



Endowment Accelerator Toolkit

All Resources

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Endowment Accelerator Organizational Readiness Assessment

As a program of the Harold Grinspoon Foundation (HGF), JCamp 180's mission is to strengthen the long-term organizational effectiveness and financial sustainability of nonprofit Jewish camps to ensure our community's future and connection to Judaism.

Why Permanent Endowment?

JCamp 180 and the Harold Grinspoon Foundation believe that a permanent endowment should be an essential piece of Jewish camps' financial model for a sustainable future. That is why we have created the **Endowment Accelerator Matching Grant**.

Building or growing your permanent endowment is a powerful strategy to secure your camp's long-term financial growth and stability, helping to assure that your special brand of Jewish camp experience is available to future generations of Jewish children and young adults.

But successful endowment-building is an undertaking that requires significant preparation, knowledge, commitment, and oversight. Not every camp is ready to undertake such an initiative immediately. That is why the new **Endowment Accelerator Matching Grant** is a four-year program to meet camps where you are today and prepare you for success both with HGF's matching structure and with your long-term endowment-building goals.

Is Your Camp Ready for Endowment-Building?

So, how can you tell how ready your camp is to get serious about building or growing your permanent endowment? Here are some useful indicators:

Organizational Condition

- Camp has been in business for several years with a track record of effectively fulfilling its mission.
- Camp has a history of strong program growth over the period of existence.
- Camp has a current strategic plan and goals guiding its work.
- Stable, growing camper enrollment as well as other revenue programs.
- No current or imminent crises threatening the organization's stability.



Leadership

- Stable governing board with a succession plan in place for key leadership positions.
- Strong working partnership between executive and board.
- A culture of planning and goal setting that emphasizes governance oversight and executive management roles.
- No current or imminent leadership change threatens stability.

Financial Condition

- Inclusive, transparent annual/multi-year budget process involving professional and lay leaders.
- Track record of balanced/surplus budgets.
- Operating reserve funds equal to 6-12 months' operations.
- Strong professional financial management and board oversight of finances.
- No burdensome debt obligations or prospective liabilities.

Fundraising/Development

- A growing, comprehensive fundraising program based on an annual plan.
- Shared ownership of fundraising success as mission-critical for board and professional staff.
- Solid base of consistent donors across camp constituencies.
- Close, stewardship-driven relationships with major donors.
- Gift/pledge management system and requisite internal capacity and expertise.

Expertise and Policies

- Commitment by the board and professional leadership to understand fundamentals of endowment and its role in a comprehensive financial model for camp.
- Complete review of options for endowment fund investment and management.
- Creation and approval of required policies for endowment management, investment, and spending.
- A financial officer or other staff member responsible for managing or providing oversight of the endowment fund.



Use this self-assessment tool to determine your camp's readiness to embark on a campaign to build or grow your permanent endowment fund.

Organizational Condition	
Yes / No	We have a solid history and excellent track record of meeting our mission.
Yes / No	We have a current strategic plan that guides our work.
Yes / No	Our enrollment, including year-to-year retention, is steady/strong.
Yes / No	Camp faces no current or imminent crises.
Leadership	
Yes / No	We have a stable, high-functioning governing board with diverse expertise.
Yes / No	Our executive and board chair have a strong working partnership.
Yes / No	Our board has a culture of planning and goal setting that emphasizes governance oversight and executive management roles.
Yes / No	We face no current or imminent leadership change threatening stability.
Financial Condition	
Yes / No	We have a strong record of balanced/surplus operating budgets.
Yes / No	We have an operating reserve fund of 6 months or more of operations.
Yes / No	We have strong professional financial management and board oversight of finances.
Yes / No	We have no burdensome debt obligations or prospective liabilities.
Fundraising/Development	
Yes / No	We have a growing comprehensive fundraising program based on an annual plan.
Yes / No	Our board and staff share ownership of fundraising success as mission-critical for camp.
Yes / No	We have a solid base of consistent donors across camp constituencies.
Yes / No	We have built close, stewardship-driven relationships with major donors.
Yes / No	We have a gift/pledge management system and requisite internal capacity and expertise.
Expertise and Policies	
Yes / No	Our board and professional leadership are committed to understanding endowment and its role in a comprehensive financial model for camp.
Yes / No	We have conducted a comprehensive review of options for endowment fund investment and management.
Yes / No	Our board has created and approved requisite policies for endowment management, investment, and spending.
Yes / No	We have a financial officer or other staff member responsible for managing or providing oversight of the endowment.



How Did You Do?

If you checked Yes for most of the items in each category, you are in good position to launch an endowment-building initiative for camp – and to succeed with your ***Endowment Accelerator Matching Grant***.

If you checked Yes for fewer than half of the items overall – or have one or more categories where your capacity is noticeably lacking, you have some work to do before launching an endowment-building initiative.

The ***Endowment Accelerator Matching Grant*** is designed as a four-year program to give camps the necessary time to build capacity and develop strategy to embark on a thoughtful endowment-building initiative that is likely to lead to long-term success. In the case that your camp is not ready to begin raising endowment gifts today, we recommend you use the first year of the grant period to explore your options and develop the necessary infrastructure and policies for managing a permanent endowment.

JCamp 180 has the resources to guide you on your journey to build or grow your permanent endowment, regardless of your starting point. Connect with your JCamp 180 Relationship Manager to discuss your readiness for an endowment-building initiative and to access additional support.



Endowment Accelerator Board Discussion Guide

Introduction

As a program of the Harold Grinspoon Foundation (HGF), JCamp 180's mission is to strengthen the long-term organizational effectiveness and financial sustainability of nonprofit Jewish camps to ensure our community's future and connection to Judaism.

JCamp 180 and the Harold Grinspoon Foundation believe that a permanent endowment should be an essential piece of Jewish camps' financial model for a sustainable future. That is why we have created the ***Endowment Accelerator Matching Grant***.

Building or growing your permanent endowment is a powerful strategy to secure your camp's long-term financial growth and stability, helping to assure that your special brand of Jewish camp experience is available to future generations of Jewish children and young adults.

This **Board Discussion Guide** is designed to help your camp's governing body address essential questions that lead to well-informed, strategic decisions about the role of permanent endowment funds in your camp's future vision, financial/business model, and fundraising plans.

This guide is intended to assist camp boards, both fiduciary and non, whether you are new to endowments or already enjoy a robust permanent fund, and whether you have an active legacy giving program or none at all.

You do not need to have complete answers to each of the questions posed in the following guide in order to move forward with your plans to establish or grow your permanent endowment fund. However, you should be prepared to engage deeply on these topics and develop strategies based on your board discussions as you proceed.

Your JCamp 180 Relationship Manager is always available for additional support, to help facilitate your board discussions, and provide sample resources as your board works through its endowment journey.



Key Questions for Camp Board/Committee Discussion of Permanent Endowment

Knowledge: How well-versed is our board in the details of starting, growing, managing, and sustaining permanent endowments? Where do we have knowledge/expertise gaps that affect our ability to make confident decisions? How will we address those gaps?

Business/Financial Model: What are the components of our current business/financial model? What are recent trends affecting the model? What methods should we use to assess the financial impact of the endowment on the camp's budget and overall financial model?

Mission Alignment: How will the endowment align with the camp's mission, ensuring that its growth reflects and supports our organization's values and goals?

Current Strategic Priorities: How do our current strategic plan/priorities align or conflict with a new commitment to endowment-building? How might we resolve any conflicts?

Future Strategic Vision: How does the board envision the endowment contributing to the long-term sustainability and growth of our camp organization?

Policy: What policies does the board need to establish/refresh to guide decision-making regarding the endowment, considering both short-term and long-term objectives?

External Expertise: Should the board consider engaging financial experts or consultants to provide guidance on endowment management?

Transparency & Accountability: What effective practices should the board adopt to ensure transparency and accountability in endowment management?

Investment Strategy: How shall we evaluate and select an investment strategy for the endowment to meet our goals for optimizing return and minimizing risk?

Benchmarking: What standards should the board use to evaluate the performance of the endowment relative to similar organizations?

Values Alignment: What oversight should be in place to ensure the responsible and ethical investment/management of the endowment fund in alignment with our organizational values?

Integrated Fundraising: How might a focus on endowment-building affect our ongoing fundraising efforts, and how can these efforts complement each other for maximum impact?



Community Education: How should we inform stakeholders about the purpose, progress, and impact of the endowment fund for camp?

Donor Engagement: What strategies might we employ to engage donors in supporting the endowment, emphasizing its importance to sustaining camp's impact for future generations?

Measuring Success: How should the board measure the success of the endowment initiative, considering both quantitative metrics and qualitative impacts on camp's people, places, and programs?

Legacy Giving: In what ways might the board promote after-life legacy giving and its potential for significant long-term growth of the endowment?

Reporting & Transparency: How can the board ensure transparent reporting to donors and the wider community, demonstrating the impact of the endowment on camp programs?

Stewardship & Recognition: How will we effectively steward and appropriately recognize endowment donors to foster lifelong relationships with camp?

Sample Endowment Resolutions

Sample #1

(Organization Name) Resolution Authorizing the Establishment of a Permanent Endowment Fund at (name of Organization holding endowment)

Authorization of Fund

The (Organization Name) does hereby authorize the establishment of a Permanent Endowment Fund to be managed by: (name of organization holding the endowment). The board will establish Endowment Policies to govern the management, distribution, and use of the funds.

Purpose of the Designated Fund

The purpose of the fund is to _____
(Support annual operations or for a specific designated purpose)

Approved by the Board on _____
(Date)

Signed:

Name/Title/Date

Sample #2

(Organization Name) – Permanent Endowment Fund Resolution

WHEREAS:

The (Organization Name) being desirous of creating an Endowment Fund at (Name of Organization Managing the Fund)

IT IS HEREBY RESOLVED:

The name of the Endowment Fund is (Fund Name).

The (Fund Name) is a permanent fund managed by (Name of Organization Managing the Fund) that generates annual income for (Organization Name) for the purpose of

(i.e. to finance, sustain and initiate designated programs for (Organization Name) or for another designated purpose)

The Endowment Fund will be governed by Endowment Policies and shall be operated to receive money to be invested, reinvested, and disbursed on behalf of the (Organization Name).

This Resolution was hereby submitted to the Board of Directors of the (Organization Name) and was approved by a unanimous vote this _ _ day of _____, _____.

Print Name and Title

Signature

A permanent endowment is governed by a set of policies that determine how the fund is invested, how much money can be spent from the fund each year, how that money can be used, and what happens to the fund should your organization no longer exist. The financial institution that is managing your fund may offer their own versions of these policies as part of creating your permanent endowment. Your board may also choose to have its own policies to govern your internal operations such as how often you want to meet with the fund manager, who will serve on the investment committee and when, if ever, you want to evaluate if the current manager is right for your organization.

Below are descriptions of the basic policies that will govern your permanent endowment:

- The **investment policy** lays out which types of investments the fund manager is permitted to make. This policy will communicate and direct the level of risk you are comfortable assuming with your camp's investments. Your investment policy may also include restrictions on your investments that reflect your organization's social values (e.g., choosing not to invest in fossil fuels, directing investments to social justice issues, or placing a portion of your investment in Israel Bonds).
- The **spending policy** establishes the amount the organization is permitted to take out from the fund at each period. For a permanent endowment, this policy will state that only the accrued growth can be withdrawn, and the fund principal stays invested in perpetuity. The spending policy often puts an upper limit (e.g. 4.5%) on the annual amount of growth that can be withdrawn from the fund.

Spending policies may also specify the conditions under which, and the requirements by which, the funds' principal may be utilized. Conditions to utilize the fund principal should require both specific financial conditions to be present and that the spending be approved by a super-majority of the Board of Directors.

- The **usage policy** explains the purposes for which the fund can be used. A restricted use endowment might have a policy that requires funds only be used for camper scholarships, whereas an unrestricted use endowment would allow your board of directors to determine how to use the distributed funds each year.
- The **gift acceptance policy** sets out who determines what types of gifts the fund can accept and when you will need to engage outside counsel. For example, whether the endowment will accept stock or property in addition to cash gifts and who can make that decision. As part of the gift acceptance policy, a board should develop a windfall gift policy that provides guidance for the investment (or spending) of one-time, large gifts that are not specifically designated as endowment gifts.
- The **successor policy** details what happens to the endowment fund if your organization ceases to exist.



The below represents a sample Endowment Policy for a permanent endowment fund that meets the requirements of HGF’s **Endowment Accelerator Matching Grant**. This is a sample only, and there are many variations on these policies that will meet the grant criteria. This is a basic policy, which a camp may choose to expand upon with additional components, such as the establishment of an Endowment Committee with oversight of the fund and/or policies surrounding the creation of restricted/named funds. This Endowment Policy must be accompanied by an Investment Policy Statement and Gift Acceptance Policies to meet the requirements of HGF’s **Endowment Accelerator Matching Grant**.

Please note that The Harold Grinspoon Foundation are not financial advisors. We are offering sample policy language and guidance about where you can seek financial advice but cannot provide that advice ourselves. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

**Camp ABC Endowment Fund
Endowment Policy
Date
(Revision Dates)**

Authority: The Board of Directors hereby adopts the following (Endowment Policy and Guidelines). These guidelines relate to gifts, donations, and other resources placed in the permanent endowment fund.

Purpose: The purpose of the Camp ABC Endowment is to support the camp’s objectives over the long term. Accordingly, the purpose of this statement is to establish a written procedure for the management of the camp’s funds and to ensure that the future growth of the endowment is sufficient to offset normal inflation plus reasonable spending, thereby preserving the constant dollar value and purchasing power of the endowment for future generations.

The camp endowment will be managed in accordance with the prudent person rule, which requires that investments be made with the care, skill, and diligence that a prudent person, knowledgeable in such matters and in the objectives of the fund, would employ.

Responsibility: The ultimate responsibility for the management of the camp’s endowment rests with the Board of Directors, guided by the investment policies and objectives established by the Board as a whole. The Board will have the authority to initiate and implement these policies. This authority should include the power to retain and terminate investment managers, increase or decrease existing

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investments and effect other changes as necessary to meet the overall goals of the camp.

Spending Policy: It is the camp’s policy to allow the distribution of a percentage of the endowment account’s market value on an annual basis for the purpose of supporting the camp’s operating and/or capital budgets, or for other priority needs as approved by a majority vote of Board members present provided a quorum has been met. The annual distribution shall not exceed 4% of the average market value of the endowment as of the last day of the preceding 12 calendar quarters (March 31, June 30, September 30, December 31).

The Board of Directors shall approve a percentage distribution at each January board meeting. The percentage shall be determined with consideration for general economic and market conditions, prior year’s spending levels, the total return of the endowment over the prior 3-year period, and the expected total return of the portfolio given current and foreseeable conditions.

To accommodate critical, unforeseen, or emergency needs, an annual distribution in excess of 4% and up to a maximum of 25% of the fund’s value may be considered by the Board, and following due diligence, approved by a two-thirds vote of elected board members provided.

Successor Policy: Should Camp ABC lose its tax-exempt status as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, (hereinafter the “Code”), or otherwise cease to exist, the Board of Directors of ABC Charity shall distribute all assets remaining in the Endowment to its 501(c)(3) tax-exempt successor in interest so long as that successor is not a private foundation within the meaning of Section 509(a) of the Code. Should the successor in interest lose its tax-exempt status described in Section 501(c)(3) of the Code and as an organization that is not a private foundation within the meaning of Section 509(a) of the Code or otherwise cease to exist, then all assets remaining in this fund shall be distributed outright to charitable organizations qualified as 501(c)(3) organizations under the Internal Revenue Code that have purposes as similar as possible to those purposes listed in paragraph 4.

Date approved by Board of Directors: _____

Signature of Board Secretary: _____

Signature of Board Treasurer: _____



The below represents a sample Investment Policy Statement for a permanent endowment fund. While HGF's **Endowment Accelerator Matching Grant** requires the creation and approval of such a policy, this is a sample only, and there are many variations on these policies that will meet the grant criteria. Your governing body should determine your own policies based on your camp's needs and capacity. This Investment Policy Statement must be accompanied by an Endowment Policy and Gift Acceptance Policies to meet the requirements of HGF's **Endowment Accelerator Matching Grant**.

Please note that The Harold Grinspoon Foundation are not financial advisors. We are offering sample policy language and guidance about where you can seek financial advice but cannot provide that advice ourselves. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

Camp ABC Endowment Fund Investment Policy

**Date
(Revision Dates)**

Authority

The Board of Directors hereby adopts the following Investment Policy Statement. These guidelines relate to gifts and donations placed in the permanent endowment fund.

Purpose

The purpose of the Camp ABC Endowment is to support the camp's objectives over the long term. Accordingly, the purpose of this statement is to establish a written procedure for the management and investment of the camp's funds and to ensure that the future growth of the endowment is sufficient to offset normal inflation plus reasonable spending, thereby preserving the constant dollar value and purchasing power of the endowment for future generations.

The camp endowment will be managed in accordance with the prudent person rule, which requires that investments be made with the care, skill, and diligence that a prudent person, knowledgeable in such matters and in the objectives of the fund, would employ.

Responsibility for Management of Endowed Funds

The Board of Directors has designated responsibility for oversight of the investment management of endowed funds to the Finance Committee of the Board of Directors. The Finance Committee may decide to hire local managers to provide investment management of the funds or may use the national office of Camp ABC's pooled endowment fund for investment management.



Related Policies

In the event the Finance Committee decides to use local managers for investment of the endowment funds, the Finance Committee shall create investment policies governing the management of those funds and shall submit them to the Board for approval. These policies will then be shared with the investment managers with responsibility for the funds to provide guidance in investment decisions.

Unit Accounting

Camp ABC pools all endowed funds over which it has ownership and control, unless otherwise prohibited by the gift document, to achieve the most effective, efficient, diversified, long-term management of the funds. When endowed assets are received, these new assets are assigned units in the pool based on the unit value on date of entry.

Investment Goals and Objectives

The primary goal of the endowment policy is to maximize total return on assets entrusted to it while controlling risk exposure to a level consistent with the interests of Camp ABC.

Asset Allocation Parameters

Based on long-run historical and expected returns of each asset class, the target ranges below are designed to facilitate an average annual total return of at least 7%. Net of inflation and fees, returns at this level will support the 4% spending policy level defined below while ensuring against depletion of the endowment account.

	Target	Range
Equity:	60%	50-70%
Fixed Income:	35%	25-45%
Cash:	5%	

Evaluation and Reporting of Investment Results

It is expected that the investment managers will report quarterly on the performance of the portfolio, including gross returns for the funds versus their respective benchmarks and returns net of fees. Also included will be a complete accounting of all transactions involving the endowment during the quarter, together with a statement of the beginning value, fees, capital appreciation, and income and ending market value for each account. The Finance Committee will in turn report to the board as a whole no less than once per year on the endowment and fund evaluation.

Date approved by Board of Directors: _____

Signature of Board Secretary: _____

Signature of Board Treasurer: _____

Please note these are samples only, and there are many variations on these policies that will meet HGF's Endowment Accelerator Matching Grant criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



The below represents a sample Investment Policy Statement for a permanent endowment fund. While HGF's **Endowment Accelerator Matching Grant** requires the creation and approval of such a policy, this is a sample only, and there are many variations on these policies that will meet the grant criteria. Your governing body should determine your own policies based on your camp's needs and capacity. This Investment Policy Statement must be accompanied by an Endowment Policy and Gift Acceptance Policies to meet the requirements of HGF's **Endowment Accelerator Matching Grant**.

Please note that The Harold Grinspoon Foundation are not financial advisors. We are offering sample policy language and guidance about where you can seek financial advice but cannot provide that advice ourselves. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

Camp ABC Endowment Fund Investment Policy

**Date
(Revision Dates)**

I. Introduction

The Camp ABC Endowment Fund (hereinafter referred to as the "Fund") was created to provide perpetual financial support to Camp ABC (the "Camp"). The purpose of this Investment Policy Statement is to establish guidelines for the Fund's investment portfolio (the "Portfolio"). The statement also incorporates accountability standards that will be used for monitoring the progress of the Portfolio's investment program and for evaluating the contributions of the manager(s) hired on behalf of the Fund and its beneficiaries.

II. Role of the Investment Committee

The Investment Committee (the "Committee") is acting in a fiduciary capacity with respect to the Portfolio, and is accountable to the Board of Camp ABC and to the Executive Committee, for overseeing the investment of all assets owned by, or held in trust for, the Portfolio.

- A. This Investment Policy Statement sets forth the investment objectives, distribution policies, and investment guidelines that govern the activities of the Committee and any other parties to whom the Committee has delegated investment management responsibility for Portfolio assets.
- B. The investment policies for the Fund contained herein have been formulated consistent with the Camp's anticipated financial needs and in consideration of the Camp's tolerance for assuming investment and financial risk, as reflected in the majority opinion of the Committee.
- C. Policies contained in this statement are intended to provide guidelines, where necessary, for ensuring that the Portfolio's investments are managed



- consistent with the short-term and long-term financial goals of the Fund. At the same time, they are intended to provide for sufficient investment flexibility in the face of changes in capital market conditions and in the financial circumstances of the Camp.
- D. The Committee will review this Investment Policy Statement at least once per year.
 - E. Changes to this Investment Policy Statement can be made only by affirmation of a majority of the Committee, and written confirmation of the changes will be provided to all Committee members and to any other parties hired on behalf of the Portfolio as soon thereafter as is practical.

III. Investment objective and spending policy

- A. The Fund is to be invested with the objective of preserving the long-term, real purchasing power of assets while providing a relatively predictable and growing stream of annual distributions in support of the Camp.
- B. For the purpose of making distributions, the Fund shall make use of a total-return-based spending policy, meaning that it will fund distributions from net investment income, net realized capital gains, and proceeds from the sale of investments.
- C. The distribution of Fund assets will be permitted to the extent that such do not exceed a level that would erode the Fund's real assets over time. The Committee will seek to reduce the variability of annual Fund distributions by factoring past spending and Portfolio asset values into its current spending decisions. The Committee will review its spending assumptions annually for the purpose of deciding whether any changes therein necessitate amending the Fund's spending policy, its target asset allocation, or both.
- D. Periodic cash flow, either into or out of the Portfolio, will be used to better align the investment portfolio to the target asset allocation outlined in the asset allocation policy.

IV. Portfolio investment policies

- A. Asset allocation policy:
 - 1. The Committee recognizes that the strategic allocation of Portfolio assets across broadly defined financial asset and sub asset categories with varying degrees of risk, return, and return correlation will be the most significant determinant of long-term investment returns and Portfolio asset value stability.
 - 2. The Committee expects that actual returns and return volatility may vary from expectations and return objectives across short periods of time. While the Committee wishes to retain flexibility with respect to making periodic changes to the Portfolio's asset allocation, it expects to do so only in the event of material changes to the Fund, to the

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assumptions underlying Fund spending policies, and/or to the capital markets and asset classes in which the Portfolio invests.

3. Fund assets will be managed as a balanced portfolio composed of two major components: an equity portion and a fixed income portion. The expected role of equity investments will be to maximize the long-term real growth of Portfolio assets, while the role of fixed income investments will be to generate current income, provide for more stable periodic returns, and provide some protection against a prolonged decline in the market value of equity investments.
4. Cash investments will, under normal circumstances, only be considered as temporary Portfolio holdings and will be used for Fund liquidity needs or to facilitate a planned program of dollar-cost averaging into investments in either or both of the equity and fixed income asset classes.

B. Asset Allocation Guidelines:

Outlined below are the long-term strategic asset allocation guidelines determined by the Committee to be the most appropriate, given the Fund's long-term objectives and short-term constraints. Portfolio assets will, under normal circumstances, be allocated across broad asset and sub asset classes in accordance with the following guidelines:

- **Equities:** Allowable Range- **Minimum 20%; Maximum 70% of total assets.**
 - The equity component of the portfolio will consist of low cost index funds and ETFs traded on the New York, NASDAQ or American Stock.
 - Prohibited equity investments include: initial public offerings, restricted securities, private placements, derivatives, options, futures and margined transactions.
- **Fixed Income:** Allowable Range- **Minimum 30%; Maximum 80% of total assets.** Bond investments will consist solely of taxable, fixed income securities that have an investment-grade rating (BBB or higher by Standard & Poor's and Baa or higher by Moody's that possess a liquid secondary market. **No more than 5% in corporate bonds of the same issuer and no more than 20% invested in bonds of issuers in the same industry.**
 - Prohibited securities: private placements, derivatives, margined transactions, foreign denominated bonds.

C. Diversification policy:

1. Diversification across and within asset classes is the primary means by which the Committee expects the Portfolio to avoid undue risk of large losses over long time periods. To protect the Portfolio against unfavorable outcomes within an asset class due to the assumption of large risks, the Committee will take reasonable precautions to avoid



excessive investment concentrations. Specifically, the following guidelines will be in place:

- a) With the exception of fixed income investments explicitly guaranteed by the U.S. government, no single investment security shall represent more than 5% of total Portfolio assets.
- b) With respect to fixed income investments, the Portfolio may not allocate more than 10% to investments that are below investment grade (Standard & Poor's BBB or Moody's Baa or higher).

D. Rebalancing:

It is expected that the Portfolio's actual asset allocation will vary from its target asset allocation as a result of the varying periodic returns earned on its investments in different asset and sub-asset classes. The Portfolio will be rebalanced to its target normal asset allocation under the following procedures:

1. The investment manager will use incoming cash flow (contributions) or outgoing money movements (disbursements) of the Portfolio to realign the current weightings closer to the target weightings for the Portfolio.
2. The investment manager will review the Portfolio semiannually (June 30 and December 31) to determine the deviation from target weightings. During each semiannual review, the following parameter will be applied: a) If any asset class (equity or fixed income) within the Portfolio is +/-5 percentage points from its target weighting, the Portfolio will be rebalanced.
3. The investment manager may provide a rebalancing recommendation at any time.
4. The investment manager shall act within a reasonable period of time to evaluate deviation from these ranges.

E. Prohibited Investment policies:

1. Purchasing securities on margin or executing short sales.
2. Pledging or hypothecating securities, except for loans of securities that are fully collateralized.
3. Purchasing or selling derivative securities for speculation or leverage.
4. Engaging in investment strategies that have the potential to amplify or distort the risk of loss beyond a level that is reasonably expected, given the objectives of their Portfolio.

V. Performance Measurements Standards

The Committee will monitor the Portfolio's investment performance against the Portfolio's stated investment objectives. The benchmarks to be used in evaluating the performance of the two main asset classes will be:

Please note these are samples only, and there are many variations on these policies that will meet HGF's Endowment Accelerator Matching Grant criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



- Equities: S&P 500 Index- Goal: exceed the average annual return of the index over a full market cycle (3-5 years)
- Fixed Income: Lehman Brothers Government/Corporate Index- Goal: exceed the average annual return of the index over a full market cycle (3-5 years).

VI. Expenditure Considerations

The Board of Directors and the Finance Committee are responsible for the establishment of a balanced reserve fund spending policy to:

- Ensure that over the medium-to-long term, sufficient investment return shall be retained to preserve and grow its economic value.
- Provide funds for the annual operating budget in an amount which is not subject to large fluctuations from year-to-year to the extent possible.

A. Reserve Fund Expenditures

Each year, the nonprofit is authorized to withdraw up to 5% of the total market value of the reserve investment account for the organization’s operating purposes. Using a three-year market value average will help to even out any fluctuations that may occur in the value of the account. The dollar amount and timing of any distribution(s) from the investment account will be left up to the discretion of the Chief Executive Officer and the Treasurer.

B. In keeping with the Portfolio’s overall long-term financial objective, the Committee will evaluate Portfolio and manager performance over a suitably long-term investment horizon, generally across full market cycles or, at a minimum, on a rolling five-year basis.

C. Investment reports shall be provided by the investment manager(s) on a (calendar) quarterly basis or as more frequently requested by the Committee. Each investment manager is expected to be available to meet with the Investment Committee once per year to review portfolio structure, strategy, and investment performance.

VII. Donor Restrictions

In all instances, donor intent shall be respected when decisions are rendered concerning the investment or expenditure of donor restricted funds. If a donor, in the gift instrument, has directed that appreciation not be spent, Camp ABC shall comply with that directive.

Date approved by Board of Directors: _____

Signature of Board Secretary: _____

Signature of Board Treasurer: _____

Please note these are samples only, and there are many variations on these policies that will meet HGF’s Endowment Accelerator Matching Grant criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



The below represents sample Gift Acceptance Policies for a permanent endowment fund. While HGF's **Endowment Accelerator Matching Grant** requires the creation and approval of such policies, this is a sample only, and there are many variations on these policies that will meet the grant criteria. Your governing body should determine your own policies based on your camp's needs and capacity. These Gift Acceptance Policies must be accompanied by an Endowment Policy and an Investment Policy Statement to meet the requirements of HGF's **Endowment Accelerator Matching Grant**.

Please note that The Harold Grinspoon Foundation are not financial advisors. We are offering sample policy language and guidance about where you can seek financial advice but cannot provide that advice ourselves. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

**Camp ABC Endowment Fund
Gift Acceptance Policies
Date
(Revision Dates)**

Accepting Gifts: Summary

Camp ABC (the camp) will accept gifts that are in the interests of the donor, further the purposes and mission of the camp, and are within the camp's capacity to administer.

Designated staff members may accept on behalf of the camp gifts of cash and publicly traded securities that are unrestricted or fall within the camp's defined programs for restricted purpose gifts. Other gifts, including closely held securities, real property, tangible personal property, trusts for which the camp is trustee, and life insurance ownership, require approval by the Gift Acceptance Committee* and review by outside counsel, if needed. The camp welcomes provisions in wills and beneficiary designations in trusts, life insurance policies not transferred, and retirement plans.

A. MISSION

The purpose of the Camp ABC Endowment is to support the camp's objectives over the long term.

B. PURPOSE AND SCOPE OF POLICY

Achieving the camp's mission depends on active solicitation, acceptance and management of charitable gifts to the camp. This policy aims to align the camp's practices with the highest professional standards for gift acceptance and to protect the camp from unintended liabilities.

Please note these are samples only, and there are many variations on these policies that will meet HGF's *Endowment Accelerator Matching Grant* criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



C. ETHICS

The camp follows the National Committee on Planned Giving's Model Standards of Practice. Our "goals include working together to structure a gift that achieves a fair and proper balance between the interests of the donor and the purposes of" the camp. The camp will not ask for or accept gifts that it believes are not in the interests of its donors.

D. TYPES OF GIFTS

1. Gift Restrictions

- a. **Unrestricted Gifts:** The camp welcomes unrestricted gifts.
- b. **Restricted Purpose Gifts:** The camp will accept gifts restricted to specific programs and purposes provided that those gifts are consistent with its mission, purposes, priorities, and capacity to administer. The camp will decline gifts that are, or seem likely to become, outside of our mission, purposes or priorities or are too difficult to administer. Staff may accept restricted purpose gifts that conform to existing defined programs and funds. The Gift Acceptance Committee will decide whether other restricted purpose gifts are too restricted to accept.

2. Current Gifts

- a. **Cash Gifts:** The camp welcomes cash gifts. If the gift is for a specific fund or purpose, that information should accompany the gift. Gifts of readily converted foreign currency are also appreciated.
- b. **Securities:**
 - i. Publicly traded securities: Marketable, publicly traded securities may be transferred to a brokerage account held by the camp or physically delivered with an executed stock power to the camp's main office. In general, all marketable securities will be sold upon receipt, unless directed otherwise by the Investment Committee. If publicly traded securities are restricted (for example, by securities laws), then the Gift Acceptance Committee will decide whether the camp will accept them.
 - ii. Closely held securities: Closely held securities include debt and equity in non-publicly traded companies, LLPs, LLCs, and other ownership forms. They require Gift Acceptance Committee approval before the camp can accept them. The Committee must determine that:
 - There are no restrictions on the security that would prevent the camp from ultimately converting those assets to cash,
 - The security is marketable (giving consideration to the requirements of securities laws) but there is no pre-arranged sale of the security, and
 - The security will not generate any undesirable tax consequences for the camp.

Please note these are samples only, and there are many variations on these policies that will meet HGF's *Endowment Accelerator Matching Grant* criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

- If initial review raises any potential problems, or if the transfer or sale of the security is complex, the Gift Acceptance Committee will consult outside professional counsel. The camp will make every effort to sell closely held securities as quickly as possible.

c. Real Property:

- i. Outright gifts of property: Before accepting real property, the camp will conduct an initial environmental review and a site visit and obtain a reasonably current appraisal of fair market value. If an initial environmental inspection reveals a potential problem, the camp shall retain a qualified inspection firm to conduct an environmental audit. An independent qualified appraisal is required by the IRS within 60 days of the gift. The cost of any reviews, appraisals, or audits will generally be at the expense of the donor.

When appropriate, a title binder shall be obtained by the camp prior to the acceptance of the real property gift. The cost of this title binder shall generally be an expense of the donor.

Before accepting a gift of real property, the gift must be approved by the Gift Acceptance Committee and by the camp's counsel. Criteria for acceptance include:

- Is the property useful for the purposes of the camp?
- Is the property marketable? Is the camp likely to be able to sell the property within 12 months?
- Are there any restrictions, reservations, easements, or other limitations associated with the property?
- Are there carrying costs, which may include insurance, property taxes, mortgages, or notes, associated with the property?
- Is the property producing income? Will that income pose potential tax problems for the camp?
- Does the environmental audit reflect that the property is not damaged?

The camp may use, grant, or sell gifts of property. If the camp does not use the property, it will try to dispose of it as quickly as possible.

- ii. Complex gifts of property: In addition to the policies controlling outright gifts of property, the following policies apply:

1. *Remainder interests in property*

The camp may accept remainder interests in property subject to the policies above. Expenses for maintenance, real estate taxes, and any property indebtedness during the property's life estate are to be paid by the donor or property resident.

2. *Funding Charitable Remainder Trusts with real property*



A CRT may not be funded with encumbered property. If a donor funds a CRT with the donor's home, he or she may not use the property in any way after the date of the contribution.

3. *Bargain Sales*

The camp will consider a bargain sale arrangement if the sale furthers its mission and purposes. The Gift Acceptance Committee must approve all bargain sales. Criteria for approval include:

- The camp must obtain an independent appraisal substantiating the value of the property.
- If the camp assumes debt with the property, the debt ratio must be less than 50% of the appraised market value.
- The camp must determine that it will use the property, or that there is a market for sale of the property allowing sale within 12 months of receipt.

d. **Tangible Property:** The Gift Acceptance Committee must approve gifts of tangible personal property using the following criteria:

- Will the camp use the property to fulfill its mission?
- Is the property marketable?
- Are there any undue restrictions on the use, display, or sale of the property?
- Are there any carrying costs for the property?
- The camp is responsible for filing IRS Form 8282 for gifts of tangible property valued at \$5,000 or more and disposed of within three years following the date of the gift.

3. **Deferred Gifts**

- a. **Bequests:** The camp welcomes bequests. We will accept matured bequests using the same standards as we do for current gifts. For example, a bequest of real property will undergo the same review as a current gift of real property. We would like to thank and recognize donors for their bequests, so we encourage donors to notify us of their intended bequests.
- b. **Charitable Remainder Trusts:** The camp welcomes beneficiary designations in Charitable Remainder Trusts (CRTs).
 - i. Serving as Trustee: The camp encourages donors to seek independent trustees for charitable trusts to avoid potential conflicts of interest possible when a beneficiary of a trust serves as trustee. If a donor who is represented by outside counsel does want the camp to serve as trustee of a charitable trust, the Gift Acceptance Committee must approve that service. For donors who select independent trustees of Charitable Trusts

Please note these are samples only, and there are many variations on these policies that will meet HGF's *Endowment Accelerator Matching Grant* criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



that benefit the camp, those trustees may choose to invest trust assets with the camp's investment pool.

- c. **Charitable Lead Trusts:** The camp welcomes beneficiary designations in Charitable Lead Trusts.
- d. **Life Insurance:** The camp encourages donors to make the camp a beneficiary or contingent beneficiary of a life insurance policy. For a donor to get tax benefits from an insurance gift, the camp must be both a beneficiary and irrevocable owner of the insurance policy. The donor may then also get tax benefits from contributions of future premium payments.

The camp may accept fully funded gifts of life insurance with Gift Acceptance Committee approval.

The camp generally will not accept gifts of term life insurance without a written pledge from the donor to pay all premiums. If a donor stops paying premiums on a term life insurance policy, the camp will generally let the policy lapse.

The camp may accept other life insurance gifts that are not fully funded. Before acceptance, the camp and the donor must agree on a plan for payment of premiums. The donor may pay all premiums, the camp may pay all premiums, or the donor and the camp may agree on a specified division of premium payments. Gift Acceptance Committee approval is needed for any life insurance that is not fully funded.

If the donor pays no part of the premiums on a policy, then the camp may decide at any time to liquidate the policy, convert it to a fully paid policy, surrender it for cash value, continue to pay the premiums, or let it lapse.

If the donor does pay any part of the premiums, the payment plan may be modified at any time with donor and Gift Acceptance Committee written consent. The camp reserves the right to liquidate life insurance policies, convert them to fully paid policies, surrender them for cash value, or let them lapse. If the donor is paying part of the premiums, the camp will make reasonable efforts to reach agreement with the donor on the new plan for the policy before making any changes.

- e. **Retirement Plan Beneficiary Designations:** The camp encourages donors to name the camp as a beneficiary or contingent beneficiary of their retirement plans. The camp welcomes retirement plan rollovers as defined by Congress and the Internal Revenue Service, with the underlying property of the rollover subject to the same review required by the other provisions of this policy.



4. Other Gifts

Other types of gifts require approval by the Gift Acceptance Committee.

E. WHO MAY ACCEPT GIFTS

Professional Staff will present gift offers described above to the Gift Acceptance Committee for review and consideration. Professional staff will also present to the Gift Acceptance Committee any other gift offer that raises issues appropriate for Committee consideration. The Gift Acceptance Committee may pre-approve categories of gifts.

Professional staff may accept routine gifts, including gifts of cash, publicly traded securities, and fully funded life insurance policies. Staff acceptance of CGAs funded with cash or publicly traded securities or of life insurance gifts requires approval by the Executive Director or his or her designee and the President or Managing Director of the camp. With approval by two-thirds of all Gift Acceptance Committee members and approval by the camp Board of Trustees, where required, the camp may make exceptions to this policy as long as those exceptions do not violate any government laws or regulations.

F. GIFT ACCEPTANCE COMMITTEE

The Gift Acceptance Committee is charged with review and approval of complex gifts and oversight of the gift acceptance policies, procedures and operations at the camp. When necessary, the Gift Acceptance Committee will seek advice from professionals with appropriate experience.

G. USE OF LEGAL COUNSEL

1. By the camp

The camp will generally seek the advice of legal counsel for:

- Closely held stock transfers, especially if subject to restrictions or buy-sell agreements
- Trusts naming the camp as Trustee
- Real property gifts
- Gifts of Life Insurance in which a charity pays premiums and there is any beneficiary other than the camp
- Gifts involving contracts, such as bargain sales or other gifts requiring the camp to assume an obligation
- Transactions with potential conflicts of interest or income interests that might invoke IRS scrutiny
- Any other potential gifts when the Gift Acceptance Committee deems counsel appropriate

Please note these are samples only, and there are many variations on these policies that will meet HGF's *Endowment Accelerator Matching Grant* criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.



2. By Donors

The camp strongly recommends that donors consult with their personal advisors for all gifts other than gifts of cash and publicly traded securities. While the camp staff or volunteers may discuss tax and financial results of gifts, the camp does not provide legal, tax, financial, or estate planning advice to donors. The camp will not serve as a trustee for a charitable trust if the donor has not consulted with outside counsel. The Gift Acceptance Committee may decline complex gifts or gifts that the Committee believes are against the donor’s interest if the donor has not sought independent professional advice.

Date approved by Board of Directors: _____

Signature of Board Secretary: _____

Signature of Board Treasurer: _____

**The creation of a Gift Acceptance Committee is one option to handle the decisions set out by these policies but is not a legal requirement. Such decisions may also be handled by the Finance Committee, Executive Committee, staff persons, or other designated body.*

Please note these are samples only, and there are many variations on these policies that will meet HGF's Endowment Accelerator Matching Grant criteria. We recommend you review your proposed policy with a financial advisor who has experience with endowments.

BASIC ENDOWMENT AGREEMENT

THIS AGREEMENT made and entered into this ___ day of _____, 20___, by and between _____, hereinafter referred to as the "Donor", and ABC Charity, a nonprofit corporation organized and located _____, _____.

WITNESSETH:

WHEREAS, the Donor has transferred and delivered to ABC Charity the cash or property set out on Schedule A of this document to be held, invested and reinvested by ABC Charity in the manner set forth herein; and

WHEREAS, ABC Charity has accepted the donation for the purposes and under the considerations hereinafter set forth;

NOW THEREFORE, in consideration of the premises and the mutual covenants hereinafter set forth, the parties do agree as follows:

1. The donation is transferred and delivered to ABC Charity for the purpose of establishing the _____ Fund (the "Endowment.") and is to become an asset of ABC Charity and to be governed by the Articles of Incorporation and By-Laws of that organization, as amended from time to time.

2. The original contribution and any and all additional gifts subsequently transferred to ABC Charity either by the Donor or other interested contributors shall be held, invested and reinvested in the manner hereinafter set forth in paragraph 6.

3. The Donor requests that an annual distribution be made from the fund for the purposes described in paragraph 4. The amount of this annual distribution may be set by the Board of Directors of ABC Charity in accordance with a general spending policy of ABC Charity. It is the intent of the Donor that the fund annually distribute a percentage of the annual market value of the fund (as determined by the Board of Directors), to include earned income and realized and unrealized gain, and that the corpus of the endowment will remain and grow in perpetuity.

4. The purpose of the Endowment is to [here insert the purpose or purposes for which the endowed funds can be spent].

5. Should ABC Charity lose its tax-exempt status as an organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, (hereinafter the "Code") and as an organization that is not a private foundation within the meaning of Section 509(a) of the Code, or otherwise cease to exist, the Board of Directors of ABC Charity shall distribute all assets remaining in the Endowment to its 501(c)(3) tax-exempt successor in interest so long as that successor is not a private foundation within the meaning of Section 509(a) of the Code to be used for the purposes outlined in paragraph 4. Should the successor in interest lose its tax-exempt status described in Section 501(c)(3) of the Code and as an organization that is not a private foundation within the meaning of Section 509(a) of the Code or otherwise cease to exist, then all assets remaining in this fund shall be distributed outright to charitable organizations qualified as 501(c)(3) organizations under the Internal Revenue Code that have purposes as similar as possible to those purposes listed in paragraph 4.

Should the purpose for which this Endowment is established cease to exist, represent a need so that the Board of Directors are unable to find purposes for use of such funds, or become impractical or too difficult to administer, then the Board of Directors, by majority vote, shall have the power to redirect the funds held in this Endowment for a purpose or purposes as similar as possible to the original intent of the Donor.

6. ABC Charity hereby accepts the property contributed to the Endowment and will hereafter invest it in accordance with the investment policies and procedures of ABC Charity. ABC Charity in its sole discretion is authorized to sell, exchange, or otherwise dispose of any securities or other property held by it at any time hereunder and to deliver such instruments as may be required by either a transfer agent, exchange, or other entity effecting such transfer. These assets may be pooled with other like assets in order to facilitate an orderly and cost effective management of assets for the organization. In addition, assets held by ABC Charity may be transferred to a Foundation created to support ABC Charity and its programs (upon a vote of its Board of Directors) if such transfer facilitates an orderly and cost effective management of assets. ABC Charity is authorized to use such methods as it deems necessary or advisable for the investment, sale, exchange, or transfer of any security held hereunder and to pay reasonable compensation and expenses in connection with the performance of said services. ABC Charity shall have the sole power to determine its investment policies and procedures and to decide any and all questions in connection therewith.

7. ABC Charity may hire agents to provide investment advice, administrative management, and tax preparation as are reasonable and necessary to carry out its duties. Fees and expenses for these services shall be charged first against the income of the Endowment, and then the fund principal on a pro-rata basis against all funds held in ABC Charity together with any necessary administrative costs of ABC Charity in managing these assets.

8. This Agreement shall be irrevocable and the Donor hereby expressly acknowledges that he/she shall have no right or power either alone or in conjunction with others and in whatever capacity to revoke or terminate this Agreement; provided, however, nothing herein contained shall be interpreted so as to prevent the Donor from making further contributions to this Endowment.

9. Investment funds managed by ABC Charity are exempt from the registration requirements of the federal securities laws pursuant to the exemption for collective investment funds and similar funds maintained by charitable organizations under the Philanthropy Protection Act of 1995 (PL 104-62). Information on the investment of those funds was provided to the Donor upon execution of this document.

10. This constitutes the full and complete agreement by and between the parties and all oral agreements and/or discussions are merged herein and are null and void to the extent that they are in conflict with the terms of this document. In no event shall this Agreement be treated or interpreted as creating a separate trust. No changes, alterations, additions, modifications, or qualifications shall be made or had in the terms, conditions, or provisions of any paragraph or item of this Agreement. Nor shall any amendment, modification or alteration be permitted that would result in this Endowment being treated as a separate trust or that would affect the status of ABC Charity as an organization described in Section 501(c)(3) of the and as an organization which is not a private foundation within the meaning of Section 509(a) of the Code.



Endowment Case Statement Guide and Worksheet

Your case statement is intended to remind donors of the impact camp has on the lives of children and families in your community and the Jewish world. A strong case statement makes clear that this initiative is vital not just to your camp but to the future strength and vibrancy of the Jewish community and people. Show your donors how camp's work aligns with their personal values, as your work helps to create the future they envision.

It is different from most things you are asked to write. It is not a recruitment tool to get families to sign up for camp, but rather a reminder of camp's deep and enduring impact. It focuses on the future and not on your current needs.

In addition to being the introduction to your Endowment Plan, it is intended to be used as a stand-alone piece to share with the individuals you will be having endowment conversations with and to provide language for other marketing materials. Imagine donors asking themselves, "Why me? Why now? Why endowment for camp?" An effective case answers these questions.

Be sure to keep your case statement to **one page**, write in an **active voice**, and print in an easily read font. We recommend you include some photos to help tell your impact story.

Your case statement should motivate and inspire members of your community to make either a current gift or a legacy commitment to your camp's permanent endowment fund. It should be **positive, forward-looking**, and **confident**. It should articulate why your camp must continue to flourish as an essential Jewish experience now and for future generations.

Your case statement should promote the emotional connection donors and families have to camp. It should invite donors to be part of your future through supporting the endowment as it clearly articulates the impact current endowment gifts and legacy commitments will have on those you serve.

Before you begin writing, we suggest that your endowment team share with each other why you have chosen to give your time, energy, and financial resources in support of camp and the vital role it plays in your own lives. You may want to ask other close stakeholders these questions as well. These conversations will help you develop the appropriate language and feelings to convey in the case statement.



Use the below worksheet to outline the four components of your case statement:

Part 1: Introduction

Who are you and who do you serve? What role do you play in your community?

Part 2: The Case for Permanent Endowment

Why is it important for camp's future to be secure, and how will building your permanent endowment fund help to achieve that goal?

Part 3: Your Supporters

Who are your supporters and why do they care? E.g., Our endowment contributors are supporters just like you who believe/want...

Part 4: Call to Action

Why should donors participate in your campaign right now? What does it mean to join this group of supporters?



To draft your case statement, consider the following questions:

- What impact has camp had on you personally and in your community?
- What are your organization's core values? How does your camp program bring those values to life?
- What is unique about what camp provides/offers to your community?
- What are your future aspirations for camp?
- What impact will endowment gifts have on those you serve?

When drafting your case statement make sure to:

- Write in the active voice. You do not 'seek to educate' or 'hope to engage', etc.
- Use descriptive words to talk about the impact camp has on your constituents.
- Provoke the reader's emotions. Make them remember why camp is special to them.
- Focus on what camp has to offer future generations.

What NOT to do in a case statement. Make sure you haven't:

- Presented a detailed history of camp.
- Talked about current funding needs.
- Focused on how great your current staff is. The reader already knows!
- Overused words, jargon, or abbreviations.
- Focused on statistics – numbers numb the reader and you want to inspire.
- Written more than one page.



Endowment Accelerator Guide to Setting Endowment Goals

As a program of the Harold Grinspoon Foundation (HGF), JCamp 180's mission is to strengthen the long-term organizational effectiveness and financial sustainability of nonprofit Jewish camps to ensure our community's future and connection to Judaism.

Why Permanent Endowment?

JCamp 180 and the Harold Grinspoon Foundation believe that a permanent endowment should be an essential piece of Jewish camps' financial model for a sustainable future. That is why we have created the ***Endowment Accelerator Matching Grant***.

Building or growing your permanent endowment is a powerful strategy to assure your camp's long-term financial growth and stability, helping to assure that your special brand of Jewish camp experience is available to future generations of Jewish children and young adults.

Why Set Goals?

To embark on a strategic and successful endowment-building initiative, your camp will need to set a fundraising goal for your permanent endowment fund in the first stage of your endowment-building journey. As a permanent investment vehicle, your fund will continue to grow each year, even if you are not actively adding gifts to it. However, setting an initial goal is important to create excitement in your community, convey urgency to your donors, and establish milestones to keep your team's work moving forward and measure your success.

There is no magic formula to determine what your camp's endowment goal should be. Rather, you should consider your camp's current operating budget, revenue mix, long-term financial goals, and the readiness of your donor base to determine a goal that is both strategic and realistic.

Below are three different approaches you might take when determining your camp's endowment goal. You may find that one of these options suits your needs, or you may draw from all three to set a goal that feels right for your camp.



Option 1: Double Your Operating Budget

Many financial experts suggest that your endowment should be twice your annual operating budget. So, if your camp's operating budget is \$1 million, you should aim to build a \$2 million endowment.

This may be a lofty goal for long-term fundraising. This may seem far out of reach, especially for smaller camps and those who are just at the beginning of their endowment journeys. For camps with a healthy endowment that is generating annual income and growth, doubling your operating budget may feel like a good goal to aspire to.

When considering a long-term aspiration like this, it will be important to set incremental milestones. Perhaps your camp can imagine having a \$2 million endowment in five or even ten years from now. In that scenario, try to set goals for how much you aim to raise in years one, two, and three of your endowment-building initiative that will set you on this path.

And remember that focused legacy giving efforts can move you closer to your aspirational goal, as many donors' largest gift to camp will be their after-life legacy.

Option 2: Determine Your Desired Annual Distribution

A permanent endowment will be invested for long-term growth and income, and a portion of the income each year (called a distribution or withdrawal) will support camp's operations and programs. Income from your annual endowment distribution is part of a healthy mix of your organization's operating revenue. Knowing you can count on this distribution each year can take pressure off other revenue streams, such as tuition, rental income, grants, and annual fundraising.

To determine a goal for your endowment-building initiative, consider how the annual distribution generated from your endowment fund fits into your overall revenue mix. What distribution amount (or percentage of your budget) would represent a significant contribution to your annual operating budget? You can then work backwards to determine how large your endowment fund's principal would need to be to generate your desired distribution.

Another approach to goal setting is to choose a particular camp program or activity to be fully or substantially funded by endowment income each year. Such goals could include using endowment income to fully fund your financial aid program or a "wow" factor addition to camp's facilities and equipment each year.

Tip: You can ask your JCamp 180 Relationship Manager for help accessing your camp's JEDI Revenue Dashboard to understand your current revenue mix in comparison to other similarly sized camps.



Example of expected distribution and growth from \$100,000 endowment fund:

Year 1 Fund Principal:		\$100,000
7% Return on Investment (ROI):		\$7,000
How ROI is Divided	4% Distribution:	\$4,000
	1% Investment Fees:	\$1,000
	2% Reinvested for Growth:	\$2,000
Year 2 Fund Principal:		\$102,000
4% Distribution:		\$4,080
Year 20 Fund Principal*:		\$148,595
4% Distribution:		\$5,943

Example of expected distribution and growth from \$5 million endowment fund:

Year 1 Fund Principal:		\$5,000,000
7% Return on Investment (ROI):		\$350,000
How ROI is Divided	4% Distribution:	\$200,000
	1% Investment Fees:	\$50,000
	2% Reinvested for Growth:	\$100,000
Year 2 Fund Principal:		\$5,100,000
4% Distribution:		\$204,000
Year 20 Fund Principal*:		\$7,429,737
4% Distribution:		\$297,189

**Note: This amount is calculated based solely on a 7% ROI. Your fund principal should also significantly grow year over year from new gifts and realized legacy commitments, leading to a much higher Year 20 Principal. You can also experiment with [this free endowment calculator](#) to input your camp’s specific goals and expected returns.*

Option 3: Assess the Readiness of Your Donor Base

To ensure the goal you are setting for your endowment-building initiative is achievable, consider starting from the ground up and collecting the most likely sources of funding available across camp’s constituents.

Start by making a list of the groups of people who are most likely to want to help build your permanent endowment (e.g., board members, alumni, current camp parents and grandparents) and then list the top individuals in each group (those with most capacity and inclination to participate). Use existing information on donor history and knowledge of your community of donors and friends to estimate potential gift amounts to your endowment-building initiative. It’s also a good idea to estimate your team’s capacity to engage prospective donors in giving conversations in the first, second, and third years of your initiative.



You can use JCamp 180's [Target Audience Worksheet](#) to learn more about who makes a good prospect for endowment giving and how to build your list of priority donor prospects.

Also consider additional income sources your camp has available to add to your permanent endowment fund, such as operating surpluses, excess reserve funds, unrestricted bequests, or windfall revenue from the sale of property or another asset.

Taken together, you can consider the potential for giving among your community, your team's capacity to engage in these conversations with donors and prospects, and other income sources available to build your permanent endowment fund to determine a goal that is achievable in the coming years.

Endowment Accelerator Matching Grant Structure:

If your camp is participating in HGF's **Endowment Accelerator Matching Grant**, keep in mind that this grant provides \$1 in matching funds for every \$3 your camp raises into your permanent endowment fund, for up to \$40,000 in gifts made between January 1, 2024, and December 31, 2027.

If you are new to endowment fundraising and concerned about your potential success, consider setting a simple initial goal of at least \$160,000 (your raised gifts plus HGF's match) into your permanent endowment fund by the end of 2027 to capture the full matching grant.



PJ Library Endowment Planning Guide*

This document will serve as a guide to support you in creating and implementing your PJ Library Endowment Plan. You will find best practices on writing your case statement, team management, identifying target audiences and building prospect lists, marketing, stewardship, goals, and implementation checklist. We hope this will be a helpful tool to set you up for success.

Case Statement

Your case statement is intended to remind donors of the impact PJ Library has on the lives of children and families in your community and make it clear that this is an initiative that is vital to your community's continued strength and vibrancy.

It is different from most things you are asked to write. It is not a recruitment tool to get families to sign up or participate in PJ Library, but rather a reminder of PJ Library's impact. It focuses on the future and not on your current needs.

In addition to being the introduction to your PJ Library Endowment Plan, it is intended to be used as a stand-alone piece to share with the individuals you will be having PJ Library endowment conversations with and to provide language for other marketing materials.

Please keep your case statement to one page, write in an **active tense**, and print in an easily readable font. We recommend that you include some photos to help tell your impact story.

Your case statement should motivate and inspire members of your community to make a PJ Library either a cash endowment gift or a legacy commitment to your local PJ Library program. It should be **positive, forward-looking, and confident**. It should articulate why your PJ Library must continue to flourish as an essential community resource now and for future generations.

Your case statement should describe the emotional connection donors and families have to PJ Library. It should invite donors to be part of your PJ Library endowment society and clearly articulate the impact PJ Library legacy and endowment gifts will have on those you serve (PJ Library families).

Before you begin writing, we suggest that your PJ Library Endowment team share with each other why you have chosen to give your time, energy, and financial resources in support of PJ Library and the important role it plays in your community. You may want to ask others involved with your PJ Library program these questions as well. These conversations will help you develop the appropriate language and feelings to convey in the case statement.

The questions provided below are intended to serve as a guide to help you develop your PJ Library case statement.

Your case statement will have four parts:

- 1) Who you are and the role you play in the community?
- 2) Your core values and how they are expressed
- 3) A statement that identifies who your PJ Library legacy and endowment donors are i.e.: Our PJ Library legacy and endowment donors are people just like you who believe/want....
- 4) Call to join/be part of this special group of people

To draft your case statement, consider the following questions:

- What impact has PJ Library had to date on you personally, and in the community.
- What are your organization's core values? How does PJ Library express these values?
- What is unique about what PJ Library provides/offers to your community?
- What are your future aspirations for PJ Library?
- What impact will PJ Library legacy and endowment gifts have on those you serve?

When drafting your case statement make sure to:

- Write in active voice. You do not 'seek to educate' or 'hope to engage', etc.
- Use descriptive words to talk about the impact PJ Library has on its constituents.
- Share your core values that PJ Library puts into action.
- Share the 'story' of PJ Library in your community, why is your PJ Library program unique and needed in your community.
- Provoke the reader's emotions. Make them remember why PJ Library is special to them.
- Focus on what PJ Library has to offer future generations.

What NOT to do in a case statement. Make sure you haven't:

- Presented a detailed history of PJ Library
- Talked about current or future needs
- Focused on how great your current staff is. The reader already knows.
- Overused words or abbreviations
- Focused on statistics such as how many people you have reached, or list specific programs offered
- Written more than a page

We are happy to meet with you to review your case statement. We welcome the opportunity to offer suggestions to help make it as motivating a piece as it can be so donors are compelled to make an endowment commitment. As a reminder, we will ask you to submit a copy of your case statement in your first quarter reporting.

Management Strategy - Your PJ Library Endowment Team

Putting the right PJ Library Endowment team together is critical to your success. Consider building a team that includes a lead development professional, committed and passionate lay leaders, grandparents, donors, and key connectors?

Your management strategy should describe who is responsible for the implementation of your PJ Library endowment effort. It should clearly delineate who will have which responsibilities.

To draft your management strategy, it is helpful to list each PJ Library endowment team member followed by their respective roles on the team.

- Which of your team members will be responsible for having conversations with donors? The more team members having conversations, the greater number of endowment commitments you will receive.
- Who will be the lead person responsible for implementing the plan and keeping the team on track?
- Who will be responsible for implementing your marketing plan?
- Who will be responsible for implementing your stewardship plan? Specifically, who will be responsible for sending out the thank you notes, making sure thank you phone calls are made, making sure PJ Library legacy and endowment events take place and that donor lists are printed?
- Who will be responsible for keeping your board of directors informed of your progress?
- Who will be responsible for keeping track of donor prospect meetings?
- Who will be responsible for tracking gifts, documents, and records?
- Who will be responsible for submitting PJ Library Endowment Quarterly reports?

Target Audiences and Developing Your Prospect List

Your target audiences and prospects list outline the categories of individuals you are planning to have PJ Library endowment conversations with during the two-year pilot. **It is helpful to list these groups in priority order, starting with your PJ Library Endowment Team.**

To develop your target audience and prospect list, consider the following questions:

- Who is currently well informed about, well connected and shown a commitment to PJ Library (i.e., board members, long-time PJ Library donors, major donors in your community)?
- Who are your long-time loyal and steady PJ Library donors? (I.e., former PJ Library committee members, those who have given to PJ Library for many years, PJ Library grandparents, longtime PJ Library volunteers; we define loyalty as having given or volunteered for 5 or more years)?
- Others who have warm feelings for PJ Library (PJ alumni families, PJ Library Parent Ambassadors/Connectors, Young Adult Division alumni, Women's Philanthropy)?

When it comes to legacy prospects which of your constituents are of an age where they are thinking about wills and estate planning (generally 40's and older)? It is helpful to identify groups to whom you can make a presentation to/plan a parlor meeting for and then follow-up with individual conversations?

- Your organization's board
- PJ Grandparents
- PJ Alumni Families/ Young Adult Division
- Other Major donor groups where donors have indicated PJ Library interest

Marketing

As part of your PJ Library Endowment Plan, we want you to begin thinking of ways you can “get the message out,” given your current organizational infrastructure.

To draft your marketing plan, consider the following questions:

- Which communication vehicles are currently in place and could be used for marketing your PJ Library Endowment program?
 - Newsletter – articles/ads
 - Weekly announcements at meetings/via email
 - Website
 - Posters / video board / flyers
 - Events
 - Direct mail
 - Blast emails
 - Social media
- How can each of them be used to spread the PJ Library Endowment message - and how often?
- Is there a visible physical location to post information about leaving a PJ Library Legacy or making a cash endowment gift and a way to honor those who do?
- Is there someone in your organization who can interview PJ Library endowment donors and either write up or tape video testimonials to be shared with others in your community?
- Is it feasible to add some PJ Library endowment information, at no additional cost, to one or more already scheduled mailings? Creates awareness but doesn't result in significant number of commitments.
- Do you want to create a PJ Library Endowment focused brochure or incorporate a PJ Library Endowment message into an existing informational piece? (HGF will provide a printed endowment brochure with you community's logo and contact information on the back. There will be an optional community-specific one pager offered that can be used alongside the brochure along with your case statement.)
- Are there annual gatherings or other events into which a PJ Library endowment message

can be incorporated?

- Can you easily incorporate PJ Library endowment information into your existing website?
- If you use social media, can you intersperse a few PJ Library endowment themed messages into your usual postings?

Stewardship

Stewardship is key to the success of any endowment program as it is the way we show appreciation to, and stay connected with, those who have made a PJ Library endowment commitment. In the fall, we will offer an in-depth training on effective stewardship. As part of your PJ Library Endowment Plan, we want you to begin to think about methods you can easily implement to acknowledge PJ Library endowment commitments.

To draft your stewardship plan, consider the following questions:

- What types of stewardship activities is your organization currently engaged in?
- Is it possible to include your PJ Library endowment donors in these existing stewardship activities?
- What types of stewardship activities, if any, will you undertake specifically for PJ Library endowment donors?
- Will you make a personal phone call immediately upon receipt of a letter of Intent/cash endowment gift?
- Will you send a personal note thanking the donor for their legacy commitment/cash endowment gift within two days of receipt?
- Will you create a PJ Library endowment/legacy society or incorporate PJ Library endowment donors into an existing endowment society?
- Will you list PJ Library endowment society members in a newsletter or acknowledge commitments somewhere in your building?
- Will you send cards at birthdays, Rosh Hashanah, Hanukkah, and/or Passover?
- Will you send a card on the anniversary of your donor's endowment commitment?
- Will you send an organizational update specifically for PJ Library endowment donors at least once a year?

Goals

Based on your PJ Library endowment goal, consider which donors you plan to approach first for a cash gift. Determine how many donors at what gift amount you need to meet your cash endowment goals. Next, build your legacy prospect list. After the first year, you can see if you need to alter your strategy based on the success of the first year.

As a reminder, to secure the \$10,000 legacy bonus, you need to secure 36 Letters of Intent with at least 12 gifts legally put in place by the end of the two- year fundraising period.

Implementation Checklist:

This final section of your PJ Library Endowment Plan is a checklist of tasks to be accomplished during the first two years. The more specific you can be, the better as this list will assist you in staying on track and reaching your goal. All activities mentioned under management, target audiences, and prospects, marketing, and stewardship, can be written as either a bulleted set of to-do-items that can be checked off or a calendar highlighting when you are going to undertake each activity. Be sure to include when you expect each team member to have conversations. To assure greater accountability also list the individual responsible for accomplishing the task.

We look forward to reviewing your plan with you!

**This document is based on the Harold Grinspoon Foundation's Legacy Plan Guide produced for the LIFE & LEGACY® program*



Endowment Accelerator Target Audience Worksheet

Identifying the target audience for your endowment campaign and prioritizing your outreach efforts will give you a roadmap to start spreading the word to your community.

Who is a good prospect for endowment giving?

It's a good idea to start by making a list of the groups who are most likely to want to help build your permanent endowment and secure camp's financial future. These are going to include your closest stakeholders – those people who have the deepest connections to camp and who are most committed to camp's future. Think about concentric circles starting with current and former board members, moving outward to engaged camper/staff alumni, camper families, your closest and most generous donors and funders, and other groups who fit the description of camp's most enthusiastic fans.

Once you've established your target audiences by group, make a list of individuals who come to mind within each group. In addition to their deep connection to camp, consider individuals who have made significant donations to camp in the past. Donors who have been giving consistently for many years are good prospects for endowment giving, as they have demonstrated a continued commitment to camp.

You may consider building your permanent endowment fund through legacy commitments, in addition to current gifts. A good prospect for after-life legacy giving are donors who have been giving to camp for five years or more and who are at an age where they are thinking about wills and estate planning (generally 40s or older). Your best prospects for legacy giving are not necessarily your major donors – many people are able to make a much more significant gift through a legacy commitment than during their lifetime.

To start creating your target audience and drafting your donor prospect list, consider the following questions:

- Who in your audience is most deeply connected to camp (e.g., current and former board members, alumni, current camp parents and grandparents)?
- Who among your constituencies is likely to be particularly compelled to secure camp's future (e.g., alumni with young children)?
- Who are your long-time loyal and steady donors?
- Who is likely to be thinking about wills and estate planning (e.g. alumni with no children, camp grandparents)?



Below is a sample of what your target audience and individual outreach list might look like:

Target Audience:		Resonant Messages:	Outreach Strategies:	
Alumni with young children		Help make sure camp exists for your children in the future	Family camp, e-newsletters, individual phone calls	
Individual Prospect:		Team Member Contacting:	Cash Gift	Legacy Ask
1	Noah Green	Camp Director	✓	
2	Rachel Gold	Board Chair	✓	✓
3	Aaron Brown	Development Chair		✓

See the following page for a worksheet to identify target audience groups, followed by 5-10 (or more) individuals who are good prospects for endowment giving in each group.



Target Audience:		Resonant Messages:	Outreach Strategies:	
Individual Prospect:		Team Member Contacting:	Cash Gift	Legacy Ask
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
Target Audience:		Resonant Messages:	Outreach Strategies:	
Individual Prospect:		Team Member Contacting:	Cash Gift	Legacy Ask
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				



Help Us Create a Jewish Legacy

Shalom Institute: Camp and Conference Center, home of Camp JCA Shalom, is a premier center for experiential Jewish education and Jewish overnight camping serving more than 25,000 people year-round. Providing retreats, holiday programs, family camps, outdoor adventures, and environmental education to Jewish organizations throughout the year, we are nationally known for our programmatic excellence, community partnerships and for being a “green” leader in eco-friendly practices and sustainability.

Camp JCA Shalom, the Shalom Institute’s overnight summer camp, operating for almost 60 years, offers positive, safe and fun Jewish camp experiences to children, adults and families. Thousands of individuals have been positively impacted by an experience that has been recognized as one of most effective ways to build and strengthen Jewish identity in children and young adults.

Since 2005, following the dissolution of the centralized JCC system in Los Angeles, the Shalom Institute has been functioning as an independent nonprofit organization. On our own, we have thrived. Today, Camp JCA Shalom enrollment and retreat rentals are at an all-time high!

While we recently invested more than \$1.5 million in capital improvements, we are still in dire need of your help to sustain and support our growth.

We need your help to establish an endowment fund and help secure our future!



Shalom Institute is part of the Grinspoon Institute for Jewish Philanthropy’s *Create A Jewish Legacy* project that works with Jewish camps to develop an organizational Legacy.

Shalom Institute

invites you to join our

LEGACY  SOCIETY



Join the Shalom Legacy Society and help ensure that our future generations will reap the benefits of the seeds we are planting today!

“As our parents planted for us before we were born, so do we plant for those who will come after us.”

- Talmud

LEGACY SOCIETY

Invest in the Future, Create a Legacy, Secure Jewish Continuity

Name the Shalom Institute in your estate plan and ensure that future generations will reap the benefits of the seeds we are planting now.

Your donation to the Shalom Institute through a planned gift creates a lasting legacy and enables you to make a significant contribution that you may not be able to do during your lifetime.

Together, we can continue to build and strengthen Jewish identity into the next millennium.



Your Investment Will Help Us:

PROVIDE SCHOLARSHIPS

Camp JCA Shalom subsidizes camp fees for over 200 children or 35% of our campers each summer. Your Legacy commitment will help us create a sound scholarship fund and ensure our ability to continue to offer Jewish camp summer experiences to kids who might not otherwise be able to afford them.

ENHANCE OUR PROGRAMS

Building on our strong and diverse programming, your Legacy commitment will ensure the expansion of our Judaic, environmental, arts, sports, Israel, outdoor adventure, and specialty programs.

IMPROVE OUR FACILITIES

Your Legacy commitment will allow us to continue implementing major capital improvements.

Giving is Easy!

Many giving options are available for donors to Shalom Legacy Society.

Bequest: A donation established through a will.

Life Insurance: Name Shalom Institute as a beneficiary. The premiums are tax deductible.

Charitable Gift Annuity: Provides the donor with income for life. The remainder of the trust becomes the property of Shalom Institute.

IRA or Pension Plan: Provides future income to Shalom Institute and may provide significant tax advantages to the donor.

Please consult your financial or legal advisor on the best ways for you to give.

To make your commitment or to receive more information, please contact our Development Department at 818-889-5500 ext 107 or visit us online at www.shalominstitute.com





Marketing Checklist

Visuals in Your Facility

- ____ Banner
- ____ Poster
- ____ Tent Cards
- ____ Flyers
- ____ Brochures

Mailings

- ____ Holiday Card
- ____ Anniversary of Gift Card
- ____ Stuffer
- ____ Targeted Direct Mail (warm, handwritten address)
- ____ Tagline on Envelopes and Stationery

Other

- ____ Use Tagline EVERYWHERE
- ____ Create and Publicize your Legacy “Society”
- ____ Highlight Past Donors, - use Tagline when appropriate: “Made possible through a Legacy gift”, “JFS thanks (Name) of blessed memory for remembering us with a legacy gift”
- ____ Integrate into Other Fundraising Materials

Electronic

- ____ E-mail Blast (short, exciting)
- ____ E-Newsletter
- ____ Social Media
- ____ Website
- ____ Display

Newsletter

- ____ Ad
- ____ Article: educational, short, varied
- ____ Testimonial
- ____ Listing
- ____ Story

Events / Meetings

Verbal

- ____ Announcement
- ____ Testimonial (Range of Donors)

Materials

- ____ Ad: use HGF template, or design your own
- ____ Listing
- ____ Testimonials
- ____ Brochure / Flyer
- ____ Tent Cards
- ____ Bookmark
- ____ Poster / Banner
- ____ Ribbons on Nametags / Stickers



Endowment Accelerator Tips for Endowment Donor Conversations

Getting the Meeting:

- Communicate in a way that is authentic to your relationship with the donor and/or that you know they prefer. Often, a combination of an email and follow-up phone call works well.
- Your only goal is to schedule a meeting - don't get pulled into the conversation prematurely. However, if a donor explicitly tells you they don't want to meet and would prefer to speak by phone or video call, you should be responsive to their wishes.
- Share your role as a volunteer/staff member, explain you would like to meet to thank them for their commitment to camp and to share about a new opportunity to secure camp's future that you are excited to share with them.
- Ask if a spouse/partner will be joining.
- Be prepared with multiple days/times to offer for convenience.
- Set up a time and place to meet. Select a location that will be convenient for the donor and provide privacy for your conversation, and where you are unlikely to be interrupted.
- Send a confirmation message 24-hours before the meeting date/time.

The Meeting:

- Think conversation not sales pitch.
- Be Yourself! The conversation should feel and sound like a conversation you'd have with a friend or family member, not a scripted sales call. Approach the donor as a partner in your shared cause of supporting camp.
- Start by thanking the donor for meeting with you and offering space for them to "download" anything that's on their mind – creating space for this up front will help them focus on your conversation afterwards.
- Ask the donor a question that gets them thinking about their values and their connection to camp:
 - Share your camp story and ask about theirs – why does camp matter to you?
 - Why did you choose to give to camp the first time?
 - Why have you continued to be a loyal supporter of camp?
 - How do you feel about the future of camp? Why do you want to see it thrive?
- Try to stick to the 80/20 rule – the donor should be speaking for 80% of the meeting and you should be speaking for 20% of the meeting.
- Show you are actively listening to them – ask follow-up questions or for more detail. Probe to understand the values that underlie their commitment to camp.



Making Your Ask:

- Try to move the conversation towards your ask by the time you are three quarters of the way through your meeting time. For example, if you have 60 minutes scheduled, try to steer the conversation in this direction after 45 minutes at the latest.
- Move the conversation forward by making a connection between their expressed values/interests and camp's endowment-building initiative.
- Make your case - explain why endowment-building is essential to camp's future and why now is the right time to make this a priority.
- Keep it personal - share why you have made your own commitment to help build camp's permanent endowment fund.
- Be specific in what you are asking for - invite them to join you by making a special gift commitment to the endowment-building initiative of \$X over X period of time. Mention any matching grant incentives.
- Be quiet to let them consider what you've asked. This is hard to do! Consider taking a sip of water to stop yourself from rushing to fill silence.

Handling Questions & Responses:

- Don't think of initial responses as "objections." Think of it as a natural extension of your conversation. The donor is likely going to process aloud as they consider your request, and everything they share is helpful information.
- Questions are often a great sign of interest. Donor questions often indicate that they want to find a way to get to "yes."
- What may initially sound like "no" often means "not now" or "not that amount" or "not for this project."
- It's ok not to know the answer to every question. Offer to find out the answer and call them with it by a certain day.
- Often a donor won't make a firm decision right away and will need to think it over, confer with a spouse, or check in with a lawyer or tax advisor.

Following Up:

- If you get a commitment on the spot, share the pledge/gift form for them to complete.
- If they need time, give them materials to take with them.
- Set a firm day and time that you will reach out to follow up, and make sure you stick to that agreed timeframe on your end.
- Remind them of the matching grant opportunity and any urgency around timing.
- Thank them enthusiastically for their time and consideration and for their continued support of camp.
- After you leave, record your notes of key takeaways from the conversation that are important for camp to have on record in your donor database.
- Send a personal thank you note and reminder of your follow up agreement.

Insert your logo here

Letter of Intent



The Talmud says, "As my ancestors planted for me, so do I plant for those who will come after me". Accordingly, I/We declare my/our commitment to help sustain a vibrant Jewish community for generations to come

Donor Information

Name(s): _____ Birthdate: _____

Address: _____ City: _____ State: _____ Zip: _____

Email: _____ Phone: _____

I/We prefer to be contacted: (circle one): Email Phone Text Postal mail

Commitment

- I/We have already committed to a legacy gift and it is legally documented
- Today I/We make a/our commitment & will legally formalize it within the next _____ months (12 or less)

Donor Signature(s): _____ Date: _____

Organization

Legacy gifts will be placed into a permanent endowment fund.

_____ **Camp Name Here**

I/We am/are also exploring making legacy commitments to the following other organizations:

Gift Information — *Optional*

- _____ Gift in Will or Trust
- _____ Beneficiary of Retirement Plan
- _____ Beneficiary of Life Insurance Policy
- _____ Cash
- _____ Other: _____

The value of my gift will be \$ _____ or _____ %

Permission to List

To encourage others to make commitments to the future, I/we permit my/our name to be listed as follows:

_____ I/We wish to remain anonymous at this time.

This commitment does not create a legal obligation and may be modified by the donor(s) at any time.

Contact Information

PLEASE COMPLETE AND RETURN THIS FORM TO: (name, phone, and email of contact person)

Insert your logo here

Legacy Gift Confirmation



To benefit future generations, I/we affirm that I/we have made the following legal arrangements for my/our gift.

Donor Information

Name(s): _____ Birthdate: _____

Address: _____ City: _____ State: _____ Zip: _____

Donor Signature: _____ Date: _____

Donor Signature: _____ Date: _____

I/We intend for the following organization to benefit from my/our Legacy gift:

_____ **Camp Name Here**

My/Our commitment is acknowledged within the following document: (please list amount or percentage)

_____ Gift in Will or Trust (*can be percentage, residual, or specific amount*)

_____ Beneficiary of Retirement Plan, Administered by: _____

_____ Beneficiary of Life Insurance Policy, Insurance Company: _____

_____ Donor Advised Fund

_____ Cash Endowment Gift

_____ Real estate, Personal property, Securities, Specialty asset, Business Interest

_____ Other: _____

Estate Planning Attorney, Financial Planner/Advisor, Family member, Executor, Trustee for my/our gift is:

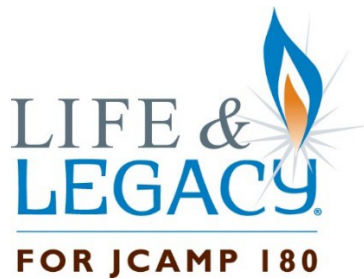
Name: _____ Phone or Email: _____

Name: _____ Phone or Email: _____

Name: _____ Phone or Email: _____

PLEASE COMPLETE AND RETURN THIS FORM TO:

name, phone, and email of contact person



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 camp 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 camp's records at their earliest convenience. **Make sure to end the call by thanking the donor for their commitment to your camp.**
- 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 from your camp who might be able to speak with them about different giving vehicles or your local Federation or Jewish Community Foundation staff.
 - **If they say yes**, give them the contact information or offer to be in touch with the advisor or 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.**



Endowment Accelerator Stewardship Guide & Worksheet

Donor stewardship is the critical relationship-building process that takes place after a donor makes their gift. It is vitally important. Donors who contribute to your permanent endowment are investing in the future of camp, and their commitment to camp's future will continue to grow when you continue to deepen your relationship. Personalized stewardship steps like reporting on the performance of your endowment fund, inviting donors to visit camp, and sharing stories of camp's impact are excellent ways to integrate your endowment donors into all fundraising efforts and strengthen their connection to camp - and stronger relationships often lead to additional giving.

Creating and implementing a donor Stewardship Plan is essential to the success of all your fundraising efforts. A Stewardship Plan is simply the list of activities and timeline you will use to connect with your donors throughout each year. Stewardship activities specific to endowment donors should be included in your comprehensive fundraising and stewardship plan.

To start drafting your Stewardship Plan, consider the following questions:

- What types of stewardship activities is your organization currently engaged in? Is it possible to include your endowment donors in these existing stewardship activities?
- What types of stewardship activities, if any, will you undertake specifically for endowment donors? What options are especially meaningful to endowment donors?
- Will you make a personal phone call or send a personal note immediately upon receipt of a cash endowment gift or legacy commitment?
- Will you create an endowment/legacy society or incorporate endowment donors into an existing legacy or other giving circle?
- Will you list endowment donors in a newsletter or acknowledge commitments somewhere on your camp site?
- Will you send an organizational update specifically for endowment donors at least once a year?
- Will you plan any special events or invitations to visit camp for your endowment donors?

Use the below worksheet to outline your Stewardship Plan:

STEWARDSHIP ACTIVITY	DATES TO BE IMPLEMENTED	TEAM MEMBERS RESPONSIBLE
<p>CARE – Include 1-3 annual activities that show your donors you care about them with a personal touch. Examples include handwritten thank you notes, handwritten holiday cards, phone calls, personal meetings, a meaningful gift (pin, magnet, honey for Rosh Hashanah, challah cover, etc.)</p>		
<p>SHARE – Include 1-3 annual activities that share stories showing the impact your donors’ contributions are having on camp. Examples include email newsletters, a print or digital annual report, sharing impact stories from campers.</p>		

HONOR – Include 1-3 annual activities that recognize your endowment donors’ commitment. Examples include sharing donor testimonials, displaying donor listings in newsletters or on your website, updating a donor wall at camp, recognizing endowment donors with special nametags at a community event.

INVITE – Include 1-3 annual activities that invite your donors to be active participants in your camp community. A donor day during camp or special Shabbat event during the year are great for this.
