to better serve the local community.

The 2017-2018 fiscal year was Jewish Free Loan's largest and most impactful yet. We distributed \$637,963 in interest-free loans – a 14% increase over last year and we are poised to continue that growth and momentum in the coming year. It is with great pride – and gratitude to JFL's friends and supporters – that we share with you the 2017-2018 Year In Review/Impact Report.



LOCAL LOANS. INTERNATIONAL IMPACT.

JFL Phoenix is proud to be the new home of the International Association of Jewish Free Loans (IAJFL) - a membership/networking group of more than 45 agencies serving communities around the globe.

DONATION DOLLARS IMPACTING COMMUNITY 116 INTEREST-FREE LOANS TOTALING \$637,963

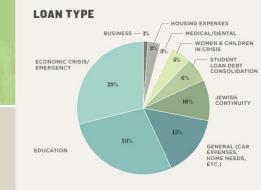
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GEOGRAPHIC IMPACT APACHE JUNCTION PEORIA CAVE CREEK PHOENIX

CHANDLER SCOTTSDALE EL MIRAGE SUN CITY GILBERT SURPRISE MESA TEMPE PARADISE VALLEY TUCSON







IMPACT BEYOND LOANS NEW HEADQUARTERS FOR THE INTERNATIONAL ASSOCIATION OF JEWISH FREE LOANS FINANCIAL LITERACY WORKSHOPS CONDUCTED IN 2017-2018 NAMED LOAN FUNDS

PROVIDING INTEREST-FREE LOANS

LEGACY SOCIETY MEMBERS ENSURING THE FUTURE OF JFL THROUGH BEQUESTS







Impact Report







ĽShanah Tovah Tikatevu 5779!



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to STRENGTH

On behalf of the Officers, Board of Directors and Staff of the Greater Miami Jewish Federation, we extend our warmest wishes to you for a sweet New Year. May you and your loved ones be inscribed in the Book of Life and sealed for a year of health, happiness and peace. L'Shanah Tovah Tikatevu! Please take a moment to watch this <u>sweet video</u>.



On Rosh Hashanah, we know it is important to take time to remember and reflect upon our own lives and those no longer with us. Join Federation's *Mishkan* Miami: The Jewish Connection for Spiritual Support for <u>Kever Avot</u> ("graves of our parents"), a traditional communal memorial service, on Sunday, September 16. Community rabbis, cantors and chaplains will be present at various local cemeteries at scheduled times during the day to help you hnore the souls of those who have passed.



Federation's International Division recently brought together nearly 70 people for the Passion and Purpose Family Tour. The mini mission educated families about the agencies funded and programs made possible by donations to the Annual Federation Campaign. The group participated in Jewish Community Services' (JCS) Milk & Honey program by preparing and delivering *Rosh Hashanah* packages to elderly clients. They also explored the Miami Jewish Health campus and visited residents. Both JCS and Miami Jewish Health are Federation partner agencies.



Your donations to the Annual Federation Campaign helped 1,500 campers enjoy inspiring Jewish experiences at Camp Szarvas this summer in rural Hungary. Run by Federation's overseas partner, the American Jewish Joint Distribution Committee (JDC), Szarvas brings together Jewish kids from places where our rich heritage once flourished before the Holocaust or where there are only a handful of Jews. This unique camp is often the youngsters first encounter with Judaism. <u>Read more</u>.



As the High Holidays approach, it's important that lone soldiers feel supported during their IDF service. Through WINGS, a program of our overseas partner. The Jewish Agency for Israel, Federation helps these young olim (immigrants) who have bravely left their homes without their families to make aliyah and take an active role in securing a strong Israel. Nearly 1,000 lone soldiers receive emotional and physical assistance, such as care packages, hospital visits, aid for visiting family and more.

JewishMiami.org



9/10 Rosh Hashanah

9/16 Fourth Annual Mishkan Miami Kever Avot at Local Cemeteries 9/19 Yom Kippur 9/24 Sukkot

View the Community Calendar

Shabbat Shalom!

Impact



Benjamin & Bernice Mazin VISUAL ARTS FUND

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The Mazin Annual Art Exhibition was conceived and created by Bernice and Benjamin Mazin in partnership with Jewish Community Center's Visual Arts Committee. The event is funded by the Mazin Visual Arts Fund, Judy and Dennis Hummel and the Mazin family. It is a regional, juried art exhibition of 2-D and 3-D artwork, open to artists 18+ years old. Each year, the Mazin Art Exhibition fosters an appreciation of today's visual arts and reflects the breadth and artistic vision of local artists.



You too can create an endowment to preserve Jewish Louisville's programs and organizations that matter to you. Contact Jennifer Tuvlin at 502-238-2719 or jtuvlin@jewishlouisville.org to endow your Jewish values.



Drew Corson Youth Athletic SCHOLARSHIP FUND

Established in the memory of Drew Corson, this endowment fund focuses on youth athletics. In 2017, the Drew Corson Youth Athletic Scholarship Fund assisted Louisville in hosting more than 100 Jewish teens from the KIO BBYO region to participate in the Drew Corson Basketball Tournament.



You too can create an endowment to preserve jewish Louisville's programs and organizations that matter to you. Contact Jonniler Tuvlin at 502-238-2719 or jtuvlin@jewishlouisville.org to endow your jewish values.

EGA

Joseph Foundation

CICL Jandah Community

Stewardship that is Marketing





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CONGREGATION KENESETH ISRAEL

Congregation Keneseth Israel is proud to announce that the following members listed here have made a commitment to leave a legacy gift to the KI Endowment Fund in their wills, trusts, retirement accounts or life insurance policies as participants in the KI L'Dor Vador Society campaign. We extend our deepest appreciation to those who have helped to insure the future of KI by leaving a legacy, which will continue beyond their lifetimes. We invite the rest of the Congregation to join them as the campaign continues. Please contact Vikki Dunn at 610-435-9074 or vdunn@kilv.org for more information.

ROSS BORN	DAVE EISKOWITZ	SUE KIRSHNER
WENDY BORN	LEN GLAZIER	LINDA MILLER
IAN CARLIS	RHODA GLAZIER Sandra Goldfarb	MIKE MILLER RABBI SET PHILLIPS
EDWIN DAVIS	KEN KIRSHNER	BOB ROCKMAKER
RABBI MELODY DAVIS	KEN KIKSHINEK	AIMEE STEWART
LEHIGH VALLEY JEWISH FOONDATION	LIFE & LEGACY Aurile JUVIEI FONDERUS	Congregation KENESETH ISRAEL A Caring Community



Linda Griffler Barbara and Jerry Grunt Renee z'l and Frank Katz Meredith and Kevin Katz Burt Liebman Theodore z'l and Maxine Murnick Jaqueline and Jacob Nover Louise Weingrod and Robert Sandor Amy Blumenau Schechner Cynthia and Arthur Schechner June and Michael Schechner Norma Schechner Paul Sheridan Schechner Sue Schulman Susan Waters and Stuart Schulman Judith and Fred Simon Alyson and Richard Slutzky Charles Wantman Linda Willner Anonymous (4)

Ensure Jewish tomorrows at Oheb Shalom... Please contact Linda Griffler, Executive Director, at execdir@ohebshalom.org or (973) 762-7067 to learn more.

to learn more.



Create Your Jewish Legacy

Thank you to the following legacy donors who have already submitted a letter of intent to CHDS, ensuring the continuity of Cincinnati Hebrew Day School's important mission:

Chaim and Sharon Barry Alex and Galit Benzaquen Yehiel and Sarah Fishman Tzvi Fried Jon Hoffheimer Dov and Abigail Katz Yuval and Michal Kernerman Howard and Marlene Mayers Morton Family Yaakov and Yael Perelmuter Yaacov and Chava Rabenstein Zalmy and Shifra Reisman Yitzchak and Faigie Rosedale Eric and Kricket Schwartzberg Fishel and Rochel Singer Elliot and Tarnar Smith Ben and Elina Travis Bill and Elinor Ziv Raffie and Sherri Zuroff Anonymous

Now is the time. CreateYourJewishLegacy.org Contact Rabbi Ben Travis at 513-351-7777.





Marketing & Stewardship



Why We Chose to Create a Jewish Legacy

By Dana Susson

It all started with our son playing in the JCC Maccabi Games in 1998. At those Games, we not some anazong families and made loop stating ferinds such as liv and Narcy Chase. For five years, our children participated in the JCC Maccabi Games and we were vectored in the namy wonderful Judevis communities across the country. Through those experiences, I became involved in the JCC Book. Feetral and the rest, as they say, is history.

Mark and I became one of the "founding families" at the Menga JUC, participated in the capital canages, and got more involved in programs at the JCC. Utilimately, the JCC became the control focus of our Jeveich identify Now, both Mark and I server on the Board of Divedtox. We can perforable nat and support many programs here, including the JCC Maccabi Games & Artheste Committees, Boak Clab, OC useh Arts Fightland, our anazing JCC Cares Committee, and much more. Much of our social life involves the close friends we have made through the J. We have traveled to CLab, Poind, and Insale with fieldow momentaries, and have attended many JCCA Biennais all over the ocarity. We plan to be involved as much as possible for the rest of our lives. We want to "pay 6 forward" so that other families can benefit as we have, so it was an easy decision to include the JCC in our estate plans and craited core and. Jengary.

Create a Jewish Legacy

The Merage JCC is proud to be one of the 11 organizations partnering with the Jewish Community Foundation of Orange County to ensure a storing Jewish future in our conner of California. Collectively we have secured 437 legacy commitments, worth an estimated \$11 million in future gifts to our local community.

Create a Jewish Legacy is a nationwide program initiated by the Harold Crimopon Foundation to the Jewish committee develop their endowments to support the future operations of their agencies. Crimspon is spreading the message that people of all ages and means can leave a lasting mark on the organizations they are passicnate about and the communities they love by including a gift in their estate plane.

As one of the largest Jewish agencies in Orange County, Menge JCC, will continue to piny a leading role in our community, so it is important for all of us who are dedicated to its current success to think about how the JCC will three in decades to come. You can take a simple action today that will have a positive impact long on future generations by creating your own Jewish logacy.

We gratefully acknowledge the people who have chosen to leave a legacy gift to the Merage JCC: Markens and Oavid Bouch Lynn and Dan Bernstein Jeanne and Gidson Bernstein Lyand Jm Berng Eleanor and irving Burg 21 Nancy and IV Chase Sandy Taribarg Marci and Shaken Miller Jakie Hotkenay Marci and Shaken Miller Jake Robena JS Stem Dana and Mark Susson Shan and Marka Nusson

We are proud to announce our newest Legacy Donors: Doris and Marty Melnick Muriel Ullman



What will your legacy be? If you would like to learn more about how

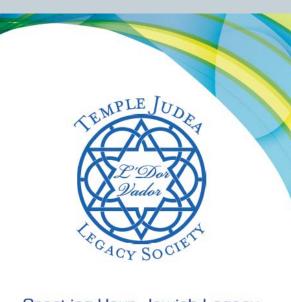
your family can build a strong Jewish future, please contact Debbie Meline, Director of Donor Relations and Stewardship, 949.435.3400 ext. 271, debbiern@jccoc.org.











Creating Your Jewish Legacy





A MESSAGE FROM LEGACY MEMBER COBY SONENSHINE



he Counciling Family (1.2), Allows, May Color and Colorest

14

For most of my life I have heard the phrase L'Dor V Dor. By now we all know it means 'from generation to generation,' but it holds a special meaning for me as a secondgeneration member of Temple Bat Yahm.

My parents, Ygal and Shela Sonenshine, joined TBY soon offer its founding and have been instrumental in various Building and Capital Campaigns as well as WTBY over the years. L am particularly

proud of their having underwritten the construction of The Sonenshine Family Sanctuary, which they named for my father's family who perished in the Holocaust.

Not surprisingly, most of my life-cycle miletanes have involved TBY, including my Bar Mitzoh, my verding to Alynon, our sore" file creemonies; religious education and Bar Mitzohs, and numerous Shabbat and Hagh Haly Days services. I now serve as Frat Vice President of the Board of Trautes, and along the way Allyson and I co-charated the TBY Gala to 2001, I chared the Capital Campaign in 2004, Allyson charact the Cantor's Cancert in 2012, and Allyson was mand the 2016-VIBY Woman of the Year for the involvement in the larger community.

Why do we commit our time and funds to TBY? Because TBY offers a constant reminder of what it means to lead a jewish like in modern times. Precisely because we have such bary schedules, we find ourselves incredibly gateful for the literal sonctury of the temple, the spiritual gatalance of our clergy, the warmth of the congregation, the beauty of the music program, and the boarty of the facility tieft. We have learned a great deal lobal Utakaim from the Robbi's semont, the Datinguished Specier Series, and Sunday marining Caffee Tak. And having made lifelong friends during our years in the precision, we have had many accession to celebrate and even or ty ceptier with our extended from Ne net Tampi Bart Yahm.

By naming TBY in our Estate and thereby becoming members of the Life and Legacy Society, Allyzon and I affirm our desire to see TBY thrive long into the future. After all, we want to ensure TBY continues in its current glorious form, should our sons, Solemon (17) and Max (14) wish to attend services, gate married, name their babies, or celebrate other mitsruch here... no pressure.yet...



South Orange





What 2 new things can you do in the coming year to steward your current legacy donors?

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Integrate into all fundraising



- All fundraising appeals should include, at a minimum, a place for donors to express interest in learning more about your legacy program or legacy society
- Integrate the legacy conversation into all annual, capital or endowment campaign conversations.

OTHER	Temple Beth Israel KOL NIDRE APPEAL Temple Drive, Port Washington, NY 11050 Tel: 516-767-1708 www.tbiport.org In recognition of the important work that our congregation is doing to maintain and further Judaism, I hereby pledge the sum indicated in order to do my share in supporting our religious, educational and youth programs. Last Year's Pledge \$	\$540
PLUS 10%		\$360
\$2500		\$270
\$1800		\$180
\$1500	To make a gift to the temple in your will, trust, retirement account or life insurance policy, fold "OTHER" and we will contact you after the holidays.	\$100
\$1000		\$ 72
\$ 720	Please fold appropriate flap over selected amount, place in envelope and leave with usher or in box by synagogue doors. Thank you.	\$ 36

GP CHARLES	Your generous cor	2017 CJF ANNUAL CAMPAIGN Your generous contribution is an investment in our local and global Jewish community. Please consider an increase in your gift. I pledge \$			
Name					
Address	Email				
City	State	ZIp	Telephone #		
METHOD OF PAYMENT:	Enclosed is my che	ck	Please Involce		
PLEASE CHARGE MY:	Mastercard	🗋 Visa	AMEX		
Card#	Exp. Date		Security Code	Billing Zip	
	Diadaa naymanta	are due D	ecember 31, 2017		

Continue Transition to a Culture of Philanthropy



Philanthropy –

"A love of human kind and a voluntary joining of resources and action for the public good"

Four core components:

- Shared responsibility for development
- Integration and alignment of mission
- Focus on fundraising as engagement
- Strong donor relations/stewardship



Continue Transition to a Culture of Philanthropy



What is a Culture of Philanthropy?

Every single person in the organization is engaged in securing financial support and agrees that it's an important priority

Everyone conveys a positive attitude towards philanthropy by

- Being donor-centric
- Providing opportunities for engagement
- Building relationships
- Sharing excitement for the organization, the mission and the impact the funds will have

-Nanette Fridman, Fridman Strategies

Continue Transition to a Culture of Philanthropy



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.		



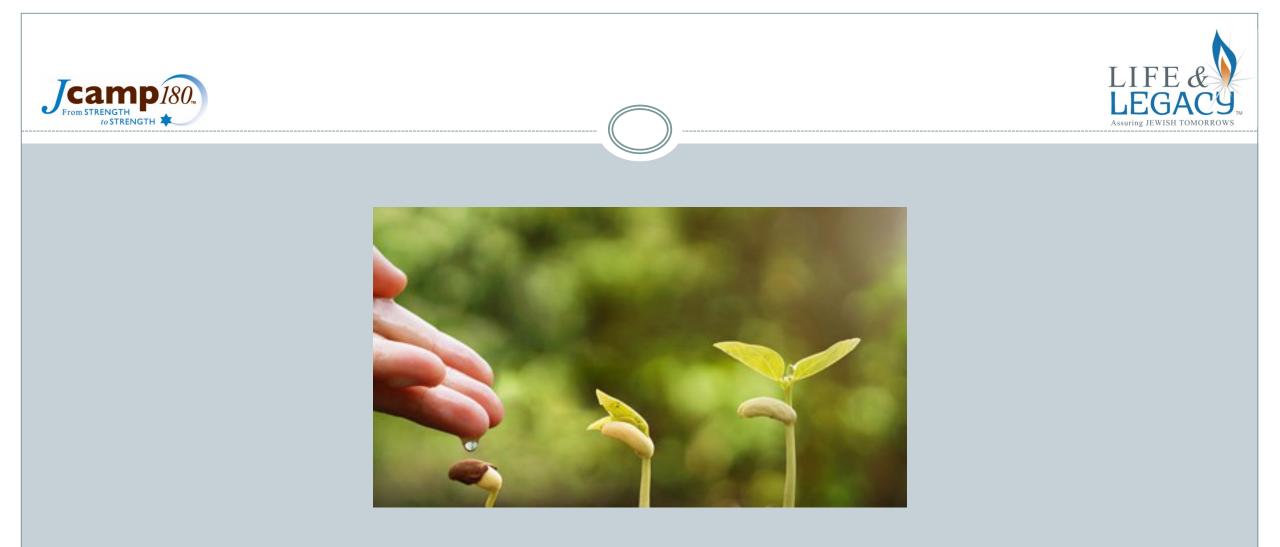






2 new steps you can take NOW for long-term sustainability





"Don't judge each day by the harvest you reap but by the SEEDS you plant" -- Robert Louis Stevenson



I found a fruitful world, because my ancestors planted it for me. Likewise, I am planting for future generations. - Taanit 23a

LIFE

Assuring JEWISH TOMORROW

A program of the HAROLD GRINSPOON FOUNDATION

Sustaining Your Legacy Program

Arlene D. Schiff – November 2018 Harold Grinspoon Foundation