



LIVE ON

BUILD YOUR JEWISH LEGACY

Bequest Plan Outline

Completed plans need to be submitted for approval by Rose Community Foundation on or before July 31, 2011.

I. The Case Statement

- The key question: why should anyone leave a bequest?
- What is the value of your organization in the community?
- What are the values your organization stands for?
- Describe the impact of bequest/endowment building on your organization.
- Identify three benefits of bequest/endowment to your organization.

II. Management Plan

- Who is responsible for the plan? (person in charge can be professional or staff)
- Who do they report to?
- Who will track gifts, document and record?
- Who will communicate bequest gifts to Rose Community Foundation?
- Who will be responsible for stewardship and relationship building with your new bequest donors?
- Who will report to the board on Live On progress on a quarterly basis?
- Who will be in charge of implementing marketing plan?

III. Identify and Describe Prospects

- Individuals/Families having a connection with your organization. (including board members, both current and past)
- Individuals/Families demonstrating certain giving patterns and history. (consistent donors no matter how large the gift)
- Individuals/Families with personal characteristics favoring bequests.
- Individuals/Families and friends who have used your services or been helped by your organization.

IV. Marketing Plan

- Identify target markets.
- Identify best communications vehicles. (newsletters, e news, annual reports, mailings)
- Integrate *Live On* materials.

V. Recognition and Stewardship

- Thanking procedures.
- How are you going to publicly recognize?
- How will you communicate regularly and be inclusive?

VI. Planned Giving and Endowment Policies

- Board approved policies for gift acceptance.
- Board approved policies for endowment fund management and spending.

VII. Setting Goals For the next five quarters from August 1, 2011 – December 14, 2012

Developing Your Case Statement – Tips and Considerations

Brainstorm and organize your key messages

- Why a bequest?
- What is the value of your organization in the community?
- What are the values your organization stands for?
- What impact will bequest/endowment building have on your organization?
- What will be the benefits of bequest/endowment to our organization?
- Why it is important to ensure the future of your organization?

Put it in writing

- A written “case” becomes your communication guide – whether it be developing a one-page outline to help your volunteers talk about bequest/endowment giving, to writing marketing letters, newsletter articles, etc.
- Write your “case” from the family’s point of view – Use the second person, e.g. You can make a difference...
- Make it easy to read – use larger font, family stories or testimonials, quotes, pictures, white space.
- Always include contact information, confidentiality commitments, and legal disclaimers.

Incorporate into your messages what motivates people to make bequests.

Reasons People Make Bequests

- Perpetuate the vitality and purpose of organizations you care about.
- Continue your support of the values and causes you believe in.
- L’dor v’dor: Pass the torch to family and future generations.
- Help organizations you care about be more sustainable by leaving your bequest as a perpetual endowment.
- Create a lasting tribute to honor family, friends and loved ones.
- Tzedakah: give something back.
- Tikkun olam: leave the world a better place than you found it and make a difference.
- To feel part of something greater.
- To live on.
- To be recognized.
- To feel united with others who have made a similar commitment and share their values.
- Because you are aware that the organization is interested in receiving bequests.
- Because you know there are multiple ways to leave an estate gift to the organization and you can specify how your legacy gift will be directed.
- Because you appreciate the consequences of having a will or the consequences of not having one.

Emphasize your mission: the most important motivating factor for charitable bequests is a desire to support the charity, a belief in its mission, a desire to accomplish something and have an impact.

Management Plan- Tips and Considerations

Brainstorm and Organize:

- Who is responsible for the plan? (person in charge can be professional or staff)
- What are the roles of different team members?
- Who do they report to?
- Establish an internal time line for solicitations –starting with leadership team members, then board and donors.
- Determine a timeline for designing and drafting the bequest plan.
- Who will track gifts?
- What system will work in the long term so that when bequests mature over the next thirty years the information is accessible?
- Who will communicate bequest gifts to Rose Community Foundation?
- Who will create the donor record form and a process to get them signed by the donors and submitted to Rose?
- Who will be responsible for stewardship and relationship building with your new bequest donors?

How will the team work with the rest of your organization?

- What other individuals, board, staff and or volunteers need to know about the plan? Be part of the plan?
- How will gift planning fit with other programs? Materials?
- When and who will present to the rest of the Board?

Identifying Prospects and Solicitation Strategies

Tips and Considerations

Most of your bequests will emerge from four groups:

- **Individuals/Families having a connection with your organization**
 - Board members
 - Former board members
 - Past presidents and other officers
 - Committee members
 - Staff
 - Volunteers
 - Members
 - Employees and former employees
 - Alumni
 - Users/recipients of your services

- **Individuals/Families demonstrating certain giving patterns and history**
 - Closest and most loyal families—including multigenerational involvement
 - Consistent givers over ten plus years (no matter how big or small the gifts are)
 - Supporters of special campaigns—capital, endowment etc.

- **Individuals/Families with personal characteristics favoring bequests.**
 - Couples in their late 40s with or without children
 - 68.5% percent of bequest pledgers are women
 - Individuals who give \$5,000 to a variety of nonprofits a year
 - Widows
 - Seniors (but only up to about age 80 because they have usually already done a lot of planning with their attorney and may not want to redo the process)
 - Average age when donors first name a charity in their will is 49 (average age of first will is 44). The average age of bequest donors overall is around 58.

- **Individuals/Families and friends who have used your services or been helped by your organization**
 - Clients or patients
 - Congregants
 - Alumni
 - Family members, e.g. grandparents
 - Patrons

Who are your target groups of prospects? Be specific and quantify when possible (number, names, etc.)

Who will you go to first – to build momentum, testimonials and leadership?

Important Facts:

Target current donors for maximum cost effectiveness: 75% of bequest donors have made a donation to the same charity and the size of the current gift has no relationship to the size of the bequest. Current donors are the best bequest prospects; however nongivers account for 25% of bequest donors.

79% of bequest donors have a direct relationship with the charity named in their bequest.

Developing Your Marketing Plan – Tips and Considerations

How will you educate and approach each Target Group? Who is the right person to solicit, sign letters, pitch at an event and what is the right approach for each target?

- **Personal One-on-One Conversations**
 - Your closest Families/ Donors
 - Key Volunteer Leaders – to provide leadership and testimonial support
 - Consistent families/ donors
- **Group Presentations**
 - Your Board of Directors
 - Past Presidents or Board Members
 - Auxiliary Groups (e.g. sisterhood)
 - A special “Donor Club”
 - Consistent Families/ Donors
 - Must always be followed up by a one-on-one face-to-face visit
- **Special Mailings**
 - Past Presidents or Board members
 - A special “Donor Club”
 - Consistent Donor/Families
- **Incorporation into Agency/Synagogue/Day School Materials**
 - In all newsletters
 - On your general envelopes and stationery
 - Web site
 - Events (tent cards on tables, message in speeches, etc.)

How will you create a culture and climate that encourages bequest donors to inform you about their plans, but also respects the privacy of bequest donors? How will you uncover bequest donors and also provide assurances to those who choose to remain anonymous that their bequests are important?

- **Create opportunities for bequest donors to identify themselves.**
 - Legacy societies (See next section on Recognition and Stewardship) motivate some donors to disclose. Advertise to all donors that you’ve established a legacy society and anyone who has made a planned gift is welcome to become a member and receive benefits.
- **Tell all your constituencies that you want to know if they have made a bequest so you can recognize them in their lifetimes and incorporate this message in all approaches listed above.**
- **Craft messages in materials to let all your members and donors know about your *Live On* goals and why it is especially important now for them to notify you of their gift.**

-
- **Build trust. Reinforce in all personal visits and print materials that you embrace *Live On*'s donor-centered values and honor donor confidentiality.**
- **List a named person (staff or volunteer) and direct phone number to contact about a bequest in all print materials.**

What vehicles/tools might you need to communicate your case?

- Web site updated to include planned giving information such as sample bequest language or linked to the language at liveonlegacy.org
- A PowerPoint presentation
- Newsletter
- Web site Link to *Live On*: liveonlegacy.org
- Volunteer Training Materials (e.g. volunteer scripts)
- Reply Cards, Donation Envelopes, Sample Bequest Forms
- Donor Record Form
- Personal mailings

How will you coordinate with the *Live On* overall marketing campaign?

Important Facts:

67% of bequest donors have not informed the charity of their bequest. The primary reasons for not informing the charity are:

Did not want attention	53%
Concern about privacy	15%
Do not want to be asked for other gifts	13%
May change mind/charities	5%
Not important/does not make a difference	4%

Provide written material about charitable bequests: 34% of bequest givers say they first learned about the idea of charitable bequests from materials published by a charity.

Remember that people influence people:

People are next in line after published materials as a source of the idea of a charitable bequest. 21% say they first learned about bequests from legal or financial advisors and 20% said the idea came from family or friends. 11% said the idea came from a personal visit from a representative of a charity.

NCPG, Planned Giving in the United States 2000

Ask:

87% of supporters (donors who have not yet made a bequest) indicated that they believe it is appropriate for nonprofits to ask for a legacy gift. 92% of bequest pledgers who have made a bequest believed it is appropriate for nonprofits to ask.

Recognition and Stewardship – Tips and Considerations

Stewardship is all about relationships. Authentic gestures of appreciation and keeping the donors close to the work of the organization is what matters.

Develop and implement thanking procedures.

- Immediate Thank You
- As you receive knowledge of gift consider a personal call from President of Board, other appropriate board members and/or Rabbi/Executive Director
- Thank you letter sent within 48 hours
 - Include donor record from which will include permission to publish name(s) asking how to list their name(s)
 - Personal thank you note from Rabbi/Executive Director and President of Board
- In appropriate circumstances, have the younger generation who are served by your organization make thank you notes or gifts (if the gift is not confidential or anonymous).

Define your “society”.

- Name it. This is your special group of caring and forward thinking families who have preserved the values that they hold dear about your organization with a bequest.
- Set your Membership Criteria.
 - Inclusive? (Includes any family who verbally or in writing informs you of your bequest)
 - Exclusive? (Includes family who provide an actual copy of their bequest language)
 - Know all types of planned gifts (bequests, outright endowment gifts, and other deferred gift vehicles).
- Plan Special Society Gatherings – You can use your society to bring together these special families, with receptions or educational forums. This can include inclusion in certain VIP events, educational events, seminars about changes in tax laws or other estate planning topics, and for special “insider updates” on your organization’s current – and future – funding needs.

How will you recognize members of your “society” and what is your timeline?

- What’s your “Welcome Program”?
 - Thank you letter and welcome package
 - Society memento or small gift – a pin, a plaque, etc.
 - Induction into society.
 - Obtaining their permission, respecting confidentiality
- Listing of members on a special society recognition wall or in a video or book of life.

- Annual Recognition Event
- Listing of Society members in your organizational materials...e.g. annual report, newsletters, etc.
- Newsletter articles, featuring family(s) and why they gave (testimonial)
- Annual one-on-one face-to-face visits from the executive director or development officer

Important Facts

What donors feel makes a thank you letter superior:

51% say personalized in some way

30% say if the letter acknowledges how the gift will be used

16% handwritten

13% signed by a member of the board

66% of individual donors say they have received requests for another gift within the body of thank letters. 53% say this is rude and an additional 8% stop giving if this happens.

Prompt gift acknowledgment influences 44% of donors' future giving decisions.

From *Donor-Centered Fundraising* by Penelope Burk

Setting Goals- Tips and Considerations

- Make them realistic – and achievable. For each target group and category (family contacts, one-on-ones, group presentations)
 - Quarter 1: August – Dec. 2011:
 - Number of Solicitations:
 - Number of Bequests:
 - Quarter 2: January – March 2012
 - Number of Solicitations:
 - Number of Bequests:
 - Quarter 3: and so on for a total of 5 quarters until Dec. 14, 2012

- You may have higher goals because of early board member participation and momentum during the first year, followed by fewer bequests in subsequent years.

- If you haven't been great at previous donor stewardship, know that you may have to mend some fences before you can achieve solid results. In these cases, your goals the first year may need to be more conservative.