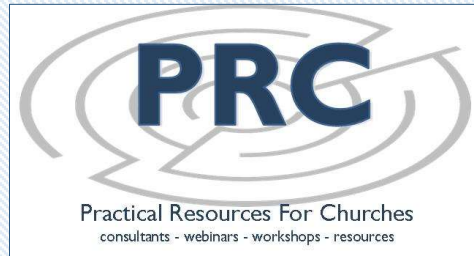


This webinar is produced by PRC – Practical Resources for Churches



[www.prcli.org](http://www.prcli.org)

#### About PRC

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# Planned Giving to Support Mission and Ministry Webinar

While a significant wealth transfer occurs (and will occur) in our country as our eldest generation passes, many congregations and ministries remain unprepared to promote planned giving options among their members. Only 5% of people leave a charitable bequest even though nearly a third of people would if asked or invited to consider one. This webinar will equip congregational leaders to begin a planned giving program in their setting. We'll begin by considering generosity as a spiritual practice and why donors would want to give a planned gift. Then we'll learn about the three varieties of planned gifts and develop a plan for offering these options. Lastly, we'll review a checklist of good policies and steps necessary for successfully launching a planned giving program. Through this webinar, you will learn key concepts and create an actionable plan for your congregation or ministry.



## Planned Giving to Support Mission and Ministry

Rev. Andrew Warner, CFRE  
Generosity Outreach Officer of the  
United Church of Christ National Setting

## About our Presenter

Rev. Andrew B. Warner, CFRE, serves as a Generosity Outreach Officer of the national setting of the UCC. In that role he trains, coaches, and mentors conference and congregational leaders to strengthen the culture of generosity across the UCC. Working collaboratively with staff of the national setting, conferences and congregations, Andrew designs workshops, presentations, and resources on philanthropy and development best practices.

Before joining the national staff in 2019, Andrew served for twenty-two years as pastor of Plymouth Church UCC of Milwaukee, a vibrant and inclusive Christian community. Through faith-based leadership and board service, Andrew developed as a leader who connects people's deepest passions with generative opportunities and initiatives.

Andrew also serves as Director of Development for the Wisconsin Conference. He leads the fundraising efforts of the conference, supports the planned giving and effective philanthropy of congregations, and organized a foundation based on a community foundation model for the endowments of the conference and congregations.

Andrew lives with his husband and two children outside of Milwaukee, Wisconsin. He loves to cook and entertain, a practice he calls his “gastro-evangelism.”

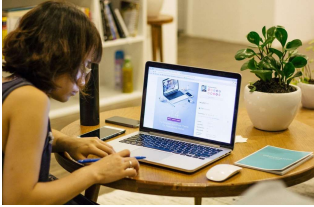
## Agenda:

- Spirituality of Generosity
- Varieties of Gifts
- Getting Organized
- Starting Out
- Next Steps



The webinar looks at five elements of planned giving:

1. Spirituality of Generosity – Theologically, we know all our best work in fundraising must proceed from our spirituality. Research also supports this, such as the National Study on Congregations' Economic Practices ([www.nscep.org/reports](http://www.nscep.org/reports)), which found teaching about generosity the single biggest factor to increasing congregational revenue.
2. Varieties of Gifts – We will look at the range of gifts that encompass planned giving.
3. Getting Organized – We will talk about organizing a team to work on planned giving and review the policies a congregation needs to create.
4. Starting Out – We will discuss your first step as a congregation: promoting bequests.
5. Next Steps – We will consider how to build and keep momentum for your planned giving program.



## Spirituality of Generosity

Through generosity  
we take part in  
building a just  
world for all.

Rick Dunham, chair of the Giving USA Foundation, recently spoke about generosity as a spiritual discipline.

Dunham chose as his text the story of the Israelites after Moses received the Ten Commandments. God told the people to conduct a fundraising campaign in order to build the Tabernacle in the desert. “Tell the Israelites to take for me an offering; from all whose hearts prompt them to give you shall receive the offering for me” (Exodus 25: 2).

The next several chapters laid out in great detail all the different ways the people came together, offered their skills, and created the Tabernacle. Everyone shared a gift. In fact, within Judaism the categories of work prohibited on the Sabbath come from these chapters: observant Jews abstain from any of the 39 categories of work required to build the Tabernacle (e.g. mending, selecting, planting). God called forth generosity in a way that allowed everyone to participate and know that their gift mattered.

God still calls us to generosity. Through our generosity we create; turning our awe and wonder, our hopes and dreams, into programs and ministries, places of welcome and transformation. We create Tabernacles in our own settings where God can be experienced.

The ways people give changes. The Torah talks a lot about “grain offerings” and not at all

about “text-to-give.” But however generosity happens, it remains at the heart of our discipleship: our way to take part in building a just world for all.

# HOW DO WE CATCH DONATIONS?



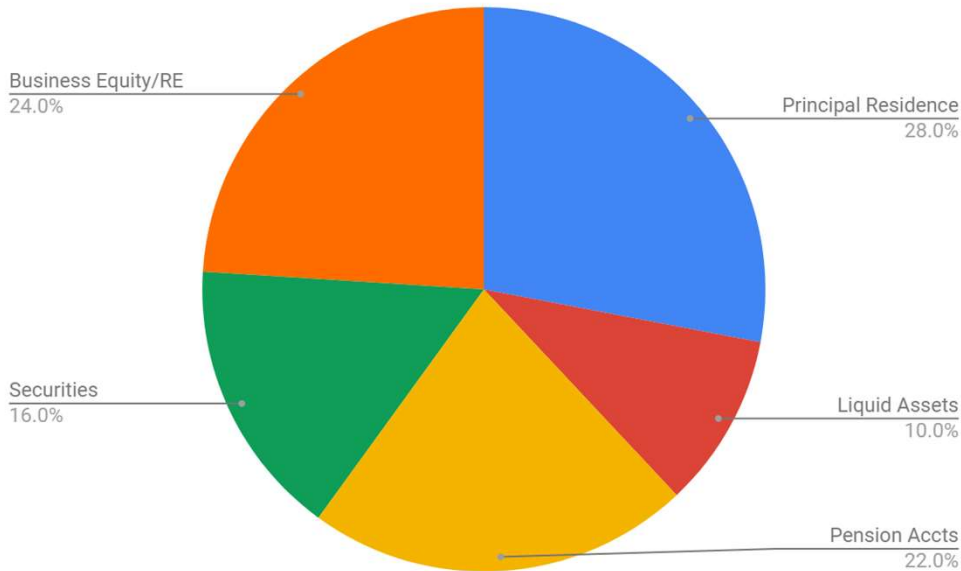
Michele Thomas Dole, IUPUI School of Philanthropy

People take part in building a more just world through generosity.

Michele Thomas Dole, one of my mentors, recently asked a provocative question: can we “catch” the generosity of our donors? Do our congregations have the systems in place to allow people to give in the ways they want to give?

As Michele says: too often, we try to “catch” the generosity of our donors with a child’s mitten instead of catcher’s mitt.

## Portfolios of the Wealthy (Top 20%)



Edward Wolff, New York University, WSJ.com via IUPUI School of Philanthropy

In making this observation, Michele pointed to research by Edward Wolff of New York University that analyzed the financial portfolios of the wealthiest 20% in our country. The average distribution of assets in this top economic class varies from principal residence, cash, and several kinds of investments (including other real estate - RE):

Looking at this pie chart, Michele observed how often nonprofits – especially congregations – only ask for and can receive cash contributions. Cash represents the smallest percentage of the typical assets of households in the top 20% of our country; the wealthiest 1% hold an even smaller percentage of liquid assets). To only ask for cash is like playing baseball with a child's mitten.



Planned Giving catches people's generosity with a catcher's mitt instead of a children's mitten.



10% Liquid Assets – Cash/Checks



10% Liquid Assets – Cash/Checks  
16% Securities – Gift of Stocks  
22% Pension Acct - IRA Charitable Rollover  
52% All other Assets – Planned Gifts

Michele Thomas Dole, IUPUI School of Philanthropy

In my work with congregations and conferences, I explore ways to create a catcher's mitt for generosity: planned giving. Planned giving gives us the ability to receive appreciated securities, to promote IRA charitable rollovers, and inspire other legacy gifts.

Consider raising Michele's question with your congregation's governance board. Looking at the pie chart of assets, what gifts could your congregation receive? And how do you encourage all these kinds of gifts?



Two old gifts that my former congregation received help me think about generosity. First, my favorite window from the sanctuary. It shows the shepherds at just that moment when they've heard of Jesus' birth but are not there with him yet. The shepherds have hope but haven't realized their vision yet.

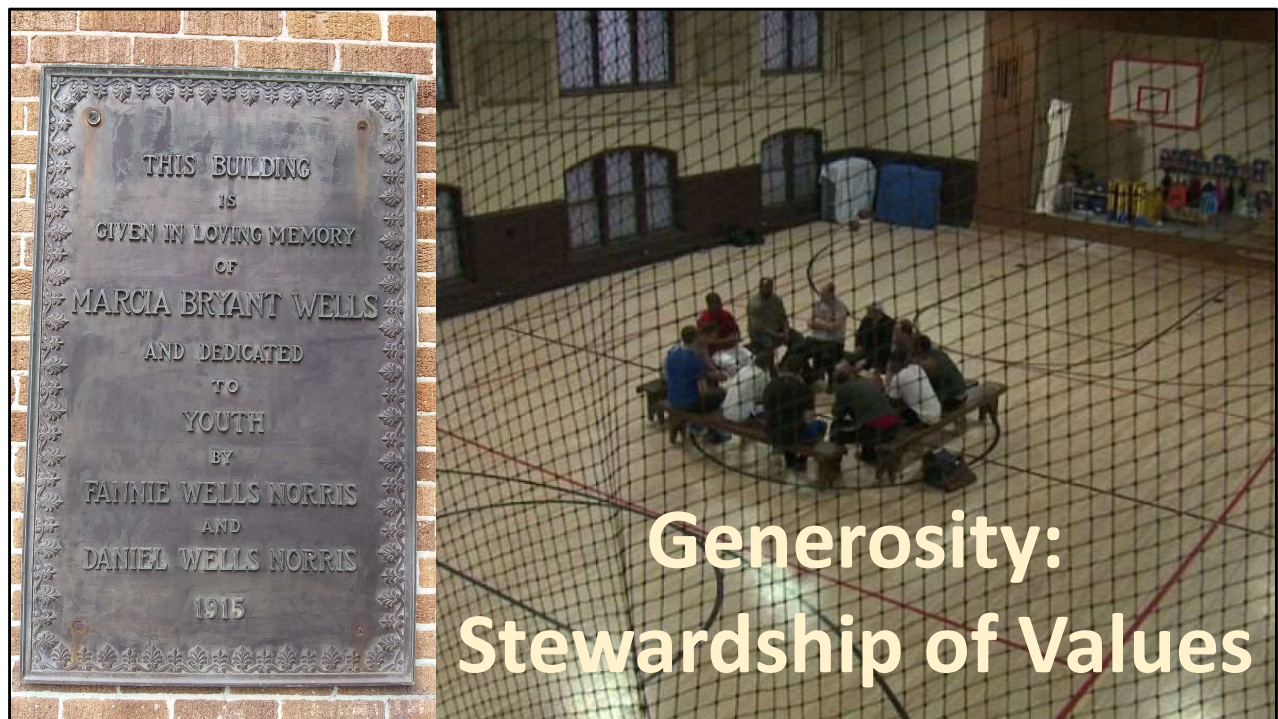
The donor inscription from 1917 reads, "In honor of Dr. Sarah Monroe by her *friend* Emily Greenleaf."

Dr. Sarah Munroe died in 1914, at a time when the defining love of her lifetime could only be known as a "friend." Yet she and Emily hoped. One hundred years after her death, the Federal District Court of Western District of Wisconsin ruled our state constitution's ban on same-gender marriage violated the US Constitution. Within hours, couples who'd waited years to marry came to the courthouse. My own friend of twenty years, Jay, and I were among those married that day. Throughout the weekend I married many couples within my church and on Sunday we gathered beside Sarah and Emily's window, celebrating a hope long held realized at last.

We hold deep hopes that may never come true in our lifetime. And we hope in what yet may be. Sarah and Emily gave not because of what the Church was but because of what they hoped it would become. The same spirit shapes my giving: I give because of what I

hope will be true in the world.

Generosity involves the stewardship of hope over time. It means working on problems that are larger than what I can do on my own, larger than what I can solve in a year; it means working together over time to make a just world for all.



The second gift was the gymnasium of the church, given as a single donation by the descendants of Marcia Bryant Wells: her daughter Fanny and grandson Daniel (or Niel as people called him). At a time when few gyms could be found in Milwaukee, this family gave enough to build one. But they didn't make the entrance to the gym through the church; no, the main entrance to the gym stood on its own. They wanted the church to be trustees of their commitment to youth and young adults in the community; a gift given to the church so that it could serve others.

Daniel Wells Norris particularly cared about youth and young adults: he dedicated his life to creating a residential school for boys experiencing homelessness.

True to the family's intention, the gym remains a vital resource for youth and young adults well beyond the church - *pointing to the picture of people formed up in a circle* - including an addiction support group for young men: they gather to play basketball and then meet for their 12-step program, a combination that works particularly well for the young college students who live around the church.

Generosity involves the stewardship of values over time. It means giving in a way that moves our values forward but in ways that allows a future generation flexibility in sustaining those values. The Wells Norris family valued youth and young adults but

couldn't have anticipated a basketball themed 12-step group. They entrusted the church to steward their values.





## Generosity: Stewardship of Risk

This window shows the parable of the sower, the story Jesus told of a farmer who cast seed – some fell on the path, where the birds ate it; some on rocky ground, but it didn't have enough soil to root and grow; some fell among thorns which choked it; and some on fertile ground, where it grew abundantly, producing 30, 60, 100-fold. Countless sermons can be preached on it; that's the beauty of a parable.

But I'm drawn to the image of the farmer, who cast the seed out indiscriminately. The farmer took risks, ridiculous ones: some worked, some didn't.

People donated this window to the memory of Pastor Judson Titsworth, who lead my former congregation at a pivotal time over 100 years ago. The congregation started many institutions that continue to shape Milwaukee, like the Boys and Girls Club, Downer College (now part of Lawrence University in Appleton), and a public library. All of those risks produced a 100-fold. But many other projects the congregation tried didn't succeed. But when I look at this window, I remember that the courage to try is essential to generosity; we take risks, like the farmer who indiscriminately cast seed, like Jesus who loved even when it seemed reckless and forgave even when it seemed unwise. God calls us to a stewardship of risk.

A recent donor to my former church demonstrates why some people make planned gifts.

Jean Hutchinson was a matriarch of the congregation. I remember sitting with Jean and others in a Bible study when the conversation turned to the then new to us hymnal, the New Century Hymnal. Several people started complaining about it because of the way it changed familiar hymn lyrics in order to make the language inclusive. Jean stepped into the conversation and said, "well, its the hymnal that I use on my piano when I practice." I never heard another complaint about the hymnal in that Bible study group. Jean would occasionally comment on how the church had changed, and all for the better in her view: when she joined, the ushers wore formal attire but now the church wasn't so stuffy. Jean usually gave one of the largest annual gifts; and when she died, she left a 6-figure bequest. The church created the "Jean Hutchinson New Initiative Fund" to support new and emerging ideas in honor of a woman who always thought the church's best days lay ahead.

## Generosity: Stewardship of Gratitude

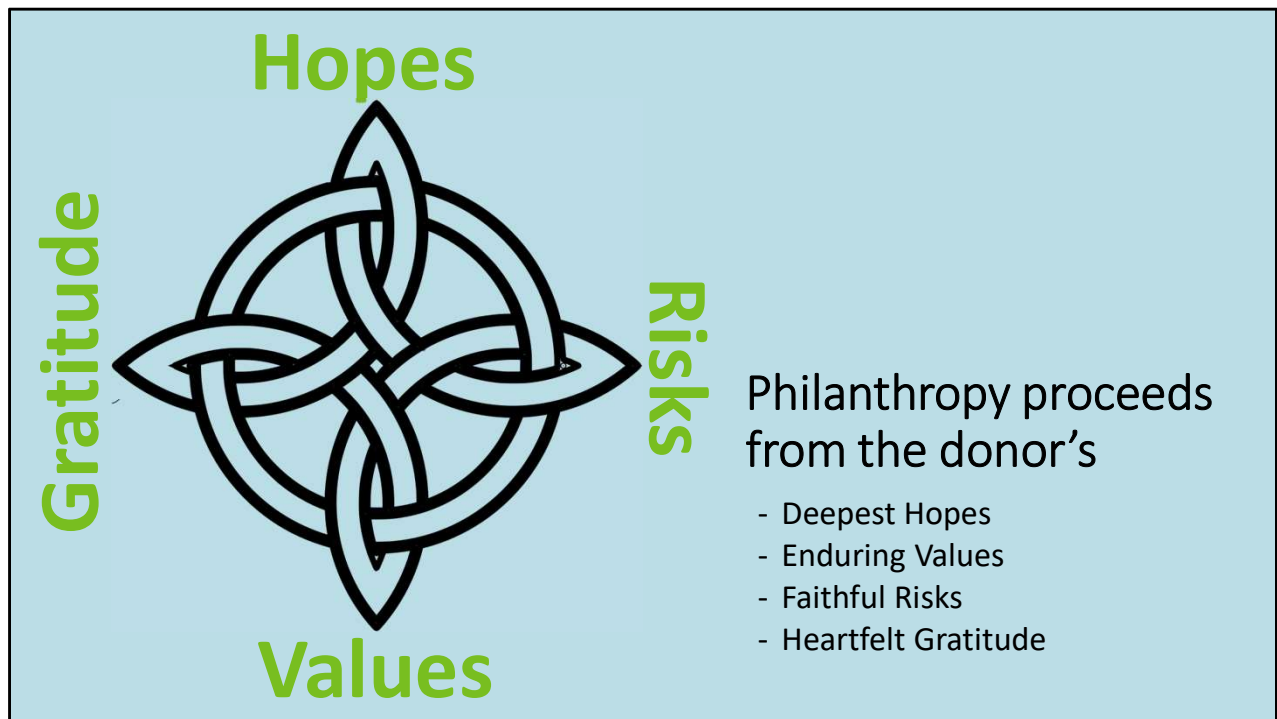


And, perhaps most important in terms of planned giving, comes the stewardship of gratitude.

Not every gift needs to be as large as Jean's to make a difference. Marion Reinke passed away about the same time as Jean. Marion loved the church too: it was her primary community, her circle of friends, especially important to her as she'd never married. The church shaped Marion's life. During her lifetime Marion gave a few hundred dollars a year; what she could afford. But, in her estate plan, Marion gave the kind of gift she could never give while alive: over ten thousand dollars. The congregation created the "Marion Reinke Legacy Fund" which provides ongoing operational support to the church that so deeply shaped Marion's life.

I mention these stories because I want to emphasize that planned gifts continue a lifetime of support to a congregation. They usually represent the single largest gift a person will make. Such gifts come out of a place of deep and abiding gratitude for the ways a congregation shaped a person's life.





These four aspects of generosity can be important in several ways.

First, I hope you will use them to gather the stories in your congregation of past and present donors.

Second, I hope you can tell these stories in ways that invite people to see their place in the generosity of your congregation; to inspire their own giving.

Third, you can use these aspects of generosity to “prospect” for potential donors. Each of these speak to motivations for giving. Who would connect with a particular aspect of generosity? Who’s particularly proud of risks the congregation took? Who’s particularly grateful for the congregation? Who’s impacted by the hopes or values of the congregation? The first names you think of are probably the first people to speak too. (You can also reach out to those 50+ and those who are single).

Finally, and perhaps most importantly, keep these four aspects of generosity in mind as you listen to donors. Hear their hopes, values, risks, and gratitude. We often think of the most effective fundraisers as over the top extroverts, filled with charisma; but I find listening to be the true fundraising superpower. Listen to potential planned givers. Ask them:

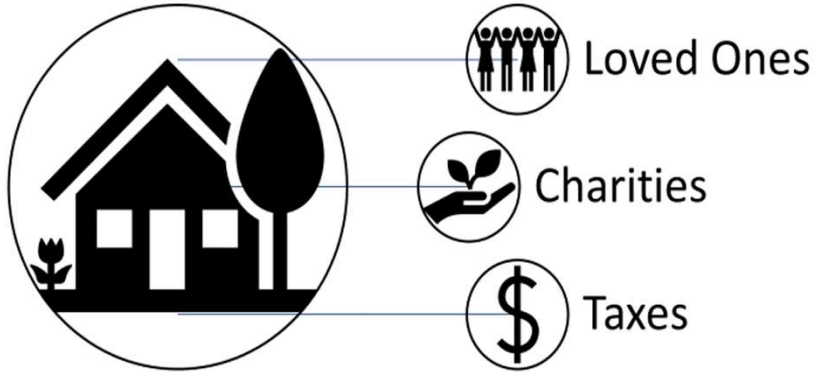
- How do you want to be remembered?

- What lessons did you learn in your life?
- When did you take a worthwhile risk? How did it work out? How did people help you at that time?
- What kind of legacy do you want to leave?
- What might be the upper limit of what you would want to leave to your children?
- How do you want to be an example to others?

Try observing, “You seem like someone with a deep love for the church.” And then ask, “How did the church change your life?” Or, “What happened (or who) inspired that love?”

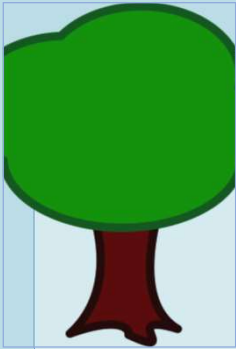
# Varieties of Gifts

Planned Gifts Often Deal with Estate Questions



A planned gift refers to any gift to a charity that involves a third-party professional such as a lawyer, accountant, or broker. Planned gifts can be gifts of stock, bequests, trusts, etc. Usually, planned gifts involve a tax savings. Always advise people to seek out their own legal and financial advisors when making a planned gift.

Planned Gifts Can Be  
Irrevocable (Permanent)  
or Revocable (Changeable)



Gifts that Help Now

Vehicle	Description	Benefits to the Donor	Information from the School of Philanthropy, IUPUI
Outright Gifts (irrevocable)	Gifts of cash or assets such as stock, bonds, collections, equipment and land.	Income tax deduction/escape capital gains tax	
	IRA Charitable Rollover	IRA Rollover: Tax-free direct transfers for donors over age 70 ½. Counts for RMD. Annual limit of \$100,000 per IRA owner.	
Bargain Sale (irrevocable)	Charity buys asset for less than fair market rate	Partial income tax deduction	
		Partial escape of capital gains tax	
Charitable Lead Trusts (irrevocable)	Pays income to charity for term or life; assets revert to donor or heirs	Gift is returned to donor or heirs at reduced gift/estate tax cost (non-grantor lead trust)  Income tax savings (grantor lead trust)	
Donor Advised Funds (irrevocable)	A fund that makes grants to charity and/or other charities like a private foundation but without the expense or administrative burden	Tax deduction in year of gift; grant in future years as you wish to charities  Charity assumes all administrative duties for the fund and grants	



Here's the text I used with this image promoting gifts from an IRA:

### ***IRA Charitable Rollovers (or Qualified Charitable Distributions)***

If you are 70½ or older and have a traditional IRA, you may give up to \$100,000 per year tax-free to charitable organization(s). This is known as the IRA Charitable Rollover – or as the Qualified Charitable Distribution (QCD) on your tax return. A married couple can each give up to \$100,000 from their respective IRAs each year. The gift can satisfy all or part of your annual Required Minimum Distribution (or RMD). The transfer to charity does not qualify for an income tax deduction but instead it escapes the income tax that you would have otherwise owed on your RMD. This avoidance of income tax is as helpful as a deduction, especially if you do not itemize your deductions.

The transfer must be made to charity by check or wire transfer directly from the IRA. If you accept your RMD before making the gift, you will owe the income tax. It is wise to consult your IRA custodian or financial planner to assist you. And please contact Andrew Warner at 1-414-758-6233 or email him at [awarner@wcucc.org](mailto:awarner@wcucc.org) for instructions on how to wire a gift

or write a check payable to the Wisconsin Foundation UCC.

We encourage you to consider an IRA Charitable Rollover (Qualified Charitable Distribution or QCD) to your local church or any United Church of Christ ministry of your choosing. You may make a direct charitable gift to fund your church's operating budget, fulfill a pledge, fund a special project or establish a permanent endowment fund to benefit your church in perpetuity.

To make an IRA Charitable Rollover (or QCD), please contact your IRA administrator to request the appropriate form, which can often be filled out online. If making your gift directly to your local congregation, you will need their Employer Identification Number (or EIN) and address. Your generosity will make a difference in the life of your local congregation and any other agencies you support through an IRA Charitable Rollover (Qualified Charitable Distribution).

*Note: If you were under the age of 70 ½ on January 1, 2020, then your RMD may not apply until the age of 72.*

Planned Gifts Can Be  
Irrevocable (Permanent)  
or Revocable (Changeable)



**Gifts that Help Later**



Vehicle	Description	Benefits to the Donor	Information from the School of Philanthropy, IUPUI
Bequests in Wills and/or Revocable Trusts (revocable)	Donor names charity in will or trust	Provides for family first Estate tax deduction full amount of transfer	
Payment on death or Transfer on death (revocable)	Payment or transfer on death of bank/stock accounts or real estate	Provides for family first Estate tax deduction full amount of transfer	
Retirement Plan Beneficiary (revocable)	Naming charity as beneficiary of all or a lesser % of the plan	If retirement plan assets pass directly to charity, both income and estate taxes are avoided	
Life Insurance (revocable if charity is beneficiary; irrevocable if charity is owner)	Gift of old or new policy with charity as owner and/or beneficiary	Donor makes large gift with little cost Income tax deduction for the cash value and/or premiums No estate tax	

Normally we only think of bequests in terms of a legacy to a charity. However, I've known a number of people who receive an inheritance and then turn around and make a charitable gift to a charity (often a tithe).



## Lead Gifts

Create opportunity for part of a planned gift now and the rest in an estate.

Consider inviting people to make a “lead” gift to their future bequest or estate gift. For example, a widow and her family created a fund in honor of her husband. Then, when the widow also passed, her will and gifts from the family further grew the legacy fund in their honor. Another donor gave to the church capital campaign and then made a planned gift designated to cover the future costs of renovation. This donor anticipated that the brand new rooms funded by the capital campaign would require upkeep and replacement in the future.

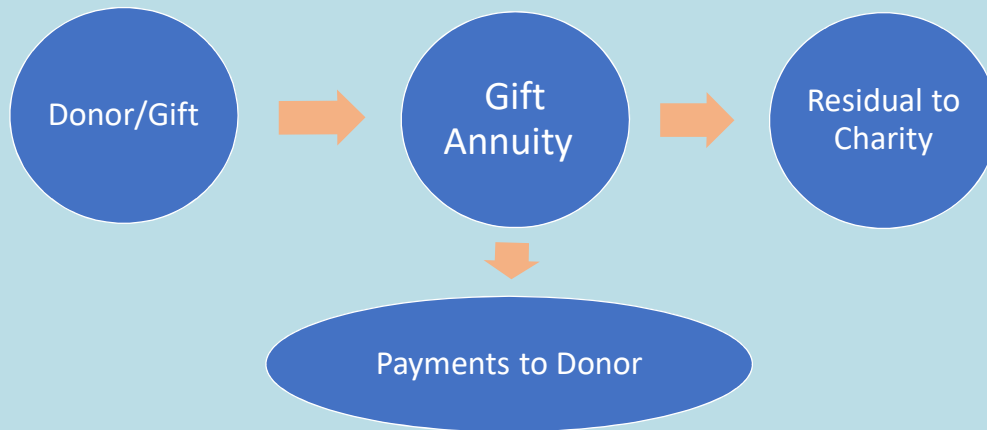
Planned Gifts Can Be  
Irrevocable (Permanent)  
or Revocable (Changeable)



## Gifts that Pay Income

Vehicle	Description	Benefits to the Donor	Information from the School of Philanthropy, IUPUI
<b>Charitable Gift Annuities (irrevocable)</b>	<p>Charity annually pays donor a fixed % of gift amount.</p> <p>A simple contract.</p>	<p>Fixed life income for life to donor and/or others</p> <p>Portion of each payment is free from income tax</p> <p>Partial income tax deduction</p> <p>Potential capital gains tax savings</p>	
<b>Charitable Remainder Unitrust (irrevocable)</b>	<p>Pays variable income (fixed % of annual trust value) to donor and/or others for life or term up to 20 years. Remainder to charity(ies)</p>	<p>Income that may increase if trust value increases</p> <p>Partial income tax deduction</p> <p>No capital gains tax when donated assets sold</p> <p>Estate tax savings</p>	Information from the School of Philanthropy, IUPUI

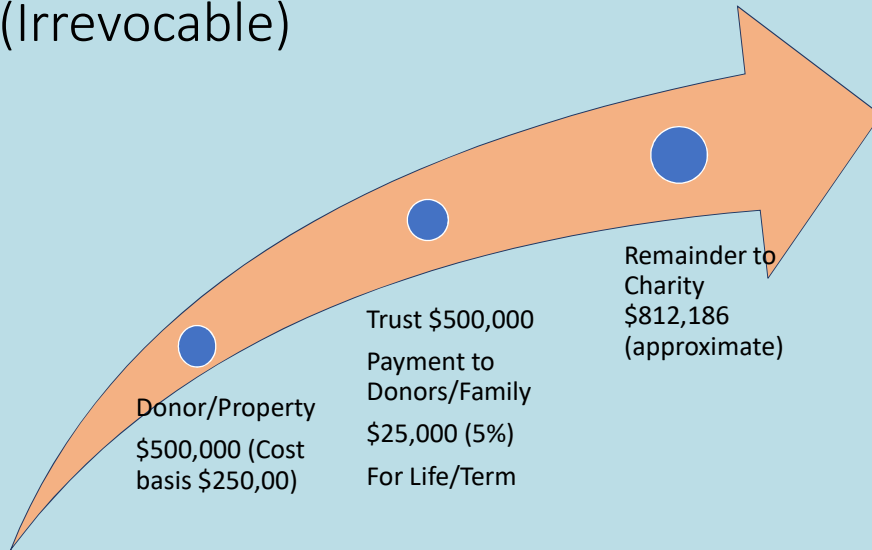
## Immediate Payment Gift Annuity (Irrevocable)



Can be started at a low threshold, often \$5,000 or \$10,000. These funds have an upside for donor: guaranteed payments. Some donors, once the annuity is established, may agree to turn it over to the charity early. Suggest an annuity option when a donor says something like, "I'd like to help but I can't afford to do so now, etc." This is a very useful instrument for donors that need to maintain income for the remainder of their life.

Many denominations and local community funds can set up charitable gift annuities.

## Charitable Remainder Unitrust – CRUT (Irrevocable)



A CRUT creates an instrument in which a trustee pays income to life (or term – max 20 years) to the beneficiaries with the remainder assets given to a charity. The income varies (based on a %). This is a very flexible instrument. Usually doesn't make sense for less than \$100,000. There is usually a capital gains benefit (in the illustration, the donor would have faced taxes on the 250k appreciation of the asset). Real world example: a donor received a family farm as an inheritance and rented it out to a relative for many years. Eventually, the relative wanted to purchase the farm. Placing the proceeds in a CRUT provided tax savings, generated needed annual income, and created a future legacy for a charity.



## Getting Organized: Team

Who will champion this effort in your church?

A planned giving program will need a team of people to promote and celebrate the program as a meaningful option for church members. It often takes people a while to think through their estate plans, but team members need to be people who've made a gift as part of their estate plan - typically a note in a will or a designation for a retirement account. It's important that we lead from a place of integrity. So that we can speak of what we've done, and why it matters to us, when we ask others to consider a planned gift. Each team will need a chair or team captain. You'll need to decide if you want me to primarily work with your pastor or with a lay leader.



## Getting Organized: Policies

Endowment Policy, Conflict of Interest Policy, Gift Acceptance Policy, and Funds Policy

How do your policies match your deepest hopes, enduring values, faithful risks, and heartfelt gratitude?



## Endowment vs. Gift Acceptance Policy

### Endowment Policy

Primarily an internal document that outlines the vision, governance, and strategy of the endowment:

- Names purpose
- Establishes oversight
- Usually includes investment policy (may be separate)

### Gift Acceptance Policy

Primarily an external document that outlines for donors and the church:

- Kinds of gifts accepted
- Kinds of restrictions accepted
- Role of the church in administering the gift

## Sample Endowment Funds Policy of \_\_\_\_ (UCC)

**Purpose:** The Endowment Funds provide a means of administering the receipt of monetary gifts, bequests, securities and properties to be held in perpetuity with the income to be used to fulfill the needs for the Christian mission and ministry of \_\_\_\_ UCC and of any other ministry needs of the wider United Church of Christ.

**Administration:** The Board of Trustees will administer the Endowment Funds. The Constitution and Bylaws of \_\_\_\_ (UCC) govern the scope and composition of the Board, especially sections \_\_\_\_ and \_\_\_\_\_. Each member of the Board will annually complete a Conflict of Interest Acknowledge Form according to the policy of \_\_\_\_ (UCC).

### **Gifts to the Fund:**

Gifts will be accepted according to the Gift Acceptance Policy.

Gifts to the funds may be either restricted or unrestricted, as follows:

Donors may restrict gifts in a number of ways, including:

Distribution: Donors may earmark for a certain use within the congregation

or the wider community. Donors will be encouraged to earmark 10% of their restricted gift for the Wisconsin Conference.

Duration: Donors may make a fund “perpetual” (a.k.a. true endowment) or current-use (a.k.a. for a specific project or event). In the event of the dissolution or closure of the congregation, a perpetual gift or unspent current-use gift will be given to another 501c3 charity who can best honor the donor’s restrictions for the gift.

Gifts without donor restrictions will be restricted by the Board of Trustees (a.k.a. quasi endowment). The Board will earmark the gift in consultation with the donor or the donor’s family whenever possible. The Board will share 10% of every unrestricted gift with the Wisconsin Conference. In exigent circumstances, the Board of Trustees with the affirmative majority vote of a properly called Congregational Meeting can release restrictions on previously restricted funds.

Gifts will be assigned to a general family of funds within the Endowment. There are four broad categories of funds: Legacy (support of the congregation’s annual budget, specific ministries, and capital projects), Local Mission (projects within the county of the congregation), World Mission (projects beyond the local county), and New Initiatives (projects that are new or innovative either in the congregation or beyond it).

**Annual Draw:** Income from the Endowment Funds will be distributed annually and at such other times as the Board of Trustees determines it is necessary or feasible. The Board will base its annual draw on a rolling 12-month average of the value of the funds. Funds set aside for a specific purpose such as a future capital project will not be included in the valuation nor the draw.

**Investment Policy:** Endowment Funds will be invested by the Board of Trustees or its designee, including an outside investment manager. The Board will endeavor to:

- take advantage of the long term benefits of investment vehicles
- provide a reliable and growing stream of income
- invest in socially responsible ways that further the values of the United Church of Christ as articulated by the General Synod, the Wisconsin Conference, and \_\_\_\_ UCC.

The Board will review the performance of the investments periodically. Meetings to review investment performance are open to all members of the congregation. The Board will report to the congregation on the performance and use of the Endowment Funds at least annually.

**Liability of Trustees and Members of the Committee:** In the absence of gross negligence or fraud, no member or employee of \_\_\_\_ (UCC), or the Board of Trustees, shall be personally liable for any action made or omission with respect to the Fund.

**Audit:** The Board of Trustees will engage an annual audit of the Endowment Funds, either by

church members not involved on the committee or an outside entity.

**Merger or Dissolution of the Organization:** In the event of a merger with another congregation, the Endowment Funds will go to the new congregation. In the case of dissolution, the Endowment Funds will go to the Wisconsin Conference UCC.

**Amendments:** The policies and procedures for the Endowment Funds, including the Gift Acceptance Policy and the Conflict of Interest Policy, can be proposed by the Board of Trustees but must be approved by a majority vote of the Church Council.

## Sample Gift Acceptance Policy of \_\_\_\_ (UCC)

*Share this document on your website and with potential donors as you meet with them (just provide it in a packet of info for their reference).*

The teachings of Jesus and all of the Holy Scriptures promote generosity as a spiritual practice of our Christian faith. Our generosity comes as the responsible gratitude and relationship of trust for all of God's many blessings. A faithful response includes a commitment to the highest ideals of generosity by all parties to charitable giving, including the donor as well as the recipient ministry.

In order to ensure that such ideals are pursued for all gifts to be received whether as donee or trustee, \_\_\_\_ UCC commits itself to responsible administration of all prospective gifts. \_\_\_\_ UCC understands this commitment to include careful examination of the actual condition, use, and benefits of the gift, taking into consideration all legal, ethical, and practical aspects. \_\_\_\_ UCC understands these considerations to be necessary steps toward the fulfillment of its own stewardship commitments, as well as those of the prospective donor. It is from this foundational understanding of generosity, that \_\_\_\_ UCC adopts the following policy.

### General Principles

1. \_\_\_\_ UCC appreciates the spirit of giving inherent in each donor's prospective gift and thanks each donor for their thoughts and intentions.
2. Experience has taught that prospective donors frequently need guidance regarding prospective gifts and donations. (See attached information about current \_\_\_\_ UCC fund categories.)
3. \_\_\_\_ UCC wishes to work to make all gifts possible, within the strictures of law and tax regulations.
4. \_\_\_\_ UCC wishes to make gifts, donations, and other resources available over time for the mission of the church, while upholding the purposes of the United Church of Christ.

5. \_\_\_\_UCC wishes to honor the intent of the donor where possible. \_\_\_\_UCC affirms the Donor Bill of Rights.
6. \_\_\_\_UCC supports the work of the wider United Church of Christ by sharing 10% of unrestricted gifts with the Wisconsin Conference UCC. Donors of restricted gifts are encouraged to share 10% of their gift with the Wisconsin Conference UCC.

### **Specific Policies**

1. Unrestricted cash gifts will be accepted and acknowledged through the normal accounting procedures of \_\_\_\_UCC. Restricted or designated cash gifts of an operational nature will be accepted upon approval of the Finance Committee.
2. The Board of Trustees or its designee has absolute responsibility for accepting Memorials and Endowment gifts and establishing appropriate recognition procedures. Restricted or designated cash gifts of an endowment nature will be accepted upon approval of the Board of Trustees or its designee.
3. Receipt of non-cash gifts will be the responsibility of the Board of Trustees or its designee and must have the prior approval of the Board. Gifts of stock, various kinds of securities, insurance products, automobiles, furniture, animals, jewelry, and other items of value must be unencumbered and given outright to \_\_\_\_UCC. The Board reserves the right to refuse, or return, any gift determined to be unacceptable because of value, marketability, or any other reason deemed problematic to \_\_\_\_UCC.
4. All non-cash gifts (excluding real estate) may be liquidated by the Board of Trustees or its designee at the Board's discretion. Receiving such a gift may require an independent qualified appraisal paid for by the donor.
5. Gifts-in-Kind (art objects, equipment, other tangible property) shall be reviewed with care to ensure that acceptance will not involve financial commitments in excess of budgeted items, or other obligations disproportionate to the usefulness of the gift. Consideration should be given to the cost of maintenance, cataloging, transportation, delivery, insurance, display, storage, repair, inspection and costs of selling.
6. All gifts of real estate must be given with an appropriate title search, environmental evaluation, survey and appraisal. All costs of transferring will be borne by the donor. Gifts of real estate must also be unencumbered with liens, litigation, or any other potential liability for \_\_\_\_UCC. Before title is accepted by \_\_\_\_UCC, the Board of Trustees or its designee reserves the right to not accept the gift.
7. All gifts will be acknowledged in a dated letter from the Chairperson of the Board of Trustees or a designee, as appropriate for the type of gift, which will include a description of the gift. There will be no appraisal, acknowledgment of appraisal, or

determination of value offered in the acknowledgment process. The donor has sole responsibility to the Internal Revenue Service for identifying the value of any non-cash gift.

8. In order to give \_\_\_UCC flexibility in how it administers the fund, donors will be encouraged to limit restrictions placed on contributions. In the event any restriction upon a gift becomes impossible, obsolete, inappropriate, or impractical, \_\_\_UCC may seek the release of the restriction by conforming to the procedures set forth in Wisconsin State Statutes.

Any questions regarding this policy should be referred to the Board of Trustees.

Approval Date:



Conflict of interest may not seem like a core concern for a philanthropist. But I find issues of trust (or problems of broken trust) profoundly affect generosity. For our conversation today, I would underscore that people make planned gifts to institutions they trust.

We often think of overt conflicts of interest: a board member cannot vote on a contract for a company they run or which employees them or their family. Each of us can ante-up with stories of why attention to conflicts of interest matter: the ugly dispute that arose when a church member who promised a donation to the capital campaign expected a no-bid award of the construction contract, etc.

But conflicts of interest can be more implicit, a category called “conflict of loyalty.” This arises when a board member serves on multiple organizations. The problem occurs when the needs of each organization conflict. We might include in this category, loyalty to a former pastor and how that can fuel conflict in a church when a new pastor arrives. Or the way loyalty to a subgroup of the congregation (or an extended family network) can conflict with loyalty to the whole congregation.

Most congregations I work within Wisconsin do not have a conflict of interest policy. Yet many problems in a congregation can be traced to overt or implicit conflicts of interest. This is why I include adopting a conflict of interest policy as part of the preparation for a

planned giving program.

But, as nonprofit thought leader David Renz observes, “Strong policy statements have value and meaning only when nonprofit leaders have insight into the nature of the conflicts of interest their organizations are likely to experience.” As leaders, we can engage conference board members, pastors, and lay leaders in reflection on conflicts of interest.

Jesus’ many comments about hypocrisy provide one way to begin a conversation. Another comes from the recent issue of the **Nonprofit Quarterly**, which focused on the topic of conflicts of interest. The following articles might be useful for board member education and pastoral leaders in your conferences.

Going beyond an annual disclosure form, we can strengthen our boards of directors and the leadership in our congregations by engaging in thoughtful conversation about the nature and impact of conflicts of interest.

Check out these articles at [www.nonprofitquarterly.org](http://www.nonprofitquarterly.org)

- David Renz provides an overview of conflicts of interest and how to address them.
- Vernetta Walker provides two case studies for conversation/reflection.
- Ruth McCambridge and Vu Le both work to reframe self-interest.
- Fredrick Andersson and David Renz look at how “dominant coalitions” affect nonprofit governance.

A conflict of interest policy is primarily an internal governance document.

## Sample Conflicts-of-Interest Policy Statement

All trustees, officers, agents, and employees of \_\_\_UCC shall disclose all real or perceived conflicts of interest that they discover or that have been brought to their attention in connection with our congregation’s activities.

“Conflicts of interest” occur when a person is responsible for promoting the interest of the ministry at the same time he or she is involved in a competing personal interest (financial, business, personal, or relational).

“Disclosure” shall mean providing properly, to the appropriate person, a written description of the facts comprising real or apparent conflicts of interest. An annual questionnaire shall be distributed to trustees, officers, and certain identified agents and key employees to assist them in considering such disclosures, but disclosure is appropriate and required at any time conflicts of interest may occur. The completed questionnaires shall be filed with the [\_\_\_Moderator or President\_\_\_] or such other person designated by the [\_\_\_Moderator or President\_\_\_] to receive such notifications. At the meeting of the top governing body, all disclosures of real or perceived conflicts of interest shall be noted for the record in the

minutes.

An individual trustee, officer, agent, or key employee who believes that he or she or an immediate member of his or her immediate family might have real or perceived conflicts of interest, in addition to filing a notice of disclosure, must abstain from

1. participating in discussions or deliberations with respect to the subject of the conflict (other than to present factual information or to answer questions),
2. using his or her personal influence to affect deliberations,
3. making motions,
4. voting,
5. executing agreements, or
6. taking similar actions on behalf of the organizations where the conflict of interest might pertain by law, agreement, or otherwise.

At the discretion of the top governing body or a committee thereof, a person with real or perceived conflicts of interest may be excused from all or any portion of discussion or deliberations with respect to the subject of the conflict.

A member of the top governing body or a committee thereof, who, having disclosed conflicts of interest, nevertheless shall be counted in determining the existence of a quorum at any meeting in which the subject of the conflict is discussed. The minutes of the meeting shall reflect the individual's disclosure, the vote, and the individual's abstention from participation and voting.

The [\_\_\_ Moderator or President\_\_\_] and Pastor shall ensure that all trustees, officers, agents, employees, and independent contractors of the organization are made aware of the organization's policy with respect to conflicts of interest.

### **Sample Conflict-of-Interest Disclosure Annual Reporting Statement**

I have read and understand the Conflict-of-Interest Policy. I hereby declare and certify the following real or perceived conflict(s) of interest:

\_\_\_\_\_

—

(If necessary, attach additional documentation.)

I agree to promptly inform the board upon the occurrence of any event that could potentially create for me a conflict of interest.

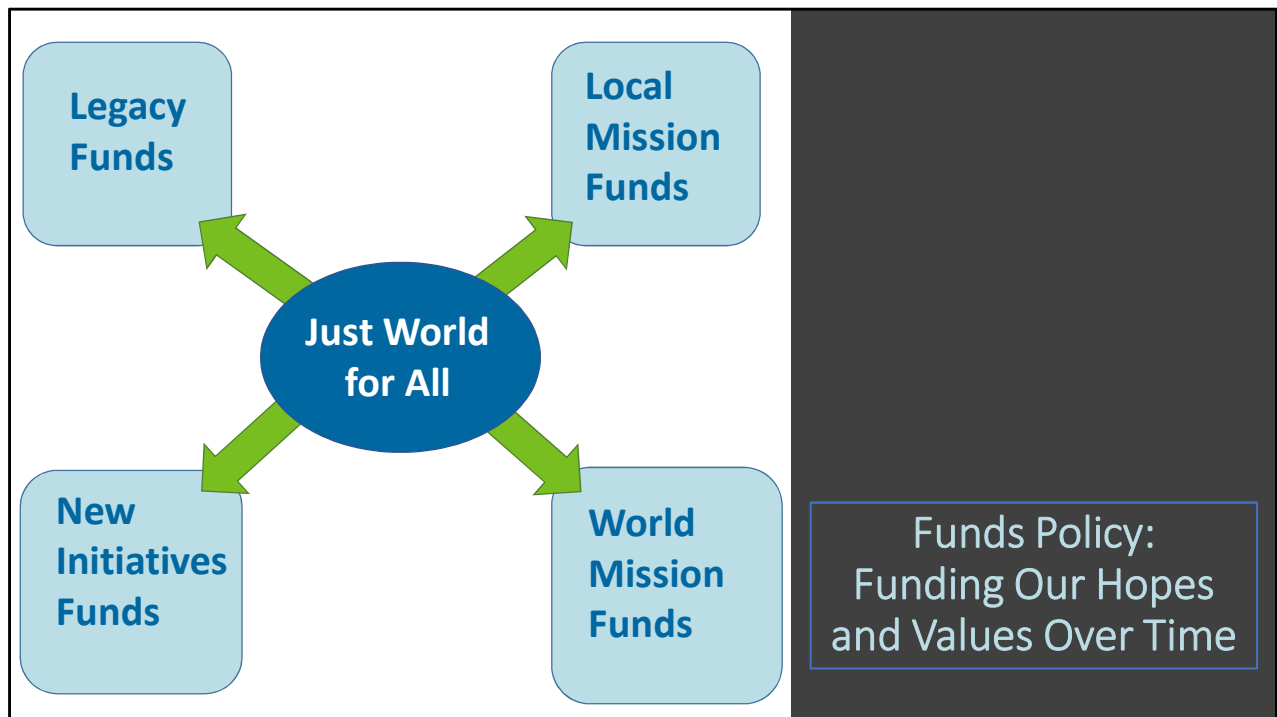
Date\_\_\_\_\_ Signature\_\_\_\_\_

—

Title\_\_\_\_\_



—



It can help people understand how their gift will be used faithfully if you create broad categories of funds into which they can make a donation or planned gift. I've provided a sample of what four categories might look like. I'd like you to think about some categories that might make sense to offer in your congregation. If you already have some categories for funds, check to see if these match up with the deepest hopes, enduring values, faithful risks, and heartfelt gratitude you identified.

What categories of funds could you offer based on your deepest hopes, enduring values, faithful risks, and heartfelt gratitude?

Include a statement about your current funds on your website and distribute to potential donors whenever you meet with them. This document helps people imagine what kinds of restricted gifts would be of use to the congregation.

### Sample Current \_\_\_\_ (UCC) Funds Policy

\_\_\_\_(UCC), is a neighborhood church with a global mission. We gather [\_\_short description such as "on the east side of town"], but we pray for neighbors near and far, heal what is broken in our county, and speak for justice around the world. Many of the deepest concerns of our congregation are problems that cannot be solved on one Sunday or in a

month of volunteering or even in a lifetime of work.

Endowment Funds are about more than holding onto money. They are about holding onto a mission. The Endowment Funds at \_\_\_\_ (UCC) will reach out beyond our own lifetimes to support our congregation as a neighborhood church with a global mission.

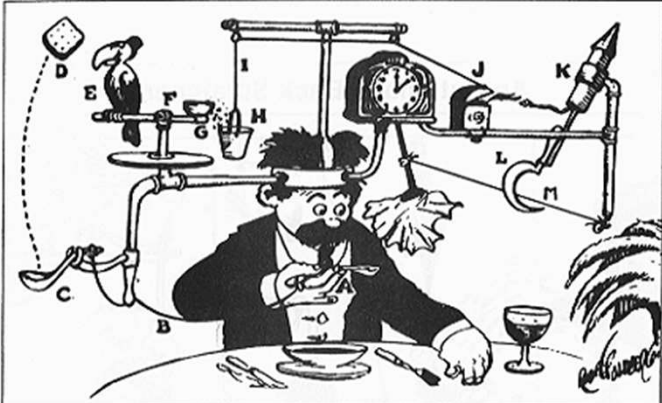
\_\_\_\_ (UCC) created four broad categories of funds within the Endowment Funds. The hope is that future donors to the congregation will make their gifts to one of these categories. These four categories reflect the broad mission of \_\_\_\_ (UCC):

**Legacy** provides ongoing support for the mission and ministry of the Church. Some funds may be designated for specific capital projects or improvements.

**Local Mission** provides support for the purpose of the Church outreach in our county. Some funds may be designated for specific areas of concern in our local community, such as “overcoming racism” or “housing and poverty initiatives.” Funds are granted at the discretion of the Board of Outreach and Mission.

**Wider Church Mission** provides support for projects whose impact affects the wider church. Possible projects might include support for UCC missionaries abroad or a grant to our Wisconsin Conference Camps. As with the Local Missions Fund, some funds may be designated for specific areas of concern in the wider church. Funds are granted at the discretion of the Board of Outreach and Mission.

**New Initiatives** provides support for new and innovative projects in any area of the congregation, our local community, or the wider church at the discretion of the Church Council. It may not be used for on-going support of projects.



For most people, naming a charity in their will or as a beneficiary of an IRA will be the **best** and **simplest** way to make a planned gift.

## Starting Out: Bequests as Easy as 1, 2, 3

Promote Bequests on the church website and in your publications, especially January – March.

Amy Eisenstein, a philanthropic leader, recently summed planned giving down to one key concept: accept bequests. As she explains, “Charitable bequests are by far the most common type of planned gift... bequests account for approximately 90% of planned gifts.”

Bequests (and here I’m including IRA beneficiary designation) are the simplest planned gift for the donor to give and the congregation to receive. All this is required is for the person to write a will with basic language naming the congregation as a beneficiary and a specific dollar amount or percentage of the estate (or IRA).

Every congregation can post easy to understand instructions on their website – what I call a “Bequests as Easy as 1, 2, 3” page. This gives potential donors the information they need.

- 1: EIN and proper legal name of the congregation
- 2: allows them to designate if desired
- 3: encourages them to inform church leadership

Post information on bequests on your website and provide in a packet to donors when you meet with them.

## Sample Language: Bequests: As Easy as 1, 2, 3

Thank you for considering a bequest to the Wisconsin Conference United Church of Christ. **Gifts can be made to all settings of the United Church of Christ, including local churches, the conference, United Church Camps Inc., and the National Setting.** Your gift will sustain the work of the UCC for a more just world. Such generosity will leave a lasting impact on our Christian movement and touch the lives of your neighbors, near and far.

The Wisconsin Conference founded the Wisconsin Foundation UCC in order to facilitate planned gifts to our conference, closely related agencies such as the camps, and local congregations. You can also use the foundation to make a gift to the wider United Church of Christ, including the national setting.

Follow these three steps to make bequests to the Wisconsin Conference United Church of Christ, United Church Camps Inc., or your local congregation through the Wisconsin Foundation United Church of Christ, Inc.

The majority of estate gifts come as bequests because these gifts can be easily created as part of a will. You can also make a charitable bequest by designating the Wisconsin Foundation United Church of Christ as the “payment on death” (POD) of a bank or stock account.

### **First**

When writing your will, decide if you want to make a bequest as either a **percentage** of your estate, a **specific dollar amount**, or **contingent** on the primary beneficiaries.

The standard wording for **percentage** bequest is:

“I give and bequeath \_\_\_\_\_ percent (\_\_\_\_\_% ) of my estate to the Wisconsin Foundation United Church of Christ (EIN: 84-2128752), having an office at 4459 Gray Road, DeForest, WI 3532.”

The standard wording for a **specific dollar amount** bequest is:

“I give and bequeath to the Wisconsin Foundation United Church of Christ (EIN: 84-2128752), having an office at 4459 Gray Road, DeForest, WI 3532 the sum of \_\_\_\_\_ (\$\_\_\_\_\_).”

The standard wording for a **contingent** bequest is:

“If any or all of the above named beneficiaries do not survive me, then I hereby give the share that otherwise would be theirs to the Wisconsin Foundation United Church of Christ (EIN: 84-2128752), having an office at 4459 Gray Road, DeForest, WI 3532.”

### **Second**

Next, include instruction on the purpose of your gift. This allows you to direct your gift to a

local congregation, the Wisconsin Conference, the camps, or another setting of the United Church of Christ. Your gift can support one or more charitable institutions or purposes.

The standard **wording to support one organization** or purpose is:

“This gift supports the Wisconsin Conference UCC for its uses and purposes.”

The standard wording **to support multiple organizations** or purposes is:

“Ninety percent (90%) of this gift supports [name of congregation] for its uses and purposes. The remaining ten percent (10%) of this gift supports the Wisconsin Conference UCC for its uses and purposes.”

Rev. Andrew Warner, Director of Development for the Wisconsin Conference, will gladly answer questions about making a bequest and explain how your gift will impact our Christian movement. We can also answer your questions about how to make restricted gift or gifts of real assets, like real estate, in keeping with the Gift Acceptance Policy of the United Church of Christ.

### **Third**

Finally, share your story, both with the Wisconsin Foundation UCC and as appropriate within the wider United Church of Christ. We learn generosity from each other. Your story can inspire other people to include a planned gift. The amount of your planned gift and the beneficiaries can of course remain anonymous but other people would be encouraged to make a planned gift if they heard about you the hopes and gratitude that lead you to make your gift.

Once you decide how to make your bequest, consult with your legal and/or financial advisor to make your bequest intention clear.

For more information please contact:

Rev. Andrew Warner  
Wisconsin Conference UCC  
4459 Gray Road  
DeForest, WI 53532



## Next Steps: Educating

Plan a Church Education Event and include regular stories in your church newsletters

Plan several education events during the year, even if you are a small congregation. Here's two ideas:

- Advance funeral planning
- Wills and Bequests, including charitable options

Consider who you can partner with to hold these conversations. A local community foundation or church-related social service agency may have speakers that can address planned giving.

Create a series of newsletter – print or online – stories. Ideally, focus on donors telling their own story. Consider using these four themes:

- Winter (January) – New Year's Resolution – Write a Will (or update it)
- Spring (April) – Tax Advantages of Planned Giving
- Summer (July) – How a Past Planned Gift Shapes the Congregation
- Fall (Oct) – A Planned Gift as an Expression of Gratitude

Continually reach out to prospective planned givers, perhaps using this letter as a template:

## Sample Letter to Send to Prospective Planned

# Givers

Dear Friends,

Yesterday, Mar. 5th, my brother posted on Facebook, “Decided on my New Year’s Resolution: no more procrastinating.” It made me laugh, but of course, he’s ahead of me as I haven’t made my resolution yet.

But there is one thing I don’t want to put off any longer: gratitude. I feel grateful for many people and places. People like Reen (short for Maureen), who invited me to her congregation at a time in my life when I felt like no church would welcome me as a gay man. I’m grateful for that congregation, First Church in Cambridge. And I’m thankful for all the friends I’ve made since Reen and First Church. People who held my deepest hopes, waited with me in times of uncertainty, and rejoiced often. I’m thankful for a community of friends that I know as “Church” and how that community healed a part of my soul once long wounded by other experiences of Christianity.

All the ways the United Church of Christ touched my heart led me to include the UCC in my estate plans. I want the Church that so shaped me to continue vibrantly. And I want to say thank you to a Church that meant the world to me.

One can make a planned gift in so many ways. For my husband Jay and I, it made sense to designate the Wisconsin Conference as the beneficiary of my traditional IRA. Proportionally, it’s the amount I wanted to leave as a legacy. And giving this way will avoid some tax consequences for my children.

This approach made sense for us, but each person should seek their tax and legal counsel when making estate plans.

Would you consider joining me in saying thank you to a Church that touched your heart?  
Would you join me in not procrastinating on your estate plans?

Many people make estate plans in their wills or designated a charitable beneficiary of an asset. I’ve included information on that way to make a planned gift. But there are other options, including planned gifts that provide income for the remainder of your life. Please contact me if you would like more information on planned giving.

Yours in Faith,

Rev. Andrew Warner





## Next Steps: Connecting

### Plan a Legacy Society

Planned giving – like all fundraising – grows out of relationships. Legacy societies can be a way to maintain relationships with planned giving donors. These societies do three things:


- They offer recognition to people who've made a planned gift
- They create awareness in the congregation of planned giving as an option and empower members to share the story of why they are making a gift
- They develop the “spirituality of generosity” in members

Small congregations that belong to a larger fellowship of churches may want to form regional legacy societies.

Consider ways to make the legacy society both fun and public, such as:

- A special event
- Special setting at a church-wide dinner

And of course, ask members of the legacy society to share their story as a testimonial in worship.



## Resources

- School of Philanthropy at Indiana University: Planned Giving – Getting the Proper Start
- Look for local chapters of the Planned Giving Council and the Association of Fundraising Professionals (good source for speakers)
- Connect with your local community foundation (good partners for technical assistance)
- Read Nonprofit Quarterly (website updated regularly) and other thought leaders

### **Planned Giving: Getting the Proper Start**

“Maximize your fundraising by asking for planned gifts. Learn how to communicate with donors about their wealth and their financial assets – not just their cash – and how a planned gift can provide them with current income, an inheritance for their heirs and a legacy through your charitable organization.” <https://philanthropy.iupui.edu/professional-development/courses-seminars/the-fund-raising-school/planned-giving.html>

### **Professional Networks**

National Association of Charitable Gift Planners  
200 S. Meridian St., Suite 510  
Indianapolis, IN 46225  
Phone: 317.269.6274  
Email: [info@charitablegiftplanners.org](mailto:info@charitablegiftplanners.org)  
[www.charitablegiftplanners.org](http://www.charitablegiftplanners.org)

Association of Fundraising Professionals  
<https://afpglobal.org/>

## **Find Local Community Foundation**

Community Foundation Listing

<https://www.cof.org/community-foundation-locator>

## **Thought Leadership**

Nonprofit Quarterly

<https://nonprofitquarterly.org/>

Amy Eisenstein

<https://www.amyeisenstein.com/blog/>

Vu Le

<https://nonprofitaf.com/>

Carol Weisman

Author of Becoming One of the Grateful Dead

Edgar Villanueva

Author of Decolonizing Wealth