



LIVE ON

BUILD YOUR JEWISH LEGACY

Live On Sustaining Legacy Plan

Live On IV

Completed plans need to be submitted for approval by Rose Community Foundation on or before October 31, 2013.

For each section see Tips and Considerations starting on page 11 of this outline. Sustaining plans must include the following sections:

I. The Case Statement

- A. Internal case statement (for your organization): why endowment building and legacy giving is important to your organization.
- B. External case statement(s) for your donors: why your donor may wish to leave a legacy. Case statements may be tailored to the specific passions of donors.

II. Plan for Existing Legacy Society Donors – Stewardship Plan: If you already have a legacy society, try to expand it, but understand that it is not a motivating factor for the majority of new prospects to leave a planned gift to your organization. However, it is important to maintain the legacy society for the donors who are already a part of it.

- A. Name of society
- B. Designated leadership for society.
- C. Current number of donors in society.
- D. Gift Type and Confirmation: Keep a list on the Stewardship Chart of the following
 - Each donor's name
 - A description of the type of gift they gave
 - The date the donor promised the legacy gift
 - Whether or not there is a signed Donor Record Form
 - Whether organization has another type of confirmation of the donor's planned gift like a copy of the relevant provision or letter from his/her attorney.
- E. Relationship Managers: Assign a board member, staff member, or volunteer to act as the relationship manager for each donor.

- The relationship manager will be in charge of making sure that the donor is being thanked in a personal and meaningful way and recognized for the legacy gift.
- Create an easy process for the relationship managers to inform the managing staff about his/her progress with donor stewardship and documented proof of the gift.

F. Stewardship and Cultivation Plan:

- Describe plan for Legacy Society activities. (Plan must include ongoing appreciation using events and other special purpose meetings or educational opportunities, personal visits, calls, letters, listing of donors, invitations, birthday cards, holiday cards etc.)
- Describe a new annual tradition for recognition and stewardship. Below is a table that contains many suggestions for stewardship ideas. Please include some of these ideas in your plan.

Activity Category	Activity Examples
Written communications:	<input type="checkbox"/> High Holy Day cards <input type="checkbox"/> Chanukah cards <input type="checkbox"/> Passover cards <input type="checkbox"/> Birthday cards <input type="checkbox"/> Quarterly briefings <input type="checkbox"/> Annual updates <input type="checkbox"/> Donor stewardship reports <input type="checkbox"/> Legacy Facebook page with photos <input type="checkbox"/> Other mentions of legacy program _____
Listing of legacy member names:	<input type="checkbox"/> Website <input type="checkbox"/> E-blasts <input type="checkbox"/> Newsletters <input type="checkbox"/> Annual report/donor reports <input type="checkbox"/> Gala dinner tribute journal <input type="checkbox"/> Annual meeting <input type="checkbox"/> Other events _____ <input type="checkbox"/> Legacy brochure <input type="checkbox"/> Other mentions of Legacy members _____
Legacy write-ups:	<input type="checkbox"/> Newsletters <input type="checkbox"/> Website <input type="checkbox"/> Blog <input type="checkbox"/> External public relations
Gifts:	<input type="checkbox"/> Mezuzah <input type="checkbox"/> Apples and honey at Rosh Hashanah <input type="checkbox"/> Paperweight with logo <input type="checkbox"/> Magnet <input type="checkbox"/> Framed art from younger generation <input type="checkbox"/> Bookmark <input type="checkbox"/> Pin <input type="checkbox"/> Shalach Manos (Purim) <input type="checkbox"/> Other _____

Legacy-specific events:	<input type="checkbox"/> Cocktail pre-party to an event <input type="checkbox"/> Celebration dinner <input type="checkbox"/> Shabbat dinner or lunch <input type="checkbox"/> Havdalah <input type="checkbox"/> Annual BBQ or picnic <input type="checkbox"/> Speaker <input type="checkbox"/> Other
Honored at services (if applicable):	<input type="checkbox"/> Aliyot <input type="checkbox"/> Hakafot
Physical recognition:	<input type="checkbox"/> Legacy wall <input type="checkbox"/> Legacy banner <input type="checkbox"/> Poster board at events
Personal phone calls:	<input type="checkbox"/> Thanked by a board member(s) upon signing commitment <input type="checkbox"/> Call from CEO/rabbi to new members <input type="checkbox"/> Ask how to list names for recognition purposes <input type="checkbox"/> Engage on what's important and vision/purpose Confirmation of estate plan status <input type="checkbox"/> For holidays (High Holy Days, Passover) <input type="checkbox"/> Thank-a-thon/annual thank you <input type="checkbox"/> Briefings throughout the year
Personal meetings:	<input type="checkbox"/> One-on-one conversations with legacy donors <input type="checkbox"/> One-on-one to formalize commitments <input type="checkbox"/> Delivering welcome/thank you <input type="checkbox"/> Holiday greetings (Rosh Hashanah, Chanukah, etc.)
Testimonials:	<input type="checkbox"/> Feature member stories in newsletters <input type="checkbox"/> Donor quotes/testimonials on website <input type="checkbox"/> Testimonials in marketing brochure <input type="checkbox"/> Sharing personal stories in appropriate venues <input type="checkbox"/> Online legacy videos

See Stewardship Chart attached hereto and track stewardship of current legacy donors in accordance with section II above.

G. Help needed: Describe where you need help to implement the above.

III. Plan for Pending Gifts: Donors Already Solicited Without Commitments: if relevant

A. List prospects: Make a list of all of the prospects who have been solicited but haven't yet made a commitment

B. Plan: Describe plan for further conversations and solicitation for donors who have been solicited (by *Live On III* team) but have not yet made a commitment.

C. Solicitation Strategy: List each donor and describe your solicitation strategy for each donor.

D. Solicitor Assigned: Assign a solicitor for each donor and a date by which they should be contacted by their relationship manager using the pending donor solicitation charts attached hereto.

E. Help Needed: Describe where you need help to implement the above.

IV. Plan to Solicit New Legacy Donors

A. Target Groups: Describe your target groups of prospects. Be specific and list names.

B. Individualized solicitation strategies: Describe your solicitation strategy for each donor.

C. Solicitor Assigned: Assign solicitors to each prospect.

D. Live On donor Solicitation Chart: Complete the Donor Solicitation Chart below.

E. Thanking and Closing: Describe thanking procedures and legacy society hand off for closed gifts.

F. Recording Policies: Describe Donor Record Form policies and procedures.

- Make sure that every donor's intent is followed. If donor wants to be anonymous, honor his/her request and implement policies and procedures that maintain donor anonymity.
- Make sure the Donor record form is in the best format to obtain all of the information you will need. See a sample attached hereto.

G. Describe a way to try to also obtain a copy of the relevant provision of the estate gift

H. Help needed: Describe where you need help to implement the above.

V. Plan for Honoring Donors after Their Lifetime

A. Estate Contact: Assign a member of your organization to serve as a contact for the estate.

B. Honoring Policy: Describe your policies and procedures.

C. Maintenance of Donor Records and Legacy Society/Appreciation: Describe where the records are kept and who is responsible for their upkeep.

- D. Maintaining Contact: Describe how you plan to keep in contact with the late donor's family and continue to build relationships, if appropriate.
- E. Help needed: Describe where you need help to implement the above.

VI. Leadership and Management necessary to Implement the Sustaining Legacy Plan

- A. Responsible leadership: Assign responsibility for overseeing the implementation of the plan. Describe their role(s) within the organization.
- B. Staff Management and implementation: Assign staff member to manage the plan.
- C. Participants: assign responsibility for implementing the plan.
- Describe their role(s) or position(s) within the organization.
 - Assign responsibility for tracking gifts.
 - Designate an individual who will communicate with Rose Community Foundation to report closed gifts and send Donor Record Forms, Etc.
- D. Training Session Attendees: List those who will attend Live On training sessions.
- E. Board Updates: Create a calendar for the quarterly board reports about Live On progress
- Use a pie chart or bar chart to show the percentage of board participation in Live On
 - Assign a Live On leadership team member to report to the board about Live On progress for each report.
- F. Future Leadership and participants: Explain your process for recruitment and training of volunteer and staff leadership to continue legacy programs into the future.
- G. Big picture fundraising: Describe how planned giving will be connected to other fundraising efforts.
- H. Help Needed: Describe where you need help to implement the above.

VII. Marketing Plan

- A. Strategies and Specific Tactics: Describe marketing strategies you will use to promote legacy giving for endowments and your legacy society. List specific tactics like events, direct mail, newsletters, website posting, social media etc. Include information about frequency of use.
- B. Education and Publicity: List all the ways you will ensure your constituency knows about and understands legacy giving.
- C. Donor Testimonial: Find a donor or donors who would be willing to give a testimonial about their inclusion of your organization in their estate plans.
- D. Create a plan of how the organization will market the testimonial.
- E. Help Needed: Describe where you need help to implement the above.

VIII. Does your organization have Endowment Policies and Gift Acceptance Policies?

- A. Do they need to be updated?
- B. Has the board approved of them?
- C. Attach copies of the policies if available unless you provided them during Live On III and haven't changed them.
- D. If no policies exist, set a date by the end of the calendar year 2013 to draft, approve and ratify policies.

Live On IV Donor Solicitation Chart: Identify and Describe Legacy Donor Prospects
Make goals realistic – and achievable. For each target group (pending donors, board members, new prospects) and category (family contacts, one-on-one solicitations, group presentations)

Goals			
Quarter 1: Nov. 2013- January 2014.			
Target Group and Names	Type of Solicitation	Date	Name of Solicitor
<i>Pending Donors: please list</i>			
<i>Board Members: please list</i>			
<i>New Prospects: please list</i>			

Goals			
Quarter 2: Feb. - April, 2014			
Target Group and Names	Type of Solicitation	Date	Name of Solicitor
<i>New Prospects: please list</i>			
<i>Board Members: please list</i>			
<i>Pending Donors: please list</i>			
<i>Set Goal for # of closed gifts in this quarter</i>			

Goals			
Quarter 3: May-July 2014			
Target Group and Names	Type of Solicitation	Date	Name of Solicitor
<i>Pending Donors: please list</i>			
<i>Board Members: please list</i>			
<i>New prospects: please list</i>			
<i>Set goal for number of closed gifts in this quarter</i>			

Goals			
Quarter 4: August- Oct. 2014			
Target Group and Names	Type of Solicitation	Date	Name of Solicitor
<i>Pending Donors: please list</i>			
<i>Board Members: please list</i>			
<i>New Prospects: please list</i>			
<i>Set goal for # of closed gifts in this quarter</i>			

Goals			
Quarter 5: Nov. 2014- January 14, 2015			
Target Group and Names	Type of Solicitation	Date	Name of Solicitor
<i>New Prospects: please list</i>			
<i>Board Members: please list</i>			
<i>Pending Donors: please list</i>			
<i>Set goal for number of closed gifts in this quarter</i>			

Developing Your Case Statement Tips and Considerations

Affinity for a nonprofit's mission trumps everything.

Not surprisingly, “83 percent of current planned givers and best prospects say they have a natural affinity to the cause the charity cares about and that was part of their decision to put a planned gift in place.”

(What Makes Them Give? 2012 Stelter Donor Insight Report)

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 your organization?
- Why is it important to ensure the future of your organization?

Put it in writing

- A written “case” becomes your communication guide – from a one-page outline to help your volunteers talk about bequest/endowment giving to writing marketing letters or publishing newsletter articles.
- 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.

Recognition and Stewardship

Tips and Considerations

Stewardship is essential.

Bequests and beneficiary designations are revocable, so keeping the donor close to the mission of your organization and conveying appreciation to planned donors are critical components of a good stewardship plan.

Donors that are committed to the future of your organization are more apt to be generous to your organization during their lifetime. The 2007 *Bequest Donors: Demographics and Motivations of Potential and Actual Donors* study, conducted by the Center on Philanthropy at Indiana University, found that when you approach donors loyal to your mission and they commit long-term through a planned gift, they actually increase the size of their annual donation because they have furthered their investment in your mission.

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.

- As you receive knowledge of a gift, consider a personal call from the board chair, other appropriate board members and/or rabbi/executive director
- Thank you letter sent within 48 hours from relationship manager
 - Include donor record form which will include permission to publish name(s) asking how to list their name(s)
 - Personal thank you note from rabbi/executive director and board chair
- 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)

Only a small percentage (3% of nonmembers) aspires to be a legacy society member.

If you already have a legacy society, try to expand it, but understand that it is not a motivating factor for the majority of new prospects to leave a planned gift to your organization.

Plan special society gatherings. You can use your society to bring together these special families, with receptions or educational forums. This can include VIP events, educational events, and for special “insider updates” on your organization’s current and future funding needs.

How will you recognize your planned giving donors and what is your timeline?

Although prospective planned donors are not motivated to give by the prospect of joining a legacy society, they do want more/better attention. They do not want a lot of written material but the quality of all communication including written material should be high. (*What Makes Them Give? 2012 Stelter Donor Insight Report*)

- What’s your “Welcome Program?”
 - Thank you letter and welcome package
 - Society memento or small gift – a pin, a plaque, something meaningful etc.
 - Obtaining their permission to publish their names, respecting confidentiality
- Annual Recognition Event
- Providing VIP tickets to a special event your organization is holding for all of your supporters

- Listing of your legacy donors on organizational materials (e.g., annual report, newsletters, etc.)
- Newsletter articles, featuring family(s) testimonials including why they gave
- Annual phone call or visit from the executive director, rabbi 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. (*Donor-Centered Fundraising* by Penelope Burk)

Identifying Prospects and Solicitation Strategies Tips and Considerations

Most of your bequests will emerge from four groups:

1. **Individuals/Families having a connection with your organization and value the mission of the 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
2. **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 (This group makes up 40% among current planned givers and 40% make annual donations of less than \$500.)
 - However, 41% of current planned donors have either given for less than five years to the nonprofit (20%) or never given to the charity before (21%)
 - Supporters of special campaigns (e.g., capital, endowment)
3. **Individuals/Families with personal characteristics favoring bequests.**
 - 60% of the best prospects are between the ages of 40-54 while only 10% are older than 70 years old
 - The majority of current planned givers are married (65%; However, singles are rising in prominence for best prospects (23%)
 - The current single planned giving donors look like this: 13% singles, 13% widowed, and 9% divorced. It is very important to singles to feel part of a community.
4. **Individuals/families and friends who have used your services or been helped by your organization**
 - Clients or patients
 - Congregants
 - Alumni
 - Family members (The Stelter study found that family members are the most important influencers on planned givers.)
 - Patrons

Who are your target groups of prospects? Be specific and quantify when possible.

Under each group, list the names of your prospects.

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

Target current donors for maximum cost effectiveness: 78% 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 21% of bequest donors. Family is a major influencer.

Once a gift decision is made, most donors act quickly. 53% of current planned givers say less than a year passed between their decision and when they finalized their plans. (*What Makes Them Give? 2012 Stelter Donor Insight Report*)

Management Plan Tips and Considerations

Brainstorm and Organize:

- Who is responsible for the plan? (person in charge should be a staff member)
- 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. Remember the earlier you do your face-to-face solicitations the easier it will be to meet the 50% closed gift goal by January 14, 2015. Often, you will have to go back to the same person more than once to secure a gift.
- 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?
- Who is responsible for implementing the marketing plan?

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?
- How will gift planning fit with other programs? (e.g., annual appeals and capital campaigns)
- Who will be responsible for marketing the legacy society?
- When and who will present progress of the bequest and planned giving program to the rest of the board?
- Who will plan and execute the annual stewardship event(s)?

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?

- **Younger (ages 40-49) prefer written communication**
 - **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
 - Follow up with a one-on-one solicitation
 - **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
 - Website
 - 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.** Only 40% of current planned givers notify the charity of their planned gift. (*What Makes Them Give? 2012 Stelter Donor Insight Report*)
- **Legacy societies** (See next section on Recognition and Stewardship) do not motivate many donors to disclose. (*What Makes Them Give? 2012 Stelter Donor Insight Report*)
- **Tell all your constituencies that you’d like to be notified** 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?

- Website updated to include planned giving information such as sample bequest language or linked to the language at liveonlegacy.org
- Social media especially Facebook
- Newsletter

- Website 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?

- 60% of bequest donors have not informed the charity of their bequest (*What Makes Them Give? 2012 Stelter Donor Insight Report*)

The primary reasons for not informing the charity are:

- Did not want attention
 - Concern about privacy
 - Do not want to be asked for other gifts
 - May change mind/charities
 - Not important/does not make a difference
- Provide written material about charitable bequests: Especially for 40-49 year olds, they prefer written material.
 - Remember that people influence people:
People are next in line after published materials as a source of the idea of a charitable bequest. 18% said the idea came from family and 8% said it came from friends. 6% say they first learned about bequests from legal advisors, 6% from printed or electronic communication, 5% from staff representative of the nonprofit, 4% from board member and 4% from tax advisor. (*What Makes Them Give? 2012 Stelter Donor Insight Report*)
 - 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. (*NCPG, Planned Giving in the United States 2000*)

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: November 2013 to January 2014

Number of Solicitations:

Number of Bequests:

Marketing Activities:

Quarter 2: February – April 2014

Number of Solicitations:

Number of Bequests:

Marketing Activities:

Quarters 3, 4 and 5

...and so on for a total of 5 quarters until January, 2015

Quarters 2-8

Should include stewardship activities.

- You may have higher goals because of early board member participation and momentum during the first year, followed by fewer bequests in subsequent quarters.
- If you haven't been diligent or successful with 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.