

GIFT PLANNING BEST PRACTICES WITH CORRESPONDING RESOURCES

Woodmark is pleased to provide a list of Best Practices in Gift Planning representing the fundamental elements of a successful gift planning program. The Best Practices list was developed in conjunction with the Gift Planning Collaborative (formerly the Legacy Initiative Task Force) and reviewed by the CDOs at the 2019 Summit. This document represents the framework for a gift planning program and includes links to resources to support each of the best practices, including; articles, sample policies, and tools. Woodmark will continue to build out resources to support best practice implementation. *All resources linked in this document are available electronically on WE (The Woodmark Exchange) accessible to members when logged in.

Additionally, the [Best Practices Assessment Tool](#) has been designed to assist members to evaluate their existing planned giving program. [The Assessment Tool](#) automatically totals your score, rates your program, and gives you the information needed to build on areas of strength and address areas of weakness.

I. The Gift Planning Program Has Support from the Top

1. The hospital/foundation has a current strategic plan with a powerful, compelling vision for the organization's future.
2. The hospital/foundation has a strong internal business case for gift planning/legacy giving embraced by management and Board.
 - [Children's Atlanta, Business Case for Planned Giving](#), downloadable PowerPoints with notes posted by Mary McCormack
 - [Gift Planning Development templates for a Business Case for Planned Giving](#)
3. Each member of the hospital/foundation's management team is committed to relationship-based collaborative fundraising and sees gift planning as an integral part of the donor experience across all lines of fundraising.
4. The hospital/foundation has clear and up-to-date policies to manage risk and ensure accountability to donors and the hospital/foundation to include gift acceptance, gift counting, gift valuation, naming, endowment management, donor data management, stewardship, gift administration, donor recognition, and ethics.

POLICIES FOR REPORTING AND COUNTING CHARITABLE GIFTS

- [National Association of Charitable Gift Planners "Guidelines for Reporting and Counting Charitable Gifts, 2nd Edition"](#)

- [Campaign Counting Guidelines by Kathryn Miree](#)
- [Canadian Rules on Valuing Gifts in Kind](#)
- [Counting and Valuation of Planned Gifts PowerPoint](#) by Jeff Comfort and Scott Lumpkin.
- [Kansas City Planned Gift Counting Policy](#) (2015)
- [Seattle Campaign Counting Standards \(Revocable Gifts\)](#)
- [National Counting Standards, National Association of Charitable Gift Planners \(formerly Partnership for Philanthropic Planning\)](#)

GIFT INTENTION/CONFIRMATION FORMS

- [Alberta Children's Hospital Foundation, Gift Intention Form](#)
- [Chicago Gift Planned Gift Intention Form](#)
- [Kansas City Planned Gift Intention Form](#)
- [Seattle Legacy Confirmation Form](#)
- [Vancouver Gift Confirmation Form](#)
- [Wisconsin Gift Confirmation Form](#) (2016)

GIFT ACCEPTANCE POLICIES

- [Gift Acceptance Policy Samples-Woodmark 2019](#)
- [Alberta Children's Hospital Foundation, Gift Acceptance Policies](#)
- [Chicago Gift Acceptance and Gift Crediting Policies](#)
- [Kansas City Gift Acceptance Policies](#) (2012)
- [Palo Alto Gift Acceptance Policy](#) (2014)
- [Seattle Gift Acceptance Policy](#)
- [Vancouver Gift Acceptance Policy](#) (2005)
- [Sample Gift Acceptance Policies, Gift Planning Development, Consultants to Woodmark](#)

ENDOWED FUND AGREEMENTS

- [Endowment Agreement Samples Woodmark 2019](#)
- [Chicago Endowed Fund Agreement](#)
- [Palo Alto Endowment Gift Agreement \(2013\)](#)
- [Seattle Endowment Agreement \(Specific Program\)](#)
- [Wisconsin Endowment Agreement](#)
- [Children's National Legacy Agreement](#)

ENDOWMENT POLICIES

- [Endowment Policy Samples Woodmark 2019](#)
- [Wisconsin Endowment Policies \(2013\)](#)

GIFT CREDITING GUIDELINES

- [Wisconsin Gift Crediting Guidelines \(2009\)](#)

MISCELLANEOUS

- [Estate Administration Information Gathering Form, Gift Planning Development, Consultants to Woodmark](#)

5. Staff and program metrics are used to focus on activities and outcomes that drive fundraising success. The metrics support clear and realistic annual goals, strategies and objectives that are designed to encourage and recognize collaboration across all lines of fundraising.
6. The hospital/foundation has an appropriate budget for its size, structure and goals that provides for adequate staffing, administrative support, marketing, travel, training, stewardship and advisor cultivation.

II. **The Gift Planning Program Has a Strong Operating Platform (The Ability and Capacity to Execute)**

7. The hospital/foundation prioritizes disciplined, comprehensive donor data management.
8. The hospital/foundation has an active prospect identification and management process to move donors through the identification, qualification, cultivation, solicitation, and stewardship cycle.

9. The fundraising staff has discipline and accountability around filing call reports and other donor contacts and keeping donor portfolios right-sized and current.
10. The hospital/foundation has strong relationships with, and ongoing cultivation of, the professional advisor community; professional advisors are partners in the gift planning conversation.

- [Children's Mercy Planned Giving Council Quick Guide \(2018\)](#)
- [Children's Mercy Planned Giving Council Volunteer Description](#)
- [Cincinnati Children's Planned Giving Committee Roles and Responsibilities](#)
- [Woodmark Group Survey Results on Professional Advisor Initiatives \(2018\)](#)
- ["The Increasing Role of Professional Advisors in Planned Giving," article from Planned Giving Today by Brian Sagrestano and Robert Wahlers.](#)
- [Chicago Client Planned Gift Notification Form](#)

11. The hospital/foundation has qualified staff in place to drive and support the gift planning process. This includes clear job descriptions, an effective job search process, the right people in the right chairs, and a competitive total compensation package.

- [Core Competencies for Legacy Giving, Staff and Team](#) (posted by the Legacy Cohort, (2018).
- [A Guide to Hiring the Perfect Planned Giving Officer](#). This detailed "how-to" provides direction whether you conduct the search yourself or use a search firm to do the search.
- [A job description for a gift planning officer in a manager's role](#)
- [A job description for a gift planning officer in a non-manager's role](#)
- [Interview questions for candidates interviewing for a gift planning manager role](#)
- [Interview questions for candidates interviewing for a non-manager gift planning officer role](#)

III. The Gift Planning Program Has Clear, Effective Strategies to Engage Donors

12. The hospital/foundation's case for support is compelling, urgent and engages the donor in the hospital/foundation's near-term and long-term vision.

13. All donors and prospects are offered timely, accurate gift planning information to maximize their charitable impact and personal benefit.
 - [“Cash is Not King”](#) by Russell James. This is a great article on the power and benefits of non-cash gifts.
 - [“Wealth Distribution in the US,”](#) by the Federal Reserve, great research on average holdings in individuals’ portfolios.
14. The hospital/foundation has a robust, well-executed stewardship plan across all lines of fundraising focused on engaging donors in a meaningful way, building long-term donor relationships, and maintaining a high donor retention rate.
 - [Sample Stewardship Plan](#), Gift Planning Development, Consultants to Woodmark.
15. The hospital/foundation’s marketing and messaging positions donors as partners/investors in mission and clearly acknowledges their role in the organization’s mission success.
 - [Marketing RFP Sample](#)
 - [Planned Giving Marketing Vendors for RFP](#)
16. The hospital/foundation advances clear strategies across the donor base to ensure that cultivation, gift planning and stewardship activities create meaningful experiences for donors throughout their philanthropic journey.