

Planned Giving Guide

*A Resource for Affiliates of
United Cerebral Palsy*





UCP Planned Giving Guide Contents

Part I: Introduction and Overview.....pages 1-4

- *What this Guide does (and does not!) cover*
- *Planned Giving: A definition*
- *Five Facts about Planned Gifts*
- *Benefits of Planned Gifts*
- *Launching a Planned Giving Program*
- *Continuing Your Planned Giving Program*
- *Planned Giving at UCP National*
- *Additional Considerations*

Part II: Appendix

- List of Planned Giving Resources
- Resources from UCP Affiliates
 - Easter Seals/UCP of North Carolina and Virginia
 - UCP of Sacramento and Northern California
 - UCP of Central Maryland
 - UCP of Greater Birmingham
- Resources from UCP National:
 - Sample Codicil
 - Sample Introduction Letter
 - Sample Year-end Letter
 - UCP Gift Acceptance Policies
- Resources from PlannedGiving.com:
 - "The Perfect Planned Giving Cheat Sheet"
 - "Planned Giving Elevator Speech for all Fundraisers"
 - "12-Month Planned Giving Marketing Plan"
 - "Planned Giving Marketing Worksheet"
- Article: How to be an Extraordinary Planned Giving Professional



Introduction

United Cerebral Palsy educates, advocates and provides support services to ensure a life without limits for people with a spectrum of disabilities. UCP works to advance the independence, productivity and full citizenship of people with disabilities through an affiliate network that has helped millions.

At UCP we recognize that each affiliate's experience with fundraising programs is varied. Therefore, we've designed this guide specifically with the following in mind:

- This is an optional resource, and affiliates' autonomy is respected.
- Affiliates can participate in planned giving at some level, regardless of staff or financial resources available.
- Affiliates can implement a basic program without significant expertise in planned giving.

What this Guide does (and does not!) cover

This guide is intended to provide a basic overview of planned giving with step-by-step guides for launching and maintaining a program. Because of the complex legal, tax and financial concerns involved with this advanced area of fundraising, this guide focuses primarily on wills and bequests. It includes methods for promoting and accepting gifts through an estate, as well as sample resources that can be adapted to your affiliate.

Planned Giving: A Definition

Individual donors generally make gifts to an organization from their current annual income. Over the course of their lifetimes, however, some donors will accrue property and other assets. Eventually, they'll need to dispose of these assets when they die. Because these gifts involve lots of planning and counsel, as opposed to making an outright cash gift, they are referred to as planned gifts.

Five Facts about Planned Gifts

- Almost 10% of all charitable giving comes from bequests (\$23.8 billion).
- Donors who make a bequest to a nonprofit first started out as very modest annual donors.
- 70% of adults in the U.S. die without a will.
- The average planned gift can be raised at a cost of only 4.5%.

From the Chronicle of Philanthropy and the Fundraising School at Indiana University

Planned Giving Benefits to Donors and UCP Affiliates

Donors making a planned gift to your affiliate can receive a charitable income tax deduction. Their capital gains and estate taxes are also minimized. Perhaps most importantly, they and their families can receive an income for life through a planned gift.

Over time, planned gifts help predict future income for your UCP affiliate; in addition, it can lead to closer relationships with individuals, who become more connected to your cause.

Launching a Planned Giving Program

1. *Prepare* – You don't have to be an expert, but it is helpful to learn the basics or know where to access resources. Refer to the Appendix for a list of resources where you can deepen your understanding of planned giving.
2. *Identify Your Resources* – A robust planned giving program may not be the right strategy for your affiliate initially. Development staff, including the Executive Director and board members, should discuss the following issues and come to an agreement:
 - Does your affiliate have the characteristics that make it attractive for a donor to leave a legacy gift? Is it perceived as having a strong future or a lasting impact?
 - Does your affiliate have the resources to solicit and handle planned gifts? If a staff member is not available, are there professionals who could volunteer their time?
 - What types of planned gifts can (or will) your affiliate accept? Cash gifts are simple, but what about more complicated gift vehicles?
 - How will your affiliate use these gifts when received? Some organizations establish endowments; be prepared to explain how a significant gift will support a lasting goal (for example, a new center or research efforts).
 - What is your initial program budget? Include funds for staff time, training, and marketing materials.
3. *Start Out Simply* – Bequests are the easiest way to begin your planned giving program. Encourage donors to name your UCP affiliate as the recipient of a bequest, or as a beneficiary of IRAs, certificates of deposits, or life insurance, to name a few. (Refer to our Appendix for a sample codicil.)
4. *Tell Your Constituents* – Announce your planned giving program to as many constituents as possible – including your board! Use your current communications vehicles first, then as budget allows, send out a separate announcement – a letter, postcard, or e-blast. (Refer to the Appendix for elevator speeches you can use in your materials and when speaking with donors.) A few ideas:
 - Provide reminders in your e-mail signature and on stationery.
 - Tell a donor story in your newsletter – if you don't have examples from your affiliate, ask another affiliate to share theirs, and use it to illustrate how gifts to a "sister" affiliate helps them achieve their mission.
 - Place announcements in your publications and brochures.
 - Include a check box on publications that says "provide me with more information about leaving a legacy to UCP (Affiliate)".

If you have the budget and resources, consider creating a simple insert that can go into other mailed appeals, or can be distributed at events.

NOTE: The terms *planned giving*, *gift planning*, or *deferred gifts* are industry terms used mostly in fundraising circles. Your donors probably won't respond positively to these words. Consider using phrases like "leaving a legacy" or "creative gifts anyone can afford" in your communications.

5. *Be ready to answer questions/accept gifts* – As you market planned giving options, you will inevitably get requests from interested donors. Based on what you promoted, be sure to have the necessary materials on hand to provide upon request.

Continuing Your Planned Giving Program

The previous steps involve passive marketing techniques, where you promoted to a large audience. As the program develops, here are steps to continue growing your program:

1. *Identify prospective planned giving donors* – Begin segmenting and targeting those prospects who are typically ideal candidates for making a planned gift. These may include:
 - Supporters of your affiliate who have been giving consistently for at least five years;
 - Constituents age 45 and older;
 - Volunteers;
 - Board Members;
 - Homeowners;
 - Supporters of any age who are affluent and childless or widowed;
 - Supporters with careers in fields like law, medicine, accounting.

Assign a code to these segments and plan to send them communications a few times a year.

2. *Recognize Your Donors* – create a giving society, host an annual event, or arrange for special tours of your facility if appropriate.
3. *Enlist Volunteers* – consider forming a subcommittee of board members who will focus on securing planned gifts, or providing legal advice for some of the more complicated gifts. If your board lacks these resources, consider other volunteers in your community.
4. *Promote other forms of planned gifts* – As you develop the capacity to accept more complex planned gifts, this is an area where you'll rely on your volunteers can be helpful.

NOTE: Be sure to include a disclaimer in your print and electronic materials. For example:
"This publication is intended to provide general gift planning information. UCP is not qualified to provide specific legal, tax or investment advice, and this publication should not be looked to or relied upon as a source for such advice. Please consult with your own legal and financial advisors before making any gift."

Planned Giving at UCP National

UCP's development staff raises more than \$3 million in annual and major gifts from individuals, corporations, and foundations. However, planned giving, as an established program, is in its infancy at the national office. The Director of Development oversees the planned giving strategy. Historically, gifts from estates are often unexpected, and the source and intent are unknown. We believe some of these planned gifts are a result of the successful telethons held decades ago. This fiscal year we have received \$400,000 in unsolicited bequests. Clearly, there is real potential to grow this area to become a structured program.

In 2009, UCP national partnered with the Planned Giving Company's VirtualGiving.com to manage its online planned giving resources. For an annual cost of \$2,995, the PGC provides a micro website with content that staff can tailor to its use. Promotional print materials from the PGC, including postcards and brochures, are available for an additional modest fee. For those affiliates interested in using VirtualGiving.com, please contact the development staff at the national office, as we may be able to negotiate a group rate.

This year, the national office's initial strategy is to focus on promoting bequests. In February 2011 a segment of our constituents received a letter from Stephen Bennett, UCP's President & CEO, announcing our Independence Society and asking donors to let us know if they've included us in their bequest plans. (Refer to the Appendix for the letter copy.) Staff will follow up with 2-3 postcard reminders, create an insert in our acknowledgements letters, and include a donor profile in an upcoming e-newsletter. Those donors who self-identify as including UCP in their estate plans automatically become members in the Independence Society and are listed in our annual report (unless they wish to remain anonymous). Staff will contact them to learn their reason for giving in the hopes that we will have future stories to share with our constituents.

Additional Considerations

Your planned giving activities don't have to be complex at the outset. Keep it simple and use passive marketing strategies for the first few months. Reminders in your current communications vehicles can go a long way.

Once you start promoting your planned giving options, don't stop! Be consistent – and persistent – in your messages. Use the 12-month Marketing Plan from Virtual Giving in the Appendix as a guide.

Finally, please note that planned giving is but one piece of your overall fundraising strategy, and it's the piece that requires the most long-range planning. Gifts may take years to become realized by your affiliate. Be sure to educate your CEO and board members to this fact. Planned giving marketing and solicitation takes patience, but the rewards to your affiliate are well worth the wait.

For more information, contact:
Giselle Pole, Director of Development
United Cerebral Palsy
gpole@ucp.org
(202) 973-7133

Part II: Appendix





Planned Giving Resources

1. Partnership for Philanthropic Giving – an association for planned giving professionals with national and local chapters. <http://www.pppnet.org>
2. The Planned Giving Company – Gift Planning Resources. <http://www.plannedgiving.com>
3. Planned Giving Blogger, by Phyllis Freedman, <http://www.smart-giving.com/plannedgivingblogger/>
4. The Planned Giving Blog, by Jonathan Gudeman, <http://theplannedgivingblog.wordpress.com>
5. PG Calc – Gift Planning Software and Consulting services. <http://www.pgcalc.com>
6. *Conducting a Successful Major Gifts and Planned Giving Program: A Comprehensive Guide and Resource*, by Ken E. Dove, Alan M. Spears, and Thomas W. Herbert (Jossey-Bass)
7. *Effective Fundraising for Nonprofits: Real-World Strategies That Work*, by Ilona Bray, J.D. (NOLO, 2008)
8. *How to Raise Planned Gifts by Mail*, by Larry Stetler (Emerson & Church, 2008)
9. *Planned Giving for Small Nonprofits*, Ronald Jordan & Katelyn Quynn (Wiley, 2002)

Resources from UCP Affiliates





Resources from UCP Affiliates

Easter Seals/UCP of North Carolina and Virginia:

"Our recognition society is called the "Legacy Society" and this includes anyone who has included Easter Seals UCP in:

- their Will,
- opened an ESUCP Charitable Gift Annuity,
- named us a beneficiary of their charitable trust, retirement plan or insurance policy,
- or made a memorial or tribute gift

All our planned gifts donors are recognized in our annual report and these gifts are designated to our Horizons Foundation (our sustaining fund/endowment) as most people we talk to want their gifts to have a lasting impact and not just help pay for this year's budget needs.

I head up our planned giving efforts across NC and VA. I actively meet with estate planning attorneys, trust officers, stock brokers and insurance agents to share our planned giving information so they can share it with their interested clients."

For more information, contact: Bob Frazier, Chief Development Officer
Phone 919-865-8634; e-mail bob.frazier@nc.eastersealsucp.com; www.eastersealsucp.com

UCP of Sacramento and Northern California:

"We have a Planned Giving program with a committee and a Heritage Society. I am anticipating that this summer we will have our Planned Giving web page up as well."

For more information, contact: Stephen Horton, Director, Development & Marketing
Phone 916-283-8312; e-mail SHorton@ucpsacto.org

UCP of Central Maryland:

Information about Charitable Events and Planned Giving on their website:
<http://www.ucp-cm.org>

For more information, contact: Lauren Magee
Phone 410-484-4540, ext. 2461; e-mail lmagee@ucp-cm.org;

UCP of Greater Birmingham:

The Simpson-May Society, named after two of the affiliate's founders. For more information, contact: David Bryans, Chief Development Officer
Phone 205-944-3907; e-mail dbryant@ucpbham.com; www.ucpbham.com

Samples Included:

Invitation to first Heritage Luncheon from UCP Sacramento & Northern California
Planned Giving Brochure from UCP Central Maryland
Simpson-May Society Brochure and web pages from UCP Greater Birmingham

UCP of Greater Sacramento is the leading provider of comprehensive services to children and adults with all developmental disabilities and their families. UCP works with 2,600 people a month in our eight-county area, empowering children and adults who – without support – would be isolated from community.



of Greater Sacramento
Life without limits for people with disabilities
The Foundation for UCP of Greater Sacramento

www.ucpsacto.org



UCP Heritage Society

UCP Heritage Society

Community members who have placed UCP in their will, helping to ensure a bright future for the children, adults and families we serve.

The Foundation for UCP of Greater Sacramento

The Foundation's purpose is to ensure the health of our programs and that our participating children, adults and families live life without limits for years to come.

Set children and adults with developmental disabilities on a positive track for the rest of their lives by supporting the Foundation! When you make an investment in the Foundation, 5% of your gift will be given to programs each year to provide for their long-term success.

You can make a lifetime gift to your community by putting this simple phrase in your will, "I will and bequeath to The Foundation for UCP of Greater Sacramento, located at 4350 Auburn Blvd, Sacramento, CA 95841, the sum of \$ ___ or ___% of the rest, residue and remainder of my estate, to be used for the general purposes of The Foundation for UCP of Greater Sacramento, Tax ID# 26-3279530."

Please join

The Foundation for UCP of Greater Sacramento
as we honor those who have pledged to
support UCP through their estate plan
at the first annual

Heritage Society Luncheon

Wednesday, September 29th, 2010

11:30am-1:00pm

Sutter Club

1220 9th Street

Sacramento, CA 95814

COMPLIMENTARY

Hosted by Cheryll Cochrane
Presenter, Sandy Smoley



Sponsored by: **Westlake, Grahl, and Glover**

America's Private Wealth Advisory Practice

OTHER ASSETS TO GIVE:

- **Appreciated Securities**

Get the same tax deduction as if you had given cash, but use stocks, bonds, or mutual fund shares that cost you less than they are currently worth. Your deduction is based on market value, but you incur no capital gains liability on the transfer to us.

- **Real Estate**

Gifts of land, vacation homes, or income-producing properties can bring great benefits to us. We have to review each gift proposal carefully and sometimes it is not practical for us to accept. You can give real estate outright, transfer it in a part sale/part gift arrangement, use it to fund a life-income gift, or give your residence and reserve the right to continue to live there.

- **Retirement Account**

The balance remaining in your retirement account after your death is often subject to double taxation if it passes to your heirs, by being taxed both as income and as an estate asset. It's a better plan to designate the remainder of your account to us, and then use other assets for gifts to family.

- **Life Insurance**

Do you have a life insurance policy that is no longer needed? You may either donate the policy to us, or simply name UCP as the beneficiary of a life insurance policy. A gift of a life insurance policy may allow you to make a very generous gift with attractive tax benefits.

OUR MISSION

The mission of United Cerebral Palsy of Central Maryland is to support individuals with disabilities in achieving independence, productivity, and the quality of life they seek.



Turning Dreams into Realities, One Person at a Time

United Cerebral Palsy of Central Maryland
Executive Plaza III
11350 McCormick Rd., Ste. 1100
Hunt Valley, MD 21081

Telephone: 410-484-4540

Fax: 410-771-3234

E-mail: info@ucp-cm.org

www.ucp-cm.org

PLANNED GIVING: BEQUESTS



Creating a Legacy



Turning Dreams into Realities, One Person at a Time

HOW TO LEAVE A BEQUEST TO UCP:



Many people who support our mission say they derive great satisfaction from their generosity and would like to do more. Making a provision in your will or revocable trust for United Cerebral Palsy of Central Maryland (UCP) can be a satisfying complement to your other estate plans and is a thoughtful way to help advance our mission and make a real difference in the lives of individuals with disabilities.

A BEQUEST IS:

- Easy to arrange
- Does not affect your assets or cash flow during your lifetime
- Revocable

You may have planned your estate through a revocable trust instead of a will. A transfer to UCP from your trust will bring you the same tax and planning benefits as a bequest from a will.

Your bequest or trust distribution to UCP will reduce the value of your estate for federal estate tax purposes, and will also be exempt from state inheritance taxes.

YOU CAN MAKE YOUR BEQUEST IN SEVERAL WAYS:

A bequest can deliver a specific dollar amount or asset to UCP, or it can give a percentage of the balance remaining in your estate after taxes and specific bequests have been paid. It can also be payable if an individual beneficiary is not able to inherit.

Specific Bequest

"I bequeath Twenty Thousand (\$20,000) Dollars for: all my General Motors stock to United Cerebral Palsy of Central Maryland, a Maryland non-profit organization located in Baltimore, Md."

Residuary Bequest

"I bequeath Ten Percent (10%) of the residue of my estate to United Cerebral Palsy of Central Maryland, a Maryland non-profit organization located in Baltimore, Md."

Contingent Bequest

"If my nephew does not survive me or is unable to inherit this bequest, I direct that it be paid to United Cerebral Palsy of Central Maryland, a Maryland non-profit organization located in Baltimore, Md."

YOUR BEQUEST CAN BE USED BY UCP IN TWO WAYS:

A bequest can be directed to a specific program or purpose at UCP, or you can tell us to apply it to our general resources or use it for the need that we believe is the most pressing at the time it is received. So that it can be most useful, we prefer that the terms of a bequest be as general as possible, and ask you to consult us if you are considering a bequest for a specific purpose.

To learn more about bequests to UCP, please call the Development Office at 410-484-4540, ext. 2461 or email us at info@ucp-cm.org so that we may assist you.



United Cerebral Palsy of Central Maryland

Executive Plaza III

11350 McCormick Rd., Ste. 1100

Hunt Valley, MD 21031

Telephone: 410-484-4540

Fax: 410-771-3234

E-mail: info@ucp-cm.org

www.ucp-cm.org

THE SIMPSON MAY SOCIETY

recognizes individuals who have made planned gifts to benefit UCP of Greater Birmingham. The society is named in honor of Dr. John Simpson and Ms. Elizabeth May, two of UCP of Greater Birmingham's founders.



Dr. John Simpson

was known as a people person, dedicating his career to improving the quality of life for people with disabilities. Along with two other physicians, Dr. Simpson founded the Charlanne School in Homewood that merged with Spastic Aid in 1957. He began working with Spastic Aid in 1948, serving as UCP's medical director for many years until his death in 1973.

Ms. Elizabeth "Lib" May

was a successful businesswoman before setting up the Spastic Aid of Alabama office in 1948, which later became United Cerebral Palsy. She guided 25 successful telethons for UCP, and was successful because no one could say no to such a dedicated lady. After 29 years as executive director, Ms. May retired in 1977. However, she continued the good fight for people with disabilities until she died in 1981.



CONFIDENTIALITY

United Cerebral Palsy of Greater Birmingham understands confidentiality and gift planning and the desire of some donors to give anonymously. We are dedicated to preserving privacy and maintaining confidentiality in the planning process and will respect any specific requests for anonymity.



United Cerebral Palsy of Greater Birmingham

120 Oslo Circle
Birmingham, AL 35211
(205) 944-3900 or (800) 654-GIVE
www.ucpbham.com

The Simpson-May Society



Life Without Limits
for People with Disabilities



OUR MISSION is to provide innovative services connecting people with disabilities to their communities and empowering individuals to live full and meaningful lives. We envision a world where disability is understood to be a common part of the human experience, neither defining nor limiting.

YOUR SUPPORT will ensure the future of these valuable programs and services for children and adults with disabilities:

- Hand in Hand Early Intervention Program
- Hand in Hand Early Learning Program Adult Day Program
- UCP Enterprises—Silk Screen Arts, Outsource Solutions and Gone for Good
- Employment Services
- Community Living Services



Photo by Alan Matthews

THE SIMPSON-MAY SOCIETY is open to anyone making a planned gift provision to benefit UCP of Greater Birmingham in any of the following ways:

Make a provision for UCP of Greater Birmingham in your will or trust.

One of the best ways to save on federal estate taxes is to provide for a charitable bequest in your will.

Sample Bequest Wording

"I hereby give and bequeath to the Board of Directors of United Cerebral Palsy of Greater Birmingham, a 501(c)(3) organization existing under the laws of the State of Alabama, _____ dollars (\$_____) or _____ percent (____%) of all of the rest, residue, and remainder of my estate, to be applied to the general uses and purposes of United Cerebral Palsy of Greater Birmingham."

Make UCP of Greater Birmingham the beneficiary of a charitable gift annuity. In return for your gift, a charitable gift annuity provides significant tax deductions while paying you, your spouse, or a designated loved one a guaranteed fixed income for life.



Photo by Alan Matthews

Make UCP of Greater Birmingham a beneficiary of an IRA or other retirement plan.

Make UCP of Greater Birmingham the beneficiary of a life insurance policy or the owner of a paid-up insurance policy.

Make UCP of Greater Birmingham the beneficiary of a life income gift, such as a charitable remainder trust.

Resources from UCP National



SAMPLE CODICIL

[date]

I, [name], a resident of the County of [county], State of [state], declare that this is the codicil to my last will and testament, which is dated [date original signed].

I add or change said last will in the following manner:

[List all specific changes or additions to the original will. Reference each section number of the will and the specific language you will be affecting.] If (insert name) is not living at the time of my demise, I give and devise to United Cerebral Palsy, located in (city, state), the sum of \$ _____ (or all or a percentage of the residue of my estate) to be used for its general support (or for the support of a specific fund or program).

Otherwise, I hereby confirm and republish my will dated, [date original signed], in all respects other than those herein mentioned.

I subscribe my name to this codicil this [day, e.g. 1st] day of [month], [year], at [full address where signed], in the presence of [full name of first witness to codicil], [full name of second witness to codicil], and [full name of third witness to codicil], attesting witnesses, who subscribe their names here in my presence.

Maker

ATTEST

On the date last above written, [name], known by us to be the person whose signature appears at the end of this codicil, declared to us, [full name of first witness to codicil], [full name of second witness to codicil] and [full name of third witness to codicil], the undersigned, that the foregoing instrument, consisting, of [number of pages to codicil] page(s) was the codicil to the will dated, [date original signed]; who then signed the codicil in our presence, and now in the presence of each other, we now sign our names as witnesses.

Witness

Address: _____

Witness

Address: _____

[Handwritten signature]

[Illegible handwritten text]



Sample Planned Giving Introductory Letter

Date

Addressee
Address
City, State Zip

Dear _____:

United Cerebral Palsy has a long and storied history. From its founding more than 60 years ago to its work today as an advocacy and service provider for people with a spectrum of disabilities, I am grateful to you for your ongoing support of UCP's vital mission.

Reflecting on UCP's rich heritage is our reason for contacting you today. For more than 60 years, UCP has helped create a life without limits for people with disabilities. As we enter a new decade of educating, advocating and providing support services, we are ever conscious that our success depends on long-term planning for the future. That's one of the reasons we've created a new legacy society for UCP, providing a unique way to recognize those supporters who wish to help ensure UCP is around for decades to come.

We have been incredibly moved by the generosity of those who have remembered UCP in their estate plans. In this fiscal year alone, we have received more than \$400,000 in bequests, which have allowed us to secure existing programs and activities and to invest in new endeavors to support people with a spectrum of disabilities. As news of this incredible generosity continues to pour in, we concluded that perhaps others might have done the same.

If you have made the decision to leave a lasting legacy in this way but haven't made us aware, please let us know so that we can say thank you and provide you with some benefits now for your deferred gift. If you would like more information on this exciting new initiative, contact UCP's Director of Development, Giselle Pole, who can be reached at 202.973.7133 or gpole@ucp.org. All communications are confidential.

We're so grateful to have you as a partner in creating a life without limits for people with disabilities.

Sincerely,

A handwritten signature in black ink that reads "Stephen Bennett".

Stephen Bennett
President and Chief Executive Officer



Sample Year-End Letter to Planned Giving Prospects

Date

Name

Address

City, State Zip

Dear _____:

The end of the calendar year is an excellent time to consider a donation to [UCP Affiliate]. I'm writing to let you know of ways you may more easily support us with gifts that pay you back. While we will always be grateful for cash gifts, there are options for donating other assets.

For example, gifts of appreciated stock or other securities help us carry out our mission with no impact on your current cash flow. You might also consider funding a charitable gift annuity (CGA), which will pay you a fixed, regular income for the rest of your life, regardless of any swings in the stock market.

I'll be happy to provide you with additional information on these and other creative giving techniques, but it is urgent to make your decision before December 31 to take advantage of tax benefits.

[UCP Affiliate] appreciates your generosity, and we thank you for considering a special year-end gift to us. With your support we will continue to directly impact the lives of people with a spectrum of disabilities.

Sincerely,

Name

Title



UNITED CEREBRAL PALSY ***Gift Acceptance Policy***

OBJECTIVES:

To protect the interests of United Cerebral Palsy (UCP) and persons and entities that support UCP, this policy is designed to address all gifts to or for the use of UCP, including current and deferred gifts.

The objective of this policy is to encourage funding of UCP with gifts that have a real value and are in keeping with the needs and objectives of UCP. These gifts also should not encumber the organization with gifts that may expose the organization to undue exposure/risk, that may generate more cost than benefit, or that are restricted in a manner not in keeping with UCP's goals.

To optimize funding from individuals and entities, the organization must be capable of responding quickly, and in the affirmative whenever possible, to all gifts offered by prospective donors. Except where stated otherwise, these policies are intended as guidelines, and that flexibility must be maintained because some gift situations can be complex, and decisions made only after careful consideration of a number of interrelated factors. Therefore, the policies will in some instances require that the organization's CEO or Board consider the merits of a particular gift.

CONTENTS:

1. *Outright Gifts*
 - Cash
 - Publicly Traded Securities
 - Closely-held Securities
 - Partnership and LLC interests
 - Real Property
 - Equipment and Personal Property
 - Other Tangible Personal Property
2. *Deferred Gifts*
 - Bequests
 - Charitable Remainder Trusts
 - Charitable Gift Annuities
 - Life Estate Gifts
 - Gifts of Life insurance
3. *Payment of fees Related to Gifts to The organization*
 - Finders Fees or Commissions
 - Professional Fees and Advisors
4. *Gift Documentation and Administration; Restrictions on Gifts*
 - General Guidelines
 - Gift Documentation
 - Restrictions on Gifts
 - Donor Rights and Privileges

POLICY:

Outright Gifts

Cash. Gifts in the form of cash and checks will be accepted regardless of amount. All checks must be made payable to the organization and will in no event be made payable to an employee, agent, or volunteer for the credit of the organization. Cash and checks are counted as of the date received.

Publicly Traded Securities

Securities that are traded on a recognized stock exchange or over-the-counter system, or other readily marketable securities, will be accepted by the organization. Generally, the organization will immediately sell such securities and the proceeds invested in accordance with UCP's investment policies. In no event will an employee or volunteer working on behalf of the organization commit to a donor that the organization will hold a particular security unless authorized to do so by the CEO.

Ordinarily, brokers engaged by the organization for that purpose will sell publicly traded securities. If a donor wishes for stock to be sold by his or her broker for the account of the organization, prior approval must be obtained from the CEO.

Restricted or Closely Held Securities (including Partnership or Limited Liability Company interests)

Restricted securities are sometimes given as gifts, but because of the complexity in transferring ownership and because of limits on sale of the stock by the organization, such a gift needs full review by the CEO in advance of acceptance. If there is a potential situation where restricted securities may be given to the organization, it is incumbent upon the donor to make evident any restrictions on the sale or transfer of the security.

Securities that are not publicly traded may be accepted only after approval of the CEO, in consultation with UCP's Chief Financial Officer. The organization will not generally accept as pledge payment closely held securities that are not regularly and easily sold.

Such securities may be subsequently disposed of only upon the approval of the CEO in consultation with UCP's Chief Financial Officer, but the donor must work cooperatively with the organization as necessary regarding the disposition of such securities.

The organization will make no commitment for the repurchase of such securities by the donor or others prior to a gift of securities.

Real Property

The organization will accept no gift of real estate without prior approval of the CEO or a committee of the organization Board authorized to accept such gifts.

No gift of real estate will be accepted without first being appraised by a party chosen by the organization who will have no business or other relationship to the donor. The value of any real estate accepted will be determined based on appraised fair market value according to IRS regulations.

In general, real estate will not be accepted as a gift unless its gift value appears to be in excess of \$10,000 and there is reason to believe it is highly marketable. The CEO may make exceptions to this policy if conditions warrant.

Real estate will not be accepted to fund a charitable gift annuity or other life income gift, without seeking an opinion as to the permissibility of the laws of the states involved and approval of the CEO.

Special attention will be given to receipt of real estate encumbered by a mortgage, as the ownership of such property may give rise to unrelated business income for the organization and disqualification of certain split interest gifts unless handled in a proper manner. Acceptance of gifts of encumbered property is by exception rather than the rule.

The CEO may require that an environmental audit, inspection or impact study be made of any real estate being considered as a gift to the organization. Ordinarily, the cost of such studies is borne by the prospective donor. The organization will not accept any gift that would expose the organization to expense of cleanup, litigation, etc., that may result from the acceptance of such property.

Generally, the organization will immediately sell real estate, unless otherwise determined by the CEO. In no event will an employee or volunteer working on behalf of the organization commit to a donor that the organization will hold a particular property unless authorized to do so by the CEO of the organization. The Director of Development will coordinate the sale, appraisal, and environmental impact study (if any).

Equipment or Personal Property to be used by UCP

Equipment or other tangible personal property that can be used to meet the needs of UCP may be accepted by the CEO. These gifts will be valued at current appraised fair market value.

Only the organization Board or persons authorized by it may represent to a donor that the organization will hold property for a specific period of time.

Other Tangible Personal Property

Jewelry, artwork, collections, and other personal property will not be accepted unless the organization has reason to believe the property has a value of at least \$5,000. Such other tangible personal property may only be accepted upon approval of the CEO, provided that the CEO may make a blanket exception for items of lesser value that may be used in an auction, special event or meeting.

The organization will accept no personal property unless there is reason to believe the property can be quickly disposed of. No personal property will be accepted that obligates the organization to ownership of it in perpetuity. No perishable property or property that will require special facilities or security to properly safeguard will be accepted without prior approval of the CEO.

Notwithstanding the foregoing, if there is reason to believe personal property has a value of \$5,000 or more, it may be accepted only after the CEO has received and reviewed an appraisal qualified under the terms of the Internal Revenue Code

governing gifts of property of this type, and these gifts will be valued at current appraised fair market value.

Only the organization Board or persons authorized by it may represent to a donor that the organization will hold property for a specific period of time.

Other Property

Other property of any description including mortgages, notes, copyrights and other forms of intellectual property (including patents), royalties, easements, whether real or personal, will be accepted only by action of the organization Board or persons duly authorized by it.

Appropriate inquiry will be made and the organization will give special consideration to the nature of any gift property and whether it is in keeping with the mission of UCP prior to the acceptance of any property.

Deferred Gifts

The organization actively encourages gifts through wills (bequests), trusts, gift annuities, and other planned giving vehicles. All types of deferred gifts will be valued at fair market value, in accordance with sound actuarial principles, generally accepted accounting principles, and applicable tax regulations. The execution by the donor of a Charitable/Deferred Pledge Agreement is the preferred method of confirming the donor's commitment.

Bequests

Representations as to the future acceptability of property proposed to be left to the organization in a will or through any other deferred gift arrangement will only be made in accordance with the terms and provisions above regarding outright gifts.

Gifts from the estates of deceased donors consisting of property that is not acceptable will be rejected only by action of the Board or persons authorized by it. The CEO will expeditiously communicate the decision of the organization Board to the legal representatives of the estate.

UCP will attempt to discover bequests expectancies wherever possible in order to reveal a situation that might benefit from positive interaction with the organization. Where possible, intended bequests of property other than cash or marketable securities should be brought to the attention of the CEO and every attempt made to encourage the donor involved to conform his or her plans to the organization's policy described in the section regarding Outright Gifts. Gifts by bequest are not valued or recorded until realized by the organization.

Charitable Remainder Trusts

In general, the organization will not serve as sole trustee of a charitable remainder trust established for its benefit. Only the Board may waive this policy.

Careful consideration will be given to the age of the income beneficiary or beneficiaries, the anticipated period of time the trust will be in existence, the rate of payout of the trust, the property with which it is anticipated the trust will be funded, the extent of the remainder interest to be left to the organization, and other

pertinent factors, prior to agreeing to serve as trustee of a charitable remainder trust.

When employed as a co-trustee, the organization Board will identify one or more corporate fiduciaries in which it has confidence. Only with the approval of the CEO, after consultation with UCP's Chief Financial Officer, may any corporate fiduciary be recommended to a donor. The donor will also be free to select his or her own trustee in situations where the organization is not asked to serve as co-trustee.

The fees for management of a charitable remainder trust will be paid only by the trust, unless otherwise approved.

The CEO and other employees and volunteers acting on behalf of the organization should become familiar with the types of property generally accepted by corporate fiduciary as suitable contributions to charitable remainder trusts. Employees or others acting on behalf of the organization will not encourage donors to make gifts of any property to charitable remainder trusts which are not in keeping with such guidelines.

No representations will be made by an employee or other persons acting on behalf of the organization as to the manner in which charitable remainder trust assets will be managed or invested by a corporate fiduciary who may be recommended by the organization without prior approval of such representation by the fiduciary.

Charitable remainder trusts and all other deferred gifts will be encouraged as a method of making gifts to the organization while retaining income that may be needed by the donor or other persons chosen by the donor for any number of personal purposes. Such trusts will not be marketed as tax avoidance devices or as investment vehicles, and personnel will make clear to potential donors that the organization does not offer legal, tax, or investment advice. Income payments will be jointly determined by the organization and the donor at the time of establishment of the trust, in accordance with appropriate regulatory and tax standards.

Charitable Gift Annuities

Charitable gift annuities written by the organization will follow the most recently approved annuity rates suggested by the American Council on Gift Annuities, and must be approved by the CEO, in consultation with UCP's Chief Financial Officer.

The minimum initial contribution for a gift annuity will be \$10,000. The minimum contribution for an additional gift annuity by an individual who has previously entered into a gift annuity agreement will be \$5,000.

Life Estate Gifts

Gifts of real property to the organization under which the donor maintains a life interest in the property may be accepted upon the approval of the organization Board or a person authorized by it, where the organization Board is satisfied that there has been full disclosure to the donor of the possible future ramifications of the transaction.

Gifts of Life Insurance

The organization will encourage donors to name the organization to receive all or a portion of the benefits of life insurance policies that they have purchased on their lives. The organization will not, however, generally agree to accept gifts from donors for the purpose of purchasing life insurance on the donor's life.

No insurance products, companies, or agents may be endorsed for use in funding gifts to the organization.

In no event will UCP furnish lists of donors to anyone for the purpose of marketing life insurance for the benefit of donors and/or the organization. This policy is based on the fact that this practice represents a potential conflict of interest, may cause donor relations problems and may subject the organization to state insurance regulation should the activity be construed as involvement in the marketing of life insurance.

Payment of Fees Related to Gifts to the organization

Finder's Fees or Commissions

In general, the organization will not pay a fee to any person for directing a gift to the organization. The organization will not pay any commission or finder's fee of any type to any party in connection with the completion of a gift to the organization without prior written approval of the CEO and written notice to the donor of the amount and recipients of any such fee.

Personal Fees and Referrals

Normally, the organization will not pay for attorney's fees to prepare a trust in which the organization is named as a beneficiary. If an exception to this policy is made the donor will be informed in writing that s/he should have the documents reviewed by his or her own attorney and that the organization is not providing legal, tax, or investment advice to the donor. The organization will not pay any fees directly to any financial advisor on behalf of the donor.

The organization will refer donors to appropriate bar or professional associations for counsel or assistance. The organization may, at donor's request, provide information to allow the donor to make an independent decision regarding legal, tax, financial, and other advisors. Any such information will contain a disclaimer noting that the organization is not making a referral and does not endorse any particular advisor, and all decisions regarding selection of advisors are the responsibility of the donor.

Gift Administration and Documentation; Restrictions on Gifts

General Guidelines. The following applies to gifts in any form received by the organization:

- All gifts are acknowledged promptly in writing.
- No gift will be accepted if there is a question as to whether the donor is mentally competent to transfer the gift to the organization unless and until such time as competence can be properly and affirmatively established.
- Non-cash gifts will be valued in accordance with IRS requirements, and donors should be notified at the time of a gift that the organization will, as a

matter or policy, cooperate fully in all matters related to the IRS reporting or investigations of charitable gifts.

- The organization reserves the right to decline gifts from individuals, institutions, corporations, or other sources that are deemed by the organization not to reflect UCP's mission.
- All gifts other than cash will be reviewed and structured to limit the future financial risk to the organization.

Gift Documentation

Letters of intent, instruments of transfer, and pledge forms will be used when appropriate to identify the gift arrangement and assets being given, intended use, pledge payment schedules (where applicable) and the donor. These forms can be personalized to accommodate particular gift arrangements and can be used to reassure the donor that his or her special goals and circumstances will be observed.

Restrictions on Gifts

While it is the right of any donor to restrict uses to which his or her gift will be put, the organization must accept only gifts whose intended uses are consistent with UCP's mission. Donors may direct their contributions for specific purposes that meet UCP's requirements, but the language used in creating a restriction should leave sufficient discretion to apply the gift to some other purpose if the designated purpose ceases to exist or is no longer feasible.

The organization may designate at any time, with the approval of the Board, programs, projects, facilities, or any other items for which it wishes to secure restricted gifts.

Gifts bearing restrictions other than the CEO must approve those previously approved by the organization Board before the organization receives them.

Donor Rights and Privileges

- Donors will be recognized and honored for their support and included in the appropriate recognition societies.
- Donors will be advised of the impact of their gifts on UCP's projects and programs.
- Donors will be urged to have all deferred gift agreements reviewed by their own legal, tax, and financial advisors.
- Donors will be advised that obtaining a qualified appraisal to establish the fair market value of gifts is the responsibility of the donor, not of the organization.
- All gift arrangements will be kept in confidence and requests for anonymity carefully guarded, unless federal and state law or other legal authority requires disclosure.

- Before gift commitments are publicized, permission will be sought from the donor, or the donor will be advised of the organization's policies for recognitions and disclosure.
- The organization will seek to make the giving experience satisfying to the donor through a variety of appropriate appreciation and recognition techniques.

Adopted by the Board of Trustees, June 22, 2005

Resources from PlannedGiving.com



When, how and why to plan a gift *The perfect planned giving cheat sheet!*

	Cash	Securities	Real Estate	Personal Property	Bequest	Retirement Plan Assets, IRA	Life Insurance	Retained Life Estate	Bargain Sale	Charitable Gift Annuity	Charitable Remainder Trust	Charitable Lead Trust
How does it work?	Give cash	Give appreciated securities	Give appreciated real estate	Give artwork, collectibles, equipment or other types of tangible property	Simplest form of gift planning (plan now, give later)	Name us as the beneficiary of the plan	Give old or new policy with us as beneficiary and owner	Give real estate but keep the right to use and enjoy it for life	Sell real estate or other valuable property to us for less than fair value	Simple gift contract that provides lifetime payments to one or two persons	Trust that pays income for life or a term of years to donor and/or others. Assets ultimately pass to donor or heirs	Trust that makes payments to us for a period of years. Assets ultimately pass to donor or heirs
What do you want to do?	Maximize the deduction; minimize the gift details	Avoid tax on capital gains; afford a larger gift to us	Make a substantial gift; avoid capital gains tax; receive a large income tax deduction	Put assets you no longer need or can maintain to good use	Make a gift that costs nothing during your lifetime	Avoid double taxation at death; give tax-advantaged assets to heirs	Make a large gift at little cost	Make a significant gift that doesn't affect your lifestyle	Make a significant gift that doesn't affect your lifestyle	Supplement income with steady payments that are partially tax-free	Diversify assets; avoid or defer capital gains tax; secure often-greater income and possible inflation protection	Reduce gift and estate taxes on assets you pass to heirs; lower income tax liability; retain control of assets
How do you make the gift?	Write a check or give on-line now	Contribute long-term appreciated stock or other marketable securities	Donate the property to us	Donate tangible personal property related to our tax-exempt function	Name us in your will or living trust by designating a specific amount or a share of the residue	Name us as whole or partial successor beneficiary on your plan's form	Donate a paid-up policy you no longer need or take out a new policy	Give real estate to us but retain a life estate	Sign a contract to sell property to us at a discounted value	Establish a gift annuity contract with us that pays a set amount for life	Create a trust that pays income to us, principal to donor and/or others; principal (remainder) ultimately goes to us	Create a trust that pays income to us, principal (remainder) ultimately returns to heirs or donor
Donor Benefits												
Reduce estate tax	Removes taxable assets from the estate	Removes taxable assets from the estate	Removes taxable assets from the estate	Removes taxable assets from the estate	Donation exempt from federal estate tax	Donation exempt from federal estate and income tax	Donation exempt from federal estate tax	Removes taxable assets from estate	Removes gifted portion of value of asset from taxable estate	Removes taxable assets from estate	Removes taxable assets from estate	Can remove taxable assets from estate
Reduce income tax	Immediate deduction for full value	Immediate deduction for full value	Immediate deduction for full value	Immediate deduction for full value if we can use the asset	Control of assets during lifetime	Your heirs will avoid income tax	Current income tax deduction for paid-up policy. Future premium payments on new policy	Deduction for value of the asset, less value of your right to keep using it	Deduction for gift portion of asset	Deduction for gift portion of asset	Deduction for gift portion of asset	Limited
Reduce or eliminate capital gains	Complete avoidance	Complete avoidance	Complete avoidance	Complete avoidance	Complete avoidance	Complete avoidance	Complete avoidance	Complete avoidance	Partial avoidance	Partial avoidance	Partial avoidance	Varies
Get income back from the gift									Determined by your agreement with us	Fixed payments for life for one or two individuals	Variable or fixed income for life	
Give an asset but keep enjoying it					Control of assets during lifetime	Continue to take withdrawals from plan during your lifetime		Use of property during lifetime				Property reverts to donor, or to heirs with reduced gift and estate taxes
More		Still like the stock? Use your cash to buy at today's price and lock in a higher cost basis	Coordinate with charity before making donation	Can be used to make a significant gift without cash outlay	Make a substantial gift when you no longer need the assets	Often overlooked and easily given	Simple to set up; small financial commitment for large ultimate gift	Coordinate with charity before making donation	Use proceeds to help fund needs at a later stage in life (retirement facility, etc.)	Great retirement income supplement	Significant income and estate tax advantages	Best for assets expected to appreciate rapidly
How does it benefit us?	Delivers immediate benefits	Delivers immediate benefits	Delivers immediate benefits	Delivers immediate benefits	Ensures our future strength	Ensures our future strength	Ensures our future strength	Ensures our future strength	Delivers immediate benefits	Ensures our future strength	Ensures our future strength	Delivers immediate benefits



CONFIDENTIAL



Planned Giving Elevator Speech for All Fundraisers

Joseph McKay JD, CPA, CLU

Ever felt tongue-tied explaining a *lead trust*? That's because you're focusing on the *features and not the benefits* of planned gifts. *Sell the sizzle, not the steak*. Use these one-liners to get your point across the next time you meet with a prospect. As to details? Leave them to the nerds — lawyers, CPAs, and financial advisors; and sorry if we just offended 37.28% of our peers! Always remember, *focus on getting the prospect in the door!* – Viken Mikaelian, Publisher

WAYS OF GIVING (LEGAL TALK)	YOUR ELEVATOR SPEECH (MARKETING TALK)
Most Popular	
Bequest	<i>Just takes a simple designation in your will or trust and costs nothing during lifetime. They are easy and revocable if situation changes.</i>
Living Trust	<i>Avoids probate. Just name the charity as a beneficiary.</i>
Increase Your Cash Flow	
Gift Annuity	<i>A simple agreement that can increase your cash flow from a gift that provides guaranteed fixed payments for life. Lifetime annuity payments, based on age may be two or three times higher than your cash return on low-earning securities or CDs.</i>
Cheapest Source of Cash	
Life Insurance	<i>Donate policy and deduct future premium payments, or just name the charity as policy beneficiary. Individuals typically pay less than \$1 for \$1 of coverage.</i>
Most Popular with Advisors	
Charitable Remainder Trust	<i>Great tool for selling assets tax-free and receiving income for life; the remaining assets go to charity. It provides steady cash flow and can be more beneficial than keeping an asset or selling it outright.</i>
Most Expensive for Kids	
Retirement Assets	<i>Retirement funds paid to your kids at your passing can get hit with income and estate taxes, but are tax-free to charity. Funds left to children may be hit with income and estate tax of 70% or more.</i>
Greatly Reduce Estate Tax	
Charitable Lead Trust	<i>You greatly reduce or avoid estate tax on trust assets passing to family... if some trust income goes to charity for a few years. Trust provides generous estate and gift tax deductions for wealth transferred to family at a more mature age.</i>

12-Month Planned Giving Marketing Plan



Includes:

What Works, What Doesn't

Resources/Tools

Month-by-Month Implementation

"The perfect how-to for the small to medium-size shop."



Valley Forge, Pennsylvania
800-873-9203

Copyright © 2010, PlannedGiving.Com, LLC

Rev. October 2010

Copyright

Publisher: PlannedGiving.Com, LLC

Copyright © 2010, PlannedGiving.Com, LLC

All rights reserved.

Reproduction or translation of any part of this work beyond that permitted by Section 107 or 108 of the 1976 United States Copyright Act without the permission of the copyright owner is unlawful. Requests for permission or further information should be addressed to PlannedGiving.Com at 800-873-9203.

Disclaimer

This publication is designed to serve as a marketing tool, not as a legal guide. It is not intended to provide legal, tax, investment, or other professional advice, and it may not be relied on for such advice. For assistance in specific cases, obtain the services of a competent attorney or other professional advisor.



We're not your average planned giving firm.

We offer tools to improve your marketing; time- and money-saving downloadable copy for brochures, articles, letters, ads, and postcards; start-to-finish planned giving marketing toolkits; additional copies of this *12-Month Planned Giving Marketing Plan*; Joe McKay's popular *Planned Giving Policy Manual*; *The Ultimate Quick Reference Planned Giving Pocket Guide*; personal stories and reflections from your peers; and anything that helps you re-charge and re-focus.



Remember us next time you are under a tight deadline with your publication or need to get your planned giving newsletter out. We probably have the article or content you require. Have a question? Our FAQs cover gift plans, tax details, and all aspects of marketing.

Read *Planned Giving Tomorrow*, the *only* planned giving marketing magazine for *all* fundraisers.

Follow our nationally recognized blog. Warning: *our contributors tell it as they see it, and they're never bland or tame.*

PlannedGiving.Com is your first — *and last* — stop for all your planned giving needs.



Located in
Valley Forge, Pennsylvania

 **800-873-9203**



Success@PlannedGiving.Com

1288 Valley Forge Road, Suite 82, Phoenixville, PA 19460

Contents

Introductory Discussion 3 - 6

12-Month Planned Giving Marketing Plan 7

Resources You'll Need Over The Next Year 8

Month-by-Month Implementation 10

Marketing Plan At-A-Glance 14

Why a Planned Giving Marketing Plan?

Fact: fundraisers who even dabble in planned giving earn significantly more than their counterparts. *That's because they provide a service more valuable and lasting for their organization.* And there's never been a better time for Planned Giving. Why?

- Because your annual gifts are down, and your need for long-term, stable endowment is greater than ever before.
- Because less than 5% of this nation's wealth is in cash (and this Marketing Plan will open the door to the other 95%).
- Because your best prospects are already hearing about planned gifts from the charity down the street.
- Because this Marketing Plan is the perfect tool to start a Planned Giving program, or strengthen an existing one.
- Because over 85% of all planned gifts are "gifts anyone can afford" — gifts through a will (often called "bequests"*), gifts of a retirement account, gifts of paid-up life insurance, and gifts of appreciated securities (actually, appreciated "anything" that can be appraised and sold).

Why "Gifts Anyone Can Afford" Are Important

- It takes *no expertise or specialized staff* to promote and accept them. You do not need a lawyer, bank, or financial advisor on staff. You can start marketing and closing gifts that make a big difference *today*.
- Most of these gifts can be marketed as "gifts that cost nothing during your lifetime." Why? Bequests are made after one's lifetime, when insurance, IRAs, and securities have already been paid for and are just sitting there. *They're perfect for donors who worry they can't afford a cash gift.*

Gifts Anyone Can Afford:

- Gifts Through One's Will
- Appreciated Securities
- Appreciated "Anything"
- Retirement Plans
- Life Insurance



Less than 5% of this nation's wealth is in cash.



* We prefer to call these "gifts through one's will." Why? Because most folks out there do not recognize the terms "bequest" and "bestow." Others think a "bequest" is something that relates only to rich people. So we don't use those words and we recommend you don't either.

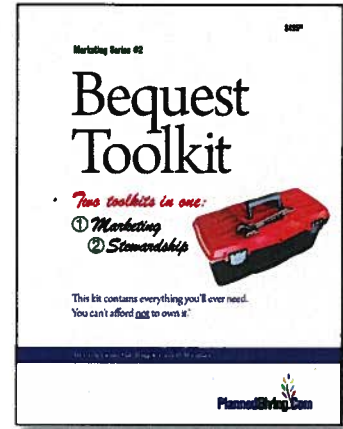
What Works & What Doesn't

What Doesn't Work: "Conventional Marketing Wisdom"

- **Repetitive pre-packaged e-mails.** E-recipients recognize a canned, impersonal, and generic message, and so do the spam-blockers on their computers. For details on the downside of e-mail blasts, read this no-nonsense white paper about Planned Giving spam: PlannedGiving.Com/spam.
- **Dinosaur websites.** Superfluous links, deep homepages, too much text, and libraries of unexciting planned giving "news" in special reading rooms ... If you want to confuse, bore, and alienate your prospects, these are great ways to do it.
- **Screening prospects exclusively by wealth and age.** Not only are there better criteria to predict future giving, but age-based marketing itself is a bad idea.
- **Old-fashioned planned giving newsletters.** A waste of time. People don't read them. Find out more at PlannedGiving.Com/newsletters.
- **A single mailing.** Direct-mail response marketing guru Dan Kennedy said it best: "One-step, one-hit marketing is stupid. If you are going to mail one flyer and stop, stop before you mail the one flyer." Repetition is absolutely required for effective marketing.
- **Overkill marketing.** "When in doubt, use more of the same! Wear them down until they get the message!" More newsletters, more mass e-mails, more deluxe four-color brochures, more tax articles on your website, etc. In this situation, *more is less!* All it does is make your prospects *tune you out*.
- **Promoting death.** When you market planned gifts, you are trying to persuade people to do something that most of them don't even want to think about. Even your simplest promotion ("Remember us in your will") bogs donors down in thoughts of their own mortality.

What Works: The Strategic Approach

- **Benefits-driven messaging.** An example of benefits-driven messaging would be "Your gift can benefit thousands for generations to come." See how it promotes immortality? Benefits sell the "sizzle," and the sizzle keeps your prospect focused on your mission, your vision, and on making the gift. Contrast this with "features-driven" messaging, such as "When you die, your insurance pays us." This foregrounds mortality, alienates the donor, and slows down your sales process. It's that simple.



PlannedGiving.Com/bequesttoolkit

Please refer to page 15.

- **High-impact messaging.** Your prospect is inundated with over 3000 marketing messages a day. They'd rather think about buying their next car, a new DVD, a Coke, or just about anything other than Planned Giving. So your message has to cut through the noise. Keep it short and sweet and benefits-driven (see above). And remember, a single punchy postcard can get your message through even if the recipient *throws it away* – something a traditional newsletter can't accomplish.
- **Multi-channel marketing.** This is really just a fancy way to say, "Reach out to your donors in different ways." *Send a balanced blend* of print and electronic messages. Use cards, letters, display ads, the tried-and-true telephone – and don't forget face-to-face visits! This strategy is simple but profoundly effective. Sticking to one monotonous marketing vector will drive your prospects to tune you out.
- **Personalized marketing.** Who is your Planned Giving "voice"? People are much more likely to respond to a message delivered by a familiar individual, someone they have a relationship with, as opposed to a stranger. *That's why when we think of Wendy's, we think of Dave Thomas.* He appeared in more than 800 advertisements for his restaurant chain, and put a recognizable, engaging human face on his (extremely successful) marketing. So select someone in your organization (a volunteer, your executive director, a beloved program officer) and consistently foreground them to tell your story.

Simple Marketing Moves for Reliable Success

Let's focus now on the tactics to use in the Planned Giving trenches every day, techniques that have been developed, tried, and proven by real-world fundraisers in real-world situations. Put them all together and you've got a plan that gets up and works (you'll find further detail about these and other tactics in the 12-Month Planned Giving Marketing Plan pages below).

- Memorize your *planned giving one-liners*. We call these "elevator pitches." You can find one for each gift plan in our Ultimate Quick Reference Planned Giving Pocket Guide (PlannedGiving.Com/guide)
- Develop a donor-centric *Planned Giving website* that engages your readers and actively leads them to you for follow-up. Make sure the website is not a *passive* "reading room" like most other Planned Giving websites in the marketplace today (when was the last time you were in a reading room? Could you stay awake in one? *Reading rooms are not read.*). We suggest you stick to what you're good at – raising money – and let professionals develop your site. For industry-leading websites optimized for maximum effectiveness straight out of the box, contact **VirtualGiving.Com** (800-490-7090). They deliver world-class, donor centric, benefits-driven Planned Giving websites that *inform and inspire* and help your prospect learn more about leaving a legacy to your organization.



US mail, not e-blasts, is still the preferred way to receive information.

- 73% prefer mail; 18% prefer the same content by e-mail
- For "Confidential Information" it's 10% (unchanged from 2004)
- 70% prefer US mail from companies they are not doing business with.
- For e-mail, the preference is less than 10%. This makes new customer acquisition tough.
- If you take deliverability issues into account, you have a less than 1% chance your e-mail may be read.

- Send your prospects a *personalized letter* highlighting how giving wisely benefits both donor and non-profit. Include your phone, e-mail, and website URL (we'll show you where to download a sample letter that you can *customize* for your institution). Mail this same letter or slightly varied versions of it three to four times a year. Why the same one? Because chances are only 10-20% of your letters will get read, and less than 5% of those who read them will remember your pitch 4 months later. Remember the value of repetition. Besides, good marketing means you maximize the number of "touches" you make in one year.
- *Select your best prospects.* Do not use wealth and age as your primary selection criteria. Your best predictor is loyalty, i.e. donors who give consistently (regardless of amount). Are you mailing to too many prospects or too few? To address this issue, consider utilizing PGFinder, a proprietary data mining/screening system. It achieves 91% accuracy by assessing donor loyalty. (**PlannedGiving.Com/pgfinder**)
- Traditional planned giving newsletters generate only weak response, if any. So instead *develop an engaging, effective newsletter* (how-to article available here: **PlannedGiving.Com/newsletters**). Reach out to your readership with news they can use, rather than the same old features-based gift-description articles and other boring stuff. Grow your readership with lively content. Focused, benefits-based articles with titles like "How to Establish an Endowed Scholarship With a Gift That Cost Nothing During Your Lifetime" highlight your Planned Giving program and motivate your donors.
- Other direct mail vectors include placing *smart articles in your organizational publications*, and mailing a series of *high-impact postcards* (You can download postcard copy at **PlannedGiving.Com**). These provide opportunities for multi-channel marketing and enable you to get creative with how *the medium makes your message*.
- Develop a series of *display ads* (similar to a magazine ad). Place them in your organization's publications, in commercial publications (if appropriate), and even in packets of take-away material you hand out about your program. These can be very effective. Visit **VirtualGiving.Com/ads** to learn more about finding the display ad marketing approach that will best work for your organization.



Every fundraiser needs this book.
See last page for details.

12-Month Planned Giving Marketing

“I just received this toolkit mid-year! What do I do?”

Don't panic! *You can start this program anytime...* even mid-year or year-end. Any time is a good time to start talking about Planned Giving.

We provide you with a detailed list of marketing resources, a month-by-month implementation timeline, and a marketing-plan-at-a-glance providing the big picture. Read through the campaign and you'll see

- It's simple.
- You can make adjustments as needed to the schedule we suggest.
- You can customize your content. All 18 resource items on the next two pages are *a la carte*. So feel free to pick and choose the material for your organization, your mission, and your campaign. Rearrange them on the timeline if you wish.

But we recommend you try to *keep the product as intact as possible*. This 12-Month Planned Giving Marketing Plan has been painstakingly designed and integrated to work for you straight out of the box. All you have to do is execute the plan. Why tamper with perfection?

“Your Path to Success”

We've done all the preparation... so you can focus on what you do best: marketing, meeting with prospects, and raising money!

IMPORTANT

- You can begin the plan in any month.
- All 18 resource items are *a la carte*, so you can pick and choose what suits you best, and modify your timeline, too. But use caution doing so.
- If you decide to use all of the suggested documents, you can purchase them at a 30% discount. Visit: **PlannedGiving.Com/plandocs**
- The Plan uses some of the resource pieces *more than once*



Resources You'll Need Over The Next Year

Note: If you decide to use all of the documents suggested on this and next page, you can purchase them at a 30% discount. Visit: PlannedGiving.Com/plandocs

These are just reference numbers and do not represent a chronological order.

①	Marketing medium: What it covers: Why: How to get it:	Solicitation letter Thanks donors for past support; <i>reviews creative ways to give</i> A constant reminder on "ways and whys of giving" is a must PlannedGiving.Com/2000
②	Marketing medium: What it covers: Why: How to get it:	Postcard General/most popular planned giving options A back-up quick-read summary mailer of the letter in ① PlannedGiving.Com/6000
③	Marketing medium: What it covers: Why: How to get it:	Solicitation letter Bequests Revisiting a point made in ① — <i>A gift that costs nothing during lifetime</i> PlannedGiving.Com/2002
④	Marketing medium: What it covers: Why: How to get it:	Testimonial worksheet (free) Helps you gather donor testimonials/stories Donor testimonials motivate others to give (<i>and create 2nd time gifts!</i>) PlannedGiving.Com/worksheet (PDF)
⑤	Marketing medium: What it covers: Why: How to get it:	Testimonials/Donor stories (pre-written) If you want to facilitate ④ simply purchase <i>pre-written stories</i> and adapt A constant reminder on "ways and whys of giving" is a must PlannedGiving.Com/donorstories (<i>you will have many to choose from</i>)
⑥	Marketing medium: What it covers: Why: How to get it:	Article/ column in any or all of the publications your institution mails out Bequests; reminds them of your website A good way to back-up your direct mail PlannedGiving.Com/7002
⑦	Marketing medium: What it covers: Why: How to get it:	Newsletter Bequests Another medium for your marketing. <i>Make sure it includes testimonials</i> ⑤ PlannedGiving.Com/1001
⑧	Marketing medium: What it covers: Why: How to get it:	Postcard Life Insurance (<i>easy to give</i>) A back-up quick-read summary mailer of the letter in ① PlannedGiving.Com/6004
⑨	Marketing medium: What it covers: Why: How to get it:	Postcard Bequests (<i>easy to make and do not affect cashflow</i>) A back-up quick-read summary mailer of the letter ① and postcard ② PlannedGiving.Com/6005
⑩	Marketing medium: What it covers: Why: How to get it:	Postcard Retirement Plans (<i>easy to make and do not affect cashflow</i>) A back-up quick-read summary mailer of the letter in ① and postcard ② PlannedGiving.Com/6007

⑪*	Marketing medium: What it covers: Why: How to get it:	Postcard Year-end giving This is a must for year-end when people are looking for deductions PlannedGiving.Com/6001
⑫*	Marketing medium: What it covers: Why: How to get it:	Postcard Year-end giving even if some securities have dipped; has option for CGA Use this card in addition to ⑪ if the economy poses challenges PlannedGiving.Com/6002
⑬	Marketing medium: What it covers: Why: How to get it:	Display ad in your publication(s) General planned giving A sustainable back-up for continuous coverage PlannedGiving.Com/5002
⑭*	Marketing medium: What it covers: Why: How to get it:	Solicitation letter General planned giving focusing on year-end giving in a "tough year" A sustainable back-up for continuous coverage PlannedGiving.Com/2005
⑮	Marketing medium: What it covers: Why: How to get it:	Article/Column Bequests; reminds them of your website A sustainable back-up for continuous coverage PlannedGiving.Com/1006
⑯	Marketing medium: What it covers: Why: How to get it:	Postcard Bequests (for the faithful older donors) A sustainable back-up for continuous coverage PlannedGiving.Com/6006
⑰	Marketing medium: What it covers: Why: How to get it:	Newsletter Bequests Another medium for your marketing. <i>Make sure it includes testimonials ⑤</i> PlannedGiving.Com/3012
⑱	Marketing medium: What it covers: Why: How to get it:	Article/column in any or all of the publications your institution mails out Planned giving general; reminds them of your website A good way to back-up your direct mail PlannedGiving.Com/1018

Note: If you decide to use all of the documents suggested above, you can purchase them at a 30% discount. Visit: **PlannedGiving.Com/plandocs**

* **For year-end giving**



Month-by-Month Implementation

<p>Month 1</p>	<ul style="list-style-type: none"> • Introduce (or reintroduce) Planned Giving with a personalized letter ①. Do this three times a year. Month 1 may be January, July, or any month you choose. <i>The important thing is to get started.</i> <p>Some basic rules to follow:</p> <ul style="list-style-type: none"> (a) Send it first-class mail (b) Use a live stamp (c) Hand-address the envelopes — do not use labels or window envelopes. <ul style="list-style-type: none"> • Develop a Basic Level Planned Giving Website (\$1,495/yr) with VirtualGiving.Com 800-490-7090
<p>Month 2</p>	<ul style="list-style-type: none"> • Send out a Planned Giving postcard ⑨ on bequests (<i>emphasize that it's the gift that costs nothing during lifetime</i>). • Develop a display ad ⑬ (like the display ads you see in magazines) covering planned giving in general for any or all of the publications that your institution sends out (monthly newsletter, annual report, bulletin, etc.). Use this ad throughout the year in your publications. <p>Here are sample layouts you can use: PlannedGiving.Com/displayads</p>
<p>Month 3</p>	<ul style="list-style-type: none"> • Make your organization's newsletter or magazine more useful and donor-friendly by including a column or article ⑥ on bequests. • Send out an informative solicitation letter ③ on bequests.

Month-by-Month Implementation

<p>Month 4</p>	<ul style="list-style-type: none"> • Mail a slightly varied version of the same letter ① you mailed back in Month 1. No need to re-write it. <i>Your only cost is postage and letterhead.</i> • Approach your donors for testimonials. Need a testimonial worksheet you can download for free? See ④. • If you do not have the time, or if you are having difficulty gathering donor stories and need pre-written stories to start with, see ⑤.
<p>Month 5</p>	<ul style="list-style-type: none"> • If you have donors ready to be profiled, put together a newsletter showcasing them (emphasize vision and mission) with copy on bequests. Here is a powerful newsletter article ⑦ on bequests, <i>the gift that costs nothing during your lifetime.</i> • Send a “general” postcard ② on the easiest ways to give. Covers bequests, appreciated securities, IRAs, and life income gifts. If you don’t offer one of these gift types, just delete it from the card.
<p>Month 6</p>	<ul style="list-style-type: none"> • Make your organization’s newsletter or magazine more useful and donor-friendly by including a column or article ⑮ on bequests. (You may publish this for a different month based on the schedule of your publication.) • Postcard ⑧ on life insurance: Encourage your prospects to give you paid-up life insurance policies whose coverage they no longer need. Get them thinking about how using non-cash assets can make it easier for them to give more. <i>Promote this as a gift that does not affect their cash flow.</i>

Month-by-Month Implementation

<p>Month 7</p>	<ul style="list-style-type: none"> • Postcard ⑨ on bequests: Targets your faithful donors (the ones who have given almost every year, regardless of amount) and tells them how their involvement with your organization can continue beyond their lifetimes. The card highlights the simplicity and satisfaction of endowing annual giving through a bequest. The copy is clear and persuasive.
<p>Month 8</p>	<ul style="list-style-type: none"> • Postcard ⑩ on retirement plans: Strong, persuasive copy that contrasts the tax risks of passing their retirement plan to heirs, with the tax savings of transferring it to you. Readers are led to you for follow-up information. • Mail a letter ① very similar to the one you mailed back in Month 1. No need to re-write it from scratch.
<p>Month 9</p>	<ul style="list-style-type: none"> • Make your organization's newsletter or magazine more useful and donor-friendly by including a column or article ⑱ on bequests. (This may appear in a different month based on the schedule of your publication.) <hr/> <p>IF IT IS NEAR YEAR-END:</p> <ul style="list-style-type: none"> • Your first postcard ①① on year-end giving (there's another one to follow next month): Use the approach of tax-time to motivate your prospects to give. Card describes the benefits of lowering taxes through a charitable deduction and of using the appreciated stock to leverage a larger gift. Copy also recommends that readers update their estate plans, and closes with a reminder of the ease of making a gift that costs nothing in lifetime. • If it has been a tough year, send out this letter ①④ at year-end too: <i>Year-End Giving in a Tough Year</i>.

Month-by-Month Implementation

<p>Month 10</p>	<ul style="list-style-type: none"> Solicitation letter ③ on bequests. <hr/> <p>IF IT IS NEAR YEAR-END:</p> <hr/> <ul style="list-style-type: none"> Your second postcard ⑫ on year-end giving: At year-end, your prospects are reviewing their portfolio's performance, deciding which securities to sell and which to hold on to. This postcard plays off that activity and shows prospects the benefits of using securities to make a gift — even securities that have declined in value this year. Copy highlights giving securities outright and using them to fund a gift annuity. Copy will appeal to both casual and experienced investors.
<p>Month 11</p>	<ul style="list-style-type: none"> Re-introduce Planned Giving with the same letter ① you sent out back in the first month of this campaign. <hr/> <p>IF IT IS NEAR YEAR-END:</p> <hr/> <ul style="list-style-type: none"> If it's close to year-end, use solicitation letter ⑭, <i>"Year-End Giving in a Tough Year"</i>.
<p>Month 12</p>	<ul style="list-style-type: none"> Use the same postcard ⑨ you sent out in Months 2 and 7. Make sure you place donor testimonials ⑤ on the card. Or send out another newsletter ⑰ on bequests. Make sure to place donor testimonials in the newsletter. Donor stories motivate others to give and generate second-time gifts. If you need testimonial copy ⑤, you can download then customize it.

Remember: If you decide to use all of the documents above, you can purchase them at a 30% discount.

Visit: PlannedGiving.Com/plandocs

Marketing Plan At-A-Glance

Use this chart for an organized overview of your resource scheduling. If you want to add or change any of your topics or tools, visit: store.PlannedGiving.Com (do not use www before the address)

Month	Postcard	Letter	Testimonial	Newsletter	Article	Display Ad	Website
1		①					Develop Website →
2	⑨					⑬	
3		③			⑥	Run the display ad in your publication(s) as often as possible.	Online all year. Your print pieces will drive traffic to your site.
4		①	④ ⑤				
5	②			⑦			
6	⑧				⑮		
7	⑨						
8	⑩	①					
9	② or ⑪	⑭			⑱		
10	③ ⑫	③					
11		① or ⑭					
12	⑨		④ ⑤	⑰			

www.VirtualGiving.Com
Contact VirtualGiving.Com: 800-490-7090

REMEMBER

- You can begin the Plan in any month.
- Products ⑪, ⑫ and ⑭ are specifically written to be used during October through December
- All 18 resource items are *a la carte*, so you can pick and choose what suits you best, and modify your time-line. But use caution doing so.
- If you decide to use all of the suggested documents, you can purchase them at a 30% discount. Visit: PlannedGiving.Com/plandocs
- The Plan uses some of the resource pieces *more than once*.

Get Your Board ... on Board



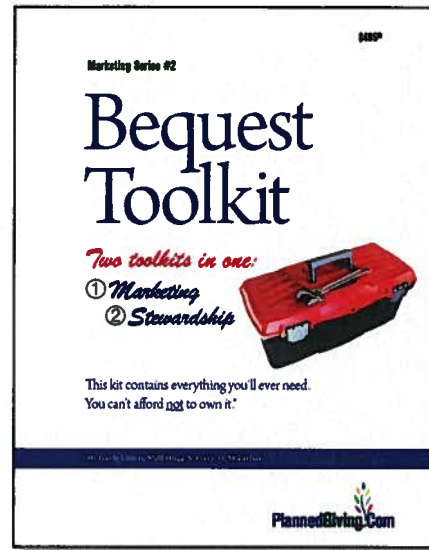
A compelling PowerPoint presentation to convince your board of the importance of Planned Giving and endowment. Whether you are starting a new program or strengthening an existing one, it's always important to get your board... on board.

And this is just the tool you need!

It's designed to be used with board members or any other group of volunteers (with a little editing, it could also be used with senior leadership). It can help them understand why Planned Giving should be an integral part of their fundraising operations, or confirm for them that their decision to begin such a program was correct.

Essentially, it makes the case for Planned Giving. For a sample of some of the points covered, visit:

PlannedGiving.Com/board



*Most planned gifts closed this year
will be bequests.*

So why not power-up your marketing of the gift your donors like best? Get started today with this ready-to-go Bequest Toolkit. Here are all the materials you'll need, from start to finish, for a successful bequest campaign.

And, it's two toolkits in one — like buying one and getting one free!

1. The *marketing toolkit* helps you promote bequests.
2. The *stewardship toolkit* helps you acknowledge and steward your newly discovered bequest donors.

Why waste months planning, writing, and editing all this material yourself? Start saving time, money, and back-office hassle today with this Bequest Toolkit. It makes your life and your job easier.

You need to be talking to your donors about bequests right now, not months from now. With this toolkit you can do it.


Everything you'll ever need... and it's two toolkits in one.

PlannedGiving.Com/bequesttoolkit

2011 Edition \$24.95

The Ultimate Quick Reference Planned Giving Pocket Guide

Expert Pitches Included!



It's better than a cheat sheet.

PlannedGiving.Com

The must-have tool for raising major or planned gifts! For yourself, your staff, and the board. For more satisfied donors and better financial results.

This is the *insider's guide* to what planned gifts can do for your donors and your organization. Not another ways-to-give brochure — it's a "why's of giving" guide that helps you understand and articulate the pros and cons of different gift planning options for yourself and your prospects.

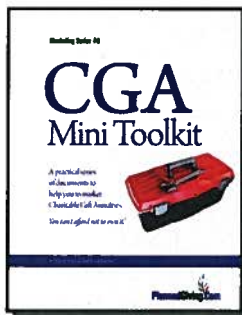
- Written in plain English
- Intuitive organization: **Gifts Anyone Can Afford, Gifts That Pay Income, Gifts That Protect Assets**
- Concise gift reviews with features summary plus benefits and challenges to both the donor and your organization
- Informative gift illustrations that enable understanding at-a-glance
- Organized and written by four seasoned Planned Giving experts
- Includes Elevator Pitches for every gift
- Handy 4x9 inch format fits pocket, purse, or bag
- Wire-bound so it lies flat on your desk
- Attractive, four-color design
- \$24.95 per copy price with quantity discounts available online

Keep it open beside you the next time you phone a potential donor who has requested gift information. **Carry it** on your next road trip. It will keep you up to speed on what gift plans work for which prospects, so you'll be ready to move to Plan B if your first recommendation doesn't fit their needs.

The Planned Giving Pocket Guide equips you with essential knowledge you need to open conversations about the gifts that make a significant difference to your organization and your career.

Order online. It's fast and easy. And remember to order copies for your volunteers and board. They'll appreciate it:
PlannedGiving.Com/guide

CGA Mini Toolkit



Ready-to-go, customizable content to help you market Charitable Gift Annuities.

Why waste time deliberating over which pieces to send and what order to mail them in? This CGA Combo Pack takes the guesswork out of the process so you achieve maximum results.

Consisting of six attention-grabbing CGA marketing pieces, the Combo Pack will help you raise substantial money to advance your organization's mission through Gift Annuities.

PlannedGiving.Com/cgamini

Will Kit



This critical gift planning kit is *also* the perfect networking kit! Distribute its customizable promotional handout contents to attorneys and financial advisors, as well as your board and legacy society members.

PlannedGiving.Com/willkit

 800-873-9203



success@PlannedGiving.Com

1288 Valley Forge Road, Suite 82, Phoenixville, PA 19460

Planned Giving Marketing *Worksheet*

Institution _____

City, State _____



MARKETING CALENDAR **SAMPLE**

Here's a typical calendar. Not all steps may apply to your situation. See the following page for an actual worksheet.



Your planned giving website and display ads should be working for you all year round.

July*	<ul style="list-style-type: none"> • Get mailing list ready by data-mining for best prospects (just get ready; it's a bad month to mail) • Prepare website and display ads
August	<ul style="list-style-type: none"> • Send out planned giving postcard
September	<ul style="list-style-type: none"> • Send out annual giving letter with planned giving twist
October	<ul style="list-style-type: none"> • Mail planned giving postcard • Legacy Society event, golf outing, etc. Take pictures and post on your planned giving website.
November	<ul style="list-style-type: none"> • Mail year-end giving letter; recommend gifts of securities instead of cash.
December	<ul style="list-style-type: none"> • Send out planned giving postcard • Article in your publication; highlight a donor
January	<ul style="list-style-type: none"> • Send out newsletter
February	<ul style="list-style-type: none"> • Send out planned giving postcard
March	<ul style="list-style-type: none"> • Mail tax-season letter -- "A gift will make next year's taxes less painful!" • Article in your publication; highlight a donor
April	<ul style="list-style-type: none"> • Send out planned giving postcard
May	<ul style="list-style-type: none"> • Legacy Society event, golf outing, etc. Take pictures and post on your planned giving website.
June	<ul style="list-style-type: none"> • Send out planned giving postcard

* We arbitrarily chose to begin the year with July, since most non-profits end their fiscal year on June 30.

Most Possibilities	
Family Business Stock	<i>When the time comes to transfer or sell the business, there are tax and practical reasons for including a charity in the plan. Tax advisors can be very creative.</i>
Deduct Now and Transfer Later	
Donor Advised Fund	<i>Works like a 'charitable bank account' — claim deduction now and decide later when charity will receive the funds. You can retain control and family influence over charitable dollars.</i>
Private Foundation	<i>Lets you and your family invest and control your charitable dollars.</i>
Big Potential with Leaders	
"Lifetime Bequest" (Gift Now + Estate Pledge)	<i>Secures a current gift and increases potential for an even larger estate gift. A long-term pledge binding your estate can leverage donor recognition for these linked gifts.</i>
In-Kind Rather than Cash	
Real Estate	<i>Great for making a gift and also transferring the burden of managing the property. It won't reduce your disposable funds.</i>
Bargain Sale	<i>You can sell your property at a discount, deduct the difference, and receive a lump sum or installment payments. It won't reduce your disposable funds.</i>
Life Estate Deed	<i>You can deed your home or farm property to charity, save taxes with a current deduction, and still use the property for the rest of your life. It won't reduce your disposable funds.</i>
Art and Other Assets	<i>Gift allows others to appreciate your special holdings. It won't reduce your disposable funds.</i>

Lifetime Bequest:

A "Lifetime Bequest" is a combination of a gift or pledge now plus an estate gift later to facilitate and maximize the impact of your giving.

Outright or Pledge Portion:

You may make a gift outright or select a pledge payment schedule (1–5 years) that is sensitive to your needs, and then simply shift the balance of your gift to your estate.

Estate Gift Portion:

Charitable Bequest in your will or trust, or Beneficiary Designation in your IRA or other retirement plan, life insurance policy, bank or brokerage account, or *Gift Annuity* — Also provides an income to you for life, or *Charitable Trust* — Sample cases and illustrations can be provided for your advisor, or *Real Estate Gift* — Either outright or in a charitable trust.

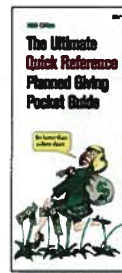
Added Benefits:

- You can request a naming opportunity (e.g. name a fund or project in memory of a loved one) in exchange for your binding commitment.
- You can qualify a gift for Society member benefits.

Gift Valuation:

The estate gift portion of a "Lifetime Bequest" is discounted to present value to qualify for a "naming opportunity" and gift society membership. Please contact a representative for details.

- Preliminary gift society membership starts when the pledge form is signed and becomes permanent when it is documented as part of the will or estate plan.



This is the insiders' guide to what planned gifts can do for donors and for your organization! Slip this handy booklet into your pocket before your next round of prospect calls. It's not another ways-of-giving brochure — it's a "why's of giving" that helps you better understand the upside and downside of different giving options for both you and your prospects. Use the guide to gain more satisfied donors and better financial results for your non-profit. \$24.95

It's the reference "for the rest of us!"



1288 Valley Forge Road, Suite 82
Valley Forge, Pennsylvania 19460
(800) 873-9203
success@plannedgiving.com
Copyright © 2008, PlannedGiving.Com, LLC

Article



From O.K. to OMG!:

How to be an Extraordinary Planned Giving Professional

Katherine Swank, J.D., Senior Consultant, Target Analytics

Executive Summary

A good planned giving officer can quickly establish a successful program at a nonprofit organization firmly committed to both the strategy and the development professional. However, it takes added effort and a tenacious attitude to be extraordinary. Assess your planned giving program and your own activity to determine if there's room to grow from okay to exceptional, or assure yourself that your efforts are already top-of-the-profession because you have in place the donor interaction, strategic planning and reporting needed to be among the best.

The Road to Success

Over the past 25 years, I've enjoyed a successful career as a planned giving officer and now as a consultant on planned giving analytics and implementation. I've been fortunate to know and work with other talented planned giving professionals as well. Taking a look back recently, I started to recognize the steps we'd taken to get there. There isn't a club you need to join or a test you need to take. There isn't any specific training regime that will certify you as an outstanding planned giving professional. Rather, the common characteristic that distinguishes this group and makes a planned giving program exceptional is a determined willingness to make prospect outreach and communication your number one activity.

Let's start with a few thoughts on what I mean by *outreach* and *communication*. *Outreach* is prospect-centered and takes into consideration all of the ways we talk with our donors and constituents about the organization we represent and the opportunities that are available to create significant charitable gifts that will mature at some future date. Reaching out for this purpose requires the use of every method possible. The most important, though, is personal interaction. Here's a list of the many ways you can and should reach out, presented in order of importance:

- Personal (face-to-face) interactions between the constituent and an organizational representative, whether paid or volunteer, which includes one-on-one meetings as well as group gatherings
- Peer-to-peer interactions with friends/others also involved with the organization and its planned giving opportunities

Contents

The Road to Success	1
Getting to O.K.	3
From O.K. to OMG!	4
Why Planned Giving Fails	6
Conclusion	6

Continued on following page

- Telephone conversations for Baby Boom-aged prospects and older; email for Boomers and younger
- Media, both mainstream if your organization uses it, and internal, through the use of your own publications such as magazines, newsletters, and the like
- Mail
- All communication methods that drive constituents to your website
- Social media sites

This list, while extensive, takes advantage of every communication channel available and will reach current and future planned gift donors of all the appropriate ages.

A recent survey on donors in Canada¹ concluded that multi-channel fundraising is not the future; rather, it is today's reality. While percentages of users vary by generation, the contributors to the study cited all of the above channels as appropriate and acceptable by Gen X, Gen Y, Boomers, and Civics² alike.

Communication, on the other hand, is both internal and external. If your organization's leaders, your colleagues, and your constituents don't know what you're doing or don't understand the importance of planned gift revenue, you won't be considered successful. You must plan and deliver communications, conversations, reports, and marketing pieces that position the planned giving effort as an integral part of the overall fundraising program.

These communications must be consistent. Externally, they should report the significant value that legacy gifts have made to your organization. This should be reported annually, at a minimum. The University of Chicago uses a one-page document that encompasses fiscal information, stewardship, and an urge to notify. The piece is simple to read, visually appealing, and can be easily updated and disseminated in myriad formats. Internal communications report your personal objectives and progress toward those goals, as well as the program's goals and progress.

Personal goals include things like visits and contacts, plans to increase or evolve the components of the program, and your personal activity. Program goals include marketing plans and expected responses, future gift expectancies uncovered, gift annuity contracts signed, and revenue receipts. Both personal and program reporting should include year-to-year as well as three-to-five-to-ten-year average growth comparisons. For a full discussion on reporting programmatic achievements, read William D. Samers' and Steven L. Meyers' paper, "Planned Giving in the Big Picture: Talking About Your Numbers to the People Who Count."³

CREATE A LASTING LEGACY AT THE UCH

THE UNIVERSITY OF CHICAGO IS ESPECIALLY GRATEFUL FOR THE REQUESTS IT RECEIVES FROM ALUMNI, FACULTY, AND OTHER FRIENDS.

Who you include a provision in your will or trust for the benefit of the University, you provide essential resources that will shape the future of the University and ensure its excellence for generations to come.

The Benefits of a Bequest
A bequest is simple to arrange, reduces your taxable estate, and allows you to realize your assets throughout your lifetime. The flexibility of a bequest permits you to designate a specific dollar amount, a percentage of your estate, or a piece of property. Furthermore, your bequest can benefit all academic programs that hold a special significance to you, endow a scholarship or professorship, or leave an unrestricted gift to the University.

Communicate Your Wishes
If you would like to include a bequest to your will or your living trust, you will need to instruct your specific lawyer to describe your gift and its intended use by the University. To ensure an accurate understanding, we welcome the opportunity to work with you and your advisors to appropriately develop and tailor this language. Please contact the Office of Gift Planning for additional information.

Share Your Plans
If you have already taken steps to include the University in your estate plan, we encourage you to let us know of your intentions so that we can express our gratitude to you during your lifetime.

Sharing your plans with us ensures that your wishes will be met and also assists the University's long-term planning efforts.

The Phoenix Society—Our Gratitude
Donors who support the University through an estate commitment to life-income arrangements are invited to become members of the Phoenix Society. Members receive a welcome package, invitations to special University events, and recognition in an honor roll of contributors (where appropriate to requests).

Including your legacy is one of the most important decisions you will make in your lifetime. We are your estate or review your estate plan, we hope you will include the University among your beneficiaries.

Realized Bequests as a Percentage of Cash Received

On average realized bequests account for 11 percent of total cash received by the University each year.

Year	Percentage of Cash Received
2006	12%
2007	13%
2008	11%
2009	10%
2010	11%

SINCE ITS INCEPTION IN 2001, THE PHOENIX SOCIETY CONTINUES TO GROW WITH 923 ACTIVE MEMBERS TO DATE.

CONTACT INFORMATION
Office of Gift Planning
866/741-9800
giftplan@uchicago.edu
giftplan@blackbaud.com

MAKE YOUR MARK IN AN IDEAL PLACE AT UCH.

Getting to O.K.

Whether you're a seasoned development professional, a "newbie," or fall somewhere in between, the following are three essential elements that should be in place to consider yourself an average planned giving officer. Check off the box if you:

- Have written goals and objectives for both your personal activity and your program's expected current and future results;
- Regularly record, assess, and report your personal activity, as well as your program's results;
- Make the business of planned giving a part of your daily routine

While I've already discussed the first two bullet points, the third may be the most important to fully achieving success. You can't do planned giving every so often – it must be a part of your daily routine. Even if you have only part-time duties in the planned giving realm, you must find time to make those duties part of each day. Let's be honest – habits are hard to establish, but easy to break. So it's important that you are in the habit of conducting planned giving business every day.

An easy way to do this is by calling three people each work day who are somehow related to your planned giving efforts. Remember, it is personal outreach and communication that lead to success. So put a recurring appointment on your daily calendar to spend a minimum of 15 minutes on this activity. Try this approach:

- Monday** **8:30 – 8:45 a.m.** Call three people who have notified you of bequest expectancies in the past and just say "thank you" again.
- Tuesday** **11:00 – 11:15 a.m.** Call three board or committee members or volunteers who have notified you of planned gift expectancies of any kind and say, "Was just thinking of you and your generosity and service to this organization and wanted to say thank you again."
- Wednesday** **1:45 – 2:00 p.m.** Call three people who have recently responded to a marketing mailing or asked for information online to follow up on their inquiry; seek an appointment in person.
- Thursday** **2:30 – 2:45 p.m.** Call three people who have recently responded to a marketing mailing or asked for information online to follow up on their inquiry; seek an appointment in person.
- Friday** **3:30 – 3:45 p.m.** Walk to three people's desks in your office who are loyal supporters of the organization, have made a recent gift to the organization, have participated in a recent event with the organization, or have made a planned gift to the organization. Say, "On behalf of everyone here, thank you again for your thoughtful participation, not just as someone who works here, but as someone who really cares about our mission and those whom we serve."

From O.K. to OMG!

With daily outreach comes the reward of building relationships with a multitude of others committed to your mission's success. If you do what I've suggested above, you'll automatically seek ways to be a better professional. You'll begin to exude gratitude for those you come in contact with, and your planned giving personality will blossom. It's a fact that I've witnessed myself and have heard others attest to as well.

Naturally, you'll seek other ways to embrace characteristics that help you grow both personally and professionally. Status quo for your personal objectives and those of your program will not be enough. These seven additional characteristics set apart development professionals who have made the leap from okay to exceptional and who have created planned giving programs with long-reaching pre-eminence.

- **Make your own legacy gift if you haven't already done so.**

You, more than any other person, understand the importance that deferred gifts will play at your nonprofit, and your leadership will speak for itself. By putting your gift in place — not only at the organization where you work, but also at those organizations which you most care about — you will be a donor-peer, not just a solicitor. Complete a planned gift using a vehicle that works for you. Perhaps it's a gift in your will or trust or a specific amount or percentage from a life insurance policy. Think of leaving a small bank account to your charity.

- **Cultivate and solicit both your volunteer leadership and your organizational insiders for their personal planned gifts.**

A legacy leadership campaign is a fairly simple one, but it must be done well and it must be done right. Think of its structure like that of a capital campaign. Start with lead gifts and move down the giving pyramid. Your gift is in place and you now cultivate and solicit your fellow solicitors, if there will be any. Together you approach your internal leader and ask him or her to make a planned gift as well. From there, your leader and development head solicit your volunteer leadership. A peer staff person solicits other key staff. Success comes from planning, communicating the plan to the intended planned gift prospects, and personal (face-to-face) solicitation — the most important element of all.

- **The most successful component of your program is not marketing, but a strong and very proactive outreach effort.**

Phone calls, personal visits, voice-to-voice, and face-to-face contact is the norm — not the exception — for your planned giving communications. You understand that people give to people, not to marketing campaigns. Your door is closed, not to keep out co-workers, but to have meaningful and private conversations with legacy donors and prospects. I recommend that you work up to at minimum of one hour each day being devoted to phone time. Your effort here is the foundation of your personal and programmatic success. No other activity replaces it, and nothing should get in your way of completing it. Let's be frank, while editing a newsletter article may seem important, the activity in itself will not secure one appointment for you. On the other hand, daily phone calls will secure many. Your office lights are turned off, not because you like working in the dark, but because you are not in the office. At least one day a week you are sharing time with your growing number of planned gift donors and loyal constituents, whom you are cultivating for

future planned gift commitments. Set a goal of one to five appointments per week, depending on your other duties. Even more than phone calls, face-to-face meetings pay off. Some of your appointments serve as cultivation for future gifts, others are solicitations to make gifts, and others concern stewardship of gifts that have already been completed. If you doubt this formula and need confirmation from an actual donor, check out the brief donor interview on www.nonprofitexpert.com. Read it and then pick up the phone and make a call!⁴

- **Meaningful gift acceptance policies are in place and you lead an annual review of them.**

The policies inform your marketing and communication efforts and keep your outreach, goals, and reporting elements on track as well. If you don't have policies in place, you should plan to correct that. Read my other white paper, *Why You Need Gift Acceptance Policies*, to understand their importance and how to get started.⁵

- **Market and discuss the “right” planned gifts with your prospects and have a written, flexible three-to-five-year marketing plan in place. Your budget must also be adequate to accomplish your marketing goals.**

While personal outreach should be your motto, marketing planned giving concepts to a larger audience is an essential element, too. However, since not all gifts are created equal, your organization will want to market only those that make sense and forego the urge to be all things to all donors. Start by marketing bequest gifts. Since 90% of all planned gifts are bequests, this makes sense. Bequests are not complicated and sample language can easily be provided to your prospects. These gifts are most often cash, and they average around \$50,000 each in the U.S. and around \$30,000 each in Canada. Target your most likely prospects with emotional, mission-driven donor stories and testimonials and save the technical components for your personal conversations. Focus on the person-to-person appeal of a really great visual marketing piece and use it over and over again. Resist the urge to write a lengthy donor story that loses the audience's attention and instead, quickly urge the reader to seek more information or answers to questions. Terrific examples can be found at the Partnership for Philanthropic Planning sponsored website www.LeaveALegacy.org.

With high average gift levels, your concentrated efforts with the right prospects could put into place bequest gifts of more than \$1 million in a short period of time. Think of it this way: Working to secure one bequest gift of \$50,000 each week creates an expectancy pool of \$1 million in only 20 weeks! That said, planned gift marketing results should be reviewed and analyzed over a longer period of time than annual gift or direct response campaigns. A single-year analysis does not respect reality. People make planned gifts at a time convenient and in sync with their personal financial goals and life stages. As much as we'd like it to be different, there is no urgency in planned giving. The organization is not going to cease to exist, nor stop offering certain services because your constituents didn't draw up their wills this year. Patience is tempered with results. Over a longer period of time, the real result of your marketing effort will begin to surface. Going forward, you should plan on reporting three- or five-year rolling results with an occasional programmatic lifetime analysis as well.

- **Use data and statistical analytics to focus your efforts on those most likely to make a planned gift to your organization.**

Data analysis is a science and requires more than anecdotal record selects to succeed in identifying your best prospects. It's a fact that most people actively engaged in estate planning are younger than we may think. They are also more philanthropically-minded than their parents and grandparents, who waited longer to make their legacy gifts. Rudimentary formulas based on age and loyalty have been replaced by sophisticated analytic modeling products. Target Analytics can be your partner in identifying prospects appropriate to market for various planned gift types and uses client-specific data to do so. Predictive giving behavior models separate great prospects in your database from unlikely prospects, and, more importantly, identify "must see" prospects as well.

- **Finally, you have an established recognition and stewardship program in place that provides the same or similar treatment of donors as your organization's major gift recognition and stewardship programs.**

Like all other donors, planned gift donors must be tended and thanked on a regular basis. More likely than not, the legacy gift they have established for you will be their largest gift to your organization. Treatment that belies or ignores this fact is unforgiveable. These are major donors. Be certain that you respect them as such and they will reward you with larger current gifts, longer gift-giving cycles, and increased affiliation. Disregard them and they will take their gifts — all of them — to another organization.

Why Planned Giving Fails

Lawrence Henze, J.D., a founder and managing director at Target Analytics, offers his theory on why planned giving programs and professionals fail. First, he says, we tend to target the wrong prospects and look at current giving levels or wealth over loyalty. Second, we send the wrong appeal and focus our legacy gift message on financial and tax implications instead of moving people to action with emotional testimonials and examples. Third, we frequently ask individuals to consider a planned gift too late in a donor's lifecycle. We fail to understand the life stages at which people consider and make legacy gifts and center inappropriate attention on people who have completed their plans already. Finally, the organizational leadership chooses to forego planned gift cultivation and solicitation in favor of major gift solicitation. He calls this the "cash is king" mentality and warns that it must be avoided. Start-and-stop planned giving marketing also sends the wrong signals and confuses prospects, so implement your plan consistently over time. Both current and future gifts are important to the life of the organization, and both are consistent priorities.

Conclusion

Leaders in planned giving agree. Studies and surveys assessing success state it as well: if you want to move from O.K. to OMG!, you must assure that you have in place the donor interaction, strategic planning and reporting that characterizes the best. When you do, extraordinary things will happen!



About the Author

Katherine Swank joined the Target Analytics team in 2007 with more than 25 years of legal and nonprofit management experience. Prior to joining Target Analytics, she was the national director of gift planning at the National Multiple Sclerosis Society, where she provided fundraising consulting services to the Society's chapter leadership and development staff for six years. Katherine has raised over \$215 million during her career, with a focus on planned and major giving. As an affiliate faculty member of Regis University's Masters in Global Nonprofit Leadership program in Denver, Katherine teaches classroom and online courses on wealth and philanthropy in America. She is a member of the Arizona State Bar and a past president of the Colorado Planned Giving Roundtable. In 2010, Katherine was inducted into Target Analytics' Hall of Fame, which recognizes team members who epitomize excellence in service and was named as one of the top ten participant-rated speakers at Blackbaud's 2010 Conference for Nonprofits. She earned a BA in counseling and education from the University of Northern Colorado and a Doctor of Jurisprudence from Drake University Law School in Des Moines, Iowa. You can contact Katherine at Katherine.Swank@blackbaud.com.

- ¹ The Next Generation of Canadian Giving, contributors hjc, Stratmore & Convio, November 2010, www.hjcnewmedia.com/nextgencanadiangiving/
- ² Civics (b. 1945 or earlier); Boomers (b. 1946-1964); Gen X (b. 1965-1980); Gen Y (b. 1981-1991).
- ³ "Planned Giving in the Big Picture: Talking About Your Numbers to the People Who Count", by William D. Samers and Steven L. Meyers, Journal of Gift Planning, Volume 8, Number 1, March 2004. Access this article through the Planned Giving Design Center. Complementary membership to PGDC may be required for access.
- ⁴ How One Donor Spends \$50,000 Annually with Planned Gifts of Over One Million, www.nonprofitexpert.com/how_one_donor_spends.htm.
- ⁵ Read the white paper at www.blackbaud.com/files/resources/downloads/WhitePaper_WhyYouNeedGiftAcceptancePolicies.pdf

About Blackbaud

Blackbaud is the leading global provider of software and services designed specifically for nonprofit organizations, enabling them to improve operational efficiency, build strong relationships, and raise more money to support their missions. Approximately 24,000 organizations — including The American Red Cross, Cancer Research UK, Earthjustice, International Fund for Animal Welfare, Lincoln Center, The Salvation Army, The Taft School, Tulsa Community Foundation, Ursinus College, the WGBH Educational Foundation, and Yale University — use one or more Blackbaud products and services for fundraising, constituent relationship management, financial management, website management, direct marketing, education administration, ticketing, business intelligence, prospect research, consulting, and analytics. Since 1981, Blackbaud's sole focus and expertise has been partnering with nonprofits and providing them the solutions they need to make a difference in their local communities and worldwide. Headquartered in the United States, Blackbaud also has operations in Australia, Canada, Hong Kong, the Netherlands, and the United Kingdom. For more information, visit www.blackbaud.com.

© May 2011, Blackbaud, Inc.

This white paper is for informational purposes only. Blackbaud makes no warranties, expressed or implied, in this summary. The information contained in this document represents the current view of Blackbaud, Inc., on the items discussed as of the date of this publication.

All Blackbaud product names appearing herein are trademarks or registered trademarks of Blackbaud, Inc. The names of actual companies and products mentioned herein may be the trademarks of their respective owners.