



Bequest Plan Outline

The outline below provides an overview of bequest program planning. Tips and considerations for each component appear on the pages that follow.

I. The Case Statement

- ✚ The key question: Why should someone leave a bequest to your organization?
- ✚ 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/endowments to your organization.

II. Management Plan

- ✚ Who is responsible for the plan? (the person in charge can be professional or staff)
- ✚ To whom do they report?
- ✚ Who will track gifts, documents and records?
- ✚ Who will communicate bequest gifts and intentions to the Jewish Community Foundation?
- ✚ Who will be responsible for stewardship and relationship building with your new bequest donors?

III. Identify and Describe Prospects

- ✚ Individuals/families having a connection with your organization
- ✚ Individuals/families demonstrating certain giving patterns and history
- ✚ Individuals/families with personal characteristics favoring bequests
- ✚ Individuals/families and friends who have used your services or who have been helped by your organization

IV. Marketing Plan

- ✚ Identify target markets.
- ✚ Identify best communications vehicles.
- ✚ Integrate Leave a Jewish Legacy materials into your organization's communications and marketing plans.

V. Recognition and Stewardship

- ✚ Establish thanking and acknowledgment procedures.
- ✚ How are you going to publicly recognize?
- ✚ How will you communicate regularly and be inclusive?

VI. Setting Goals

- ✚ Years 1, 2 and 3



Leave a
Jewish Legacy

Tips and Considerations for Developing a Bequest Plan

I. Developing Your Case Statement

Your organization's case statement should not exceed one page in length.

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?

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 donor'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.

Motivate people to make bequests by reminding them why in your communications:

- ✚ "To perpetuate the vitality and purpose of organizations you care about"
- ✚ "To continue your support of the values and causes you believe in"
- ✚ "*L'dor v'dor*: To pass the torch to family and future generations"
- ✚ "To create a lasting tribute to honor family, friends and loved ones"
- ✚ "*Tzedakah*: To give something back"
- ✚ "*Tikkun olam*: To leave the world a better place than you found it; to make a difference"
- ✚ "To feel part of something greater"
- ✚ "To live on through your good deeds"
- ✚ "To reduce your estate's exposure to taxes"

Important Facts for Developing a Case Statement

Emphasize your mission. The most motivating factors for charitable bequests are a desire to support the charity, a belief in its mission, a desire to accomplish something and have an impact.

Reasons Donors Give for Making a Charitable Bequest

Desire to support charity	97%
The ultimate use of the gift by the charity	82%
Desire to reduce taxes	35%
Long-range estate and financial planning issues	35%
Create a lasting memorial for self or loved one	33%
Relationship with a representative of charity	21%
Encouragement of family or friends	13%
Encouragement of financial or legal advisors	12%

From NCPG, *Planned Giving in the United States 2004*

II. The Management Plan

Brainstorm and organize:

- # Who is responsible for the plan? (the person in charge can be professional or staff)
- # What are the roles of different team members?
- # To whom do they report?
- # Establish an internal timeline for solicitations—starting with leadership team members, then Board and donors.
- # Who will track gifts?
- # What system will work over the long term? When bequests mature over the next 30 years, will the original information be easily accessible?
- # Who will communicate bequest gifts to the Jewish Community Foundation and submit the completed Bequest Intention Transmittal Forms?
- # Who will be responsible for ongoing 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?
- # When and who will present to the rest of the Board on endowment progress? How often?

III. Identifying Prospects and Solicitation Strategies

Most of your bequests will emerge from four groups.

1. Individuals/families who have a connection with your organization:

- Board members
- Former Board members
- Past Presidents and other officers
- Committee members
- Staff and former employees
- Volunteers
- Members
- Alumni/ae
- Users/recipients of your services

2. Individuals/families who demonstrate certain giving patterns and history:

- Closest and most loyal families—including those with multigenerational involvement
- Consistent givers over 10+ years
- Supporters of special campaigns—capital, endowment, etc.

3. Individuals/families who have personal characteristics that favor bequests:

- Couples over 50, with or without children
- Women
- Individuals who give \$5,000 each year
- Widows
- Seniors

4. Individuals/families and friends who have used your services or who have been helped by your organization:

- Clients or patients
- Congregants
- Alumni
- Family members, e.g., grandparents
- Patrons

Important Facts for Prospect Identification and Solicitation

For maximum cost effectiveness, target current donors.

- ✚ 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
- ✚ Nongivers account for 25% of bequest donors.
- ✚ 79% of bequest donors have a direct relationship with the charity named in their bequest.

Bequest Donors' Affiliation with Charity

Member	31%
Charity benefited you/family/friend	24%
No affiliation	21%
Alumnus/alumna	18%
Volunteer	10%
Neighbor/community resident	7%
Family/friend affiliated with charity	5%
Director/trustee	4%
Employee	3%
Church/religion	2%

From NCPG, *Planned Giving in the United States 2004*

IV. Developing Your Marketing Plan

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

Personal, One-on-One Conversations

- Your closest donors/families
- Key volunteer leaders—to provide leadership and testimonial support
- Consistent donors/families

Group Presentations

- Board of Directors
- Past Presidents or Board Members
- Auxiliary groups (e.g. sisterhood)
- A special “Donor Club”
- Consistent families/donors

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.)

Create opportunities for bequest donors to identify themselves.

- Legacy societies motivate some donors to disclose. (See Recognition and Stewardship, Section VI.) Advertise to all donors that you’ve established a legacy society and are participating in the Foundation’s Legacy Society.
- Tell all your constituencies that you want to know if they have made a bequest so you can recognize them during their lifetimes.
- Craft messages in materials to let all your members and donors know about your Leave a Jewish Legacy goals and why it is important for them to notify you of their future gift *today*.
- Build trust. Reinforce in all personal visits and print materials that you embrace Leave a Jewish Legacy’s donor-centered values and honor donor confidentiality.
- List a named person (staff or volunteer) and direct phone number to contact about bequests in all print materials.

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

- ✚ Website. Be sure to link your site to the Foundation's Leave a Jewish Legacy program at www.jcfhartford.org.
- ✚ PowerPoint presentation
- ✚ Newsletter
- ✚ Volunteer training materials
- ✚ Reply cards, donation envelopes, sample bequest forms
- ✚ Personal mailings

Important Facts for Developing a Marketing Plan

67% of bequest donors have not informed the charity of their bequest. 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.

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.

*From NCPG, *Planned Giving in the United States 2004**

V. Recognition

Develop and implement acknowledgment procedures.

Thank the donor immediately.

- As you receive knowledge of a gift, consider a personal call from the President of your Board, other appropriate Board members, and/or the Rabbi/Executive Director.
- Send a thank-you letter within 48 hours. Include permission to publish the donor's name(s) and ask how to list the name(s) properly.
- Send a personal thank-you note from the Rabbi/Executive Director and the President of the Board.
- Have the younger generation who are served by your organization make thank-you notes or gifts (if the gift is not confidential or anonymous).

Utilize the Foundation's Legacy Society and define your own "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. Honor this group with a name that communicates their significance.

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?

1. *Jewish Community Foundation's "Welcome Program."* JCF will send a thank-you letter to each legacy donor and include information about the *Voices of Philanthropy—Hartford Jewish Legacies* project.
2. *Your agency's or synagogue's acknowledgment of the bequest.* This could include a thank-you letter, a Society memento or a small gift (a pin, a plaque, etc.), and induction into your legacy society. Be sure to obtain their permission and respect confidentiality.
3. *An annual recognition event.*
4. *List society members in your organization's promotional materials*—for instance, in your annual report, newsletters, etc.
5. *Write newsletter articles* that feature donor families and why they have chosen to give.

Important Facts about Donor Recognition

What makes a superior thank-you letter? Here's what donors say:

51% say “personalized in some way”

30% say “the letter acknowledges how the gift will be used”

16% say “handwritten”

13% say “signed by a member of the Board”

Don't overstep. 66% of individual donors say they have received requests for another gift within the body of a thank-you letter. 53% say that 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

VI. Stewardship

What is your stewardship plan for legacy donors?

- How will you maintain contact with society members, so that they stay engaged and feel rewarded?

How will you build a relationship with your bequest donors?

- Develop a strategy and tactics to provide a high level of service and courteous communications to your new bequest donors. Studies show that bequest donors should be developed with a differentiated standard of care as they appear to be more demanding in respect to the quality of service received.
- Keep them informed about how you are making an impact and fulfilling the mission of your organization.
- Use your bequest plan development process as a cultivation/conversation opportunity or as a stewardship opportunity.
- With those individuals/families who have already made a bequest or some form of endowment gift, you can share the plan with them, inviting their feedback and suggestions on how to make the program an overwhelming success.
- With some families you are cultivating, you can share your initial plans, and also invite their suggestions and feedback. This could be valuable when meeting with your past Presidents as a group, or with families one-on-one.

Important Facts about Stewardship

- Bequest pledgers are significantly more demanding than other donors in every area of communication with a charity—including acknowledgment, courtesy, information, and responsiveness.
- Bequest pledgers want to receive feedback on how their money is being used.
- Bequest pledgers place a high level of importance on performance and professional reputation.
- Pledgers are more likely to agree that they look for nonprofits that spend a high proportion of their income on the cause.

From *Determinants of U.S. Donor Behavior: The Case of Bequests*

VIII. Setting Goals

Make your goals realistic—and achievable. Start by determining your basic organizational goals, then set goals for each target group and category (such as the number of family contacts you will make, how many one-on-ones, how many group presentations, etc.).

What Are Your Organization's Goals?

Year 1 Number of Solicitations: _____

 Number of Bequests: _____

Year 2 Number of Solicitations: _____

 Number of Bequests: _____

Year 3 Number of Solicitations: _____

 Number of Bequests: _____

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 donor stewardship in the past, you may have to mend some fences before you can achieve solid results. In these cases, your goals for the first year may need to be more conservative.

Acknowledgments

Gail Littman, Director of Community Programs, and Margery Kaplan, Executive Director at the San Diego Jewish Community Foundation, helped to create this plan and generously guided the Jewish Community Foundation of Greater Hartford in its legacy program.

Many of the important facts come from an article by Scott Lumpkin, Associate Vice Chancellor, University of Denver, *Planned Giving in the United States 2000, NCPG Survey of Donors Shapes Bequest Marketing Strategies*.

Rose Community Foundation's *Live On: Build Your Jewish Legacy* program. Lisa Farber-Miller, Senior Program Officer for Jewish Life, coordinates the *Live On* program.