



A Paradigm for Effective Bequest Fundraising: From Prospect Identification to Realization

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I. INTRODUCTION

Bequests are the foundation for any planned giving program. Charities find that 80% or more of planned gifts come from realized bequests, even if the charity has an active life income gift program. **Nevertheless, the reality is very, very few of a charity's supporters will leave a bequest to the organization.** This includes your most loyal donors, donors with the greatest capacity, board members, and even committed volunteers. Also, charities find they are only aware of about 30% of their donors who have made a bequest intention prior to the intention being realized. Often these are donors of relatively modest means who never make it into a gift officer's prospect portfolio and will not be asked face-to-face to make a bequest gift – but they do it! Thus, the challenge to the charity is two-fold: (1) The need to effectively communicate to its constituency that bequest gifts are welcome so that those donors who will never receive personal attention might still be motivated to include the charity for a bequest; and (2) Through communication and marketing, how can donors be motivated to self-identify as considering a bequest gift so they can be qualified and, if warranted, cultivated to finalizing the intention.

This webinar will focus on how to use often limited resources to effectively maximize bequest fundraising. This means focusing efforts on those donors with the greatest likelihood of making a bequest intention. Once a donor has disclosed having made a bequest intention, how does the charity steward that donor so that the bequest gift is ultimately realized? And finally, what are some of the best practices for estate administration once the bequest gift has been realized?

II. DATA COLLECTION

A. Data collection can justify your program

Management likes statistics and data can tell a story. Analysis of past gifts and performance can reveal useful information to evaluate past performance and inform future activity. With the time lag between learning of an estate commitment and realization, creating a pipeline can give perspective as to why resources are being allocated for a planned giving program. Data can also help in determining where resources can most effectively be expended to grow a program.

B. Database entry

Develop a detailed coding system for bequest commitments in your customer relationship management (CRM) database to show details for donors who have indicated that they have included your charity in their estate plan. Do the same when bequests are realized. Consider the questions asked in Section C below and determine how this information can be entered and then accessed in your CRM to generate informative reports. It is this data that will guide you (and leadership) in determining where to put your resources to grow the number of your bequest commitments and ultimately the dollars coming from realized bequests.

C. Collecting data from your program

Here are some questions you should consider, understanding that an organization with a longer history of bequest fundraising may benefit more from this information than an organization with a nascent bequest program.

- How much has your organization raised in realized bequests for each of the past 10 years (you may want to smooth this amount by averaging the amounts over a three-year period)?

- How many bequest intentions have come in each year for the past five years?
- Do the numbers correlate with specific marketing initiatives, budget increases or cuts, and/or staff changes?
- How many prospects for bequests do you have, is that number rising or falling, and what has been the source for these prospects?
- Can you project the present value of your existing bequest intentions (your pipeline)?
- Can you project your organization's bequest realizations over the course of the next five years (your cash flow)?
- Do you know the average age when an individual notifies you that they have included your organization for a gift from their estate?
- What is the average length of time between learning of a donor's intention to leave a bequest and when the bequest is fully distributed?
- Do you know the average and median gift sizes of your organization's realized bequests?

III. WHY DONORS LIKE BEQUESTS

Donors find making a gift in their will, trust, or as a beneficiary of a retirement plan an appealing way to give for many reasons.

- **Satisfaction of giving without parting with the asset.** The donor does not need to part with the asset when the gift is put in place, yet the donor can have the satisfaction of having provided for the future of the charity.
- **Easy to arrange.** A gift in a will or trust or from a retirement plan can be easy to arrange. While an attorney should be involved in drafting documents, a simple sentence can accomplish the donor's philanthropic goal.
- **Revocable** – The donor can change their mind for whatever reason or need.
- **Flexible.** The donor can structure the estate gift to meet other family needs and priorities. For example, the gift can be contingent on another family member predeceasing the donor.
- **Reduce estate taxes** – If the donor's estate will be subject to federal estate tax, the estate will be entitled to a dollar-for-dollar federal estate tax charitable deduction for the amount going to a qualified charity.

IV. FUNDAMENTALS FOR BEQUEST DISTRIBUTIONS

There are essentially four ways a person's assets can be distributed upon death: 1) by default according to state law, known as "intestacy," 2) by will, 3) by revocable living trust, and 4) by beneficiary designation.

- 1) *Intestacy.* If someone dies "intestate," without having executed a valid will while alive, applicable state law will determine how his or her assets will be distributed. Significantly, no provision for charity exists under the laws of any state, even if the decedent made substantial charitable contributions during their lifetime.
- 2) *Will.* If a person dies testate, i.e., having executed a valid will, then their assets will be distributed according to the terms of the will. The person's estate will be subject to probate, a court supervised process in which the person's assets are identified; debts,

taxes, and estate settlement costs are paid; and whatever remains is distributed according to the terms of the will.

- 3) *Revocable living trust.* Assets placed in a revocable living trust pass directly to named beneficiaries in the trust agreement and do not go through the probate process. This is one of the advantages cited for this type of estate distribution vehicle. However, the living trust will only control the distribution of those assets that have been transferred into the trust and that are controlled (owned) by the trust agreement.
- 4) *Beneficiary designation.* Regardless of whether a person dies having executed a valid will, certain assets can be distributed without having to go through the probate process, pursuant to written instructions furnished by the person while living.
 - *Retirement accounts.* Examples include funds remaining in a retirement account at the owner's death such as an IRA (regardless of the type of IRA, 401(k), 403(b), and other retirement plans. If no beneficiary form has been established, however, then the assets will typically become subject to the probate process which can have negative tax consequences for the heirs.
 - *Commercial annuity.* Some commercial annuity contracts may have a death benefit where the owner of the contract can designate which individuals or charities are to receive that interest, if any.
 - *Life insurance.* The death benefit in a life insurance policy will go to the beneficiaries named in a beneficiary designation form provided by the insurance company.
 - *Donor advised fund.* Depending on the sponsoring charity administering the fund, a donor advised fund may allow the fund owner to designate the charities to receive any remaining assets in the fund when the donor passes away. The exception to this may be where the donor can designate successors (customarily family members) to continue suggesting grants from the fund after the donor has passed away, or where the administering charity has a policy regarding remaining assets in the fund upon the death of the donor.
 - *Pay on Death (POD) or Transfer on Death (TOD).* A "pay on death" account involves the donor instructing a bank to pay to a charity all or a portion of what remains in an account when the donor dies. A "transfer on death" account involves the donor giving essentially the same instruction to a brokerage firm with regard to investments held in the account at the time of the donor's death. The particulars of each arrangement will depend on the bank or brokerage firm in question.

V. EFFECTIVE IDENTIFICATION OF BEQUEST DONORS

A. The Marketing Funnel.

As stated earlier, most of your donors will not make a bequest to your organization. There are paths that can be followed to uncover the needles in the haystack for those donors who will consider a bequest commitment. The goal is to spread the word that your organization welcomes bequests with the objective of having donors self-identify that they have interest in potentially making such a gift. The type of organization will determine how the word gets spread. A small liberal arts college or university will spread the word within their alumni. A local hospital will do promotion to current supporters but might also place articles or ads in local media to reach community members who may have had connection with the facility (i.e. grateful patients). Either way, you want to catch people through what many call the “marketing funnel.”

B. Stages of the Marketing Funnel

The marketing funnel is a series of stages that, like a kitchen funnel, gets smaller and smaller as you go down. Much has been written on this subject and some experts recommend having as many as seven different stages to their funnel. For simplicity here we have three stages:

- *Suspects* are the largest group at the top of the funnel. No one has the time or budget to market indiscriminately so there are some common-sense filters applied before everyone in the world is contacted. Suspects may be only those supporters in your database. For organizations such as a local hospital or community foundation, Suspects may extend beyond those in the database and into the local community. You are successful reclassifying a Suspect to a Prospect when they have done something to attract your attention to them. Various industry-standard ratios apply, but for many organizations there can be as many as 100 or 1,000 Suspects for every Prospect.
- *Prospects* are in the middle of our three-staged funnel and the job here is to qualify them so that you spend your precious time and energy on those most likely to make a bequest. Qualified prospects either are found through awareness activities or are identified from within. Qualification can take many different forms such as a phone call or visit. You may be working with 5-100 unqualified Prospects to get every qualified one.
- *Qualified Prospects* have been determined to have serious interest in finalizing an estate commitment, at which point they are at the last stage of the funnel. These Qualified Prospects may need cultivation and, because donors make planned gift commitments when they're ready, there likely will be a lag time between when they are qualified and when they finalize the commitment. Those that finalize the commitment are at the end of the funnel process. Even though you are working with Qualified Prospects at this stage you're doing well to close one donor for each 5-10 who have been qualified.

C. Awareness Marketing – Using Marketing to Move Suspects to Prospects

To move Suspects to Prospects the goal is to communicate appropriate information to as wide an audience as possible, taking into consideration the size and scope of your organization and the nature of its mission. You want to get as many prospective bequest donors onto a more targeted list (Prospects) so you can work to discover which ones are likely to make gifts (become bequest donors).

This stage of marketing largely entails identifying and attracting the attention of consistent annual fund donors, former/current volunteers or Board members, grateful patients, alumni, former faculty members, and other likely planned gift prospects. You want to use the tools available to you to create connections with individuals of this profile and prepare them to be nurtured and cultivated toward a planned gift. It's likely that people in the organization other than the development team will orchestrate the broad-based promotional activities that power the awareness stage of marketing, but to ensure that bequest Suspects are motivated to become Prospects you will have to make sure the message is one of long-term need and deep appreciation for loyal donors.

Unlike asking for general support, you must overcome the fact that bequests are usually given only to a few of a donor's most cherished charities. Here are a few important ways to reach your audience and increase awareness:

1. Your Organization Website

A planned giving website is your online presence and resource center. It must educate, create trust, and build the credibility of your program. And most importantly, it must be narrowly tailored to your mission. The site content and messaging must emphasize your mission and encourage visitors to take action. Your website should monitor traffic and visitors. And it should contain a mechanism where visitors to the site can request information such as a brochure about bequests or make an inquiry that is directed to the Gift Planning office. The site should also have suggested bequest language along with your Tax ID number and a bequest intention form for those supporters who wish to notify you of their bequest intention and join your legacy society.

2. Direct Mail

To support awareness, direct mail should be used to target a reasonably large but controlled audience. The recipients for direct communication about bequest gifts are almost always in your database, and they will likely reflect one of the key characteristics of a viable potential planned gift donor. During the Awareness Stage, your goal for a direct mail initiative is to motivate individuals to establish and/or deepen their connection to your organization. Now is not the time to use direct mail as a solicitation tool, or at least it's not yet time to expect to achieve actual bequest intentions from individuals who lack a tight connection to your organization. However, using a reply mechanism with direct mail is one path to moving a Suspect to a Prospect.

3. Email

Email is the quickest and most cost-effective way of conveying your planned giving message. Your messaging must be relevant to your donors for it to elicit a response. Email allows you to build relationships with donors and educate them on planned giving without spending excessively on direct mail printing and postage. An e-newsletter should have a distinct theme focused around a donor story, which can then be paired with relevant planned giving articles. This focus allows for increased understanding and comprehension. The e-newsletter should link to your planned giving website where a Suspect can request information about a planned gift.

4. Social media.

Some charities have started to use social media to communicate a planned giving message. This means of communication needs to be evaluated, although studies are showing that donors in the planned giving age demographic are increasingly using social media to communicate with grandchildren and other family members. The other issue is the time to create such messages and who will bear that responsibility if the planned giving office is thinly staffed.

5. Print communications

Send a planned giving message in print communications. Take an inventory of all print communications that are sent to your organization's constituency and determine which of those communications are appropriate for a planned giving message. This might include gift receipts, program updates, stationery, and constituent magazines. The message can be as simple as: "<Charity> welcomes gifts large and small in wills, trusts, and from retirement accounts. For information go to <web address>."

6. Working with Professional Advisors

Depending on the nature of your organization, having a strategy to communicate your mission to professional advisors could result in obtaining bequest intentions from their clients. Community foundations, hospitals, local healthcare programs, foodbanks, and other organizations with a community focus should consider outreach to professional advisors.

D. Identification – Using Internal Identification to Move Suspects to Prospects

Many Prospects will come from the Suspects group through the activities described above. But many will not. Below is a combination of internal identification techniques as well as more traditional cultivation activities designed to move a Suspect to a Prospect.

1. Likely Suspects to make a bequest commitment

There are constituencies of supporters in every organization who are ideal Suspects for a bequest intention. As stated earlier most of these supporters will not make a commitment. However, in focusing efforts on those most likely to make a bequest intention, these groups of Suspects are a good starting point. Targeted communications to these constituencies letting them know how bequest gifts impact your mission can increase the possibility of a response. Also, testimonials from others they may know can be a motivating factor.

- Long-time annual fund donors
- Board and committee members
- Donors who participate in a monthly giving program
- Donors without children
- Volunteers
- Retired staff
- Existing life income gift donors

2. Other constituencies to be approached

You should be able to pull from your database donors who suggest grants to your organization from donor advised funds and who make gifts using Qualified Charitable Distributions (IRA charitable rollover gifts). These vehicles allow for a beneficiary designation at end of life so it would be a missed opportunity to not ask the donor to consider designating your organization to receive a gift should any assets be left when they pass on. If you have accurate information in your donor database that a donor does not have children, that can put them in a prime group of Suspects.

3. Your board as a way of identifying Prospects

Your board can be a critical catalyst for growing the circle of friends that support your charity. It can be an important force multiplier in identifying, cultivating, closing and stewarding planned gifts. Board members have access to peers, colleagues, and family members who are unavailable to

development staff. While development staff typically have limited access to board members, they can and should leverage that access to their best advantage. There are a variety of roles that board members can play that will help you increase your prospect pool and close more planned gifts. At this stage, it's about the introductions.

A brainstorming session with board members can be a great way to discover connections between your board members and your prospects. Report back to your board on your progress with the prospects identified. Board members will conclude that their time was wasted if you don't show tangible progress with the information they provided.

It's important to understand the dynamics of asking board members for names of those likely to make a gift. These are their friends, business associates, and family members. Win their trust that you will act appropriately and honor these important relationships. If you have successfully worked with a prospect identified by a board member, have them give a testimonial to fellow board members and describe how the process worked for them.

4. Prospect Research

Work with your prospect researchers to prepare lists of individuals who are either already donors or individuals known to your organization who could become donors and have the resources to provide financial support. Depending on the nature of your organization, there may be other opportunities to learn about potential prospects. Classmates in the small liberal arts colleges can be a great source of potential Prospects.

5. The Donor Survey

The feedback received from a donor survey can provide a snapshot of the attitudes, behaviors, thoughts, opinions – and if the supporter has considered a planned gift, or perhaps already included your charity in their estate plan. Surveys allow donors to self-identify as prospects or unrecognized legacy society members. Surveys, when used wisely, can be leveraged to generate Prospects to be moved through the pipeline or funnel.

6. Development Staff

Annual Fund staff are often very aware of an organization's donors and their connection to the organization, having worked with these donors for many years. Work with Annual Fund staff to identify planned giving potential in existing donors and ask permission of staff to contact these donors. Encourage other staff members to "tip you off" to a planned gift opportunity. Suggest staff listen for references to the following:

- Change in a family situation such as birth, death, or divorce
- Inheritance
- Move to a retirement community
- Illiquid assets, such as real estate
- Sale of a business
- Concerns about providing for heirs
- Assets producing no income
- Retirement planning
- Desire to make a major gift

E. Moving Prospects to Qualified Prospects

Depending on the staffing, a Prospect can be moved to a Qualified Prospect by being visited or called to discuss their interest in a bequest intention. However, moving a Qualified Prospect to securing a planned gift commitment will likely require cultivation, and time. The qualification stage requires asking the right questions and listening to the Prospect's responses.

- Why do they give to your organization?
- Is there a program that motivates them to give?
- Would they like more information about your organization?
- Do they have comments they would like conveyed to leadership?
- What other charities do they support?
- Are they aware of the various ways that a bequest can be made to your organization, and that some assets are better than others from a tax aspect?
- Do they have a financial advisor?
- Would the Prospect want to use the Gift Planning office as a resource for information about bequests to your organization?

F. Closing – Asking Qualified Prospects to Secure Gifts

Cultivating a Qualified Prospect to get to “yes” can be a very satisfying activity, as known bequests are usually larger and more likely to remain in force at death than unknown ones. The bequest intention from a Qualified Prospect may require an ask and possibly a proposal, not unlike the process to obtain a major gift commitment. Perhaps the bequest ask should be part of a blended gift proposal showing a donor how they can give more than they thought they could. Getting a bequest commitment leads to your ability to steward that donor and potentially convert some or all the revocable bequest into an outright gift during lifetime.

1. Ask at the “right time”

For many gift planners, it's hard to recognize the “right time” to make the ask. This is both an art and a science. Because of the anxiety of the solicitation, it's easy to put off the ask in an endless cycle of cultivation moves. Rather than do that, it is incumbent on you to develop both a solicitation strategy and a target date.

Elements of cultivation and education such as visits, calls, and emails should continue. If a person in this stage of interest is not local, it's preferable to travel to the donor, if possible. A second option, but not necessarily ideal if you have been the primary contact with the donor, is to select a representative of your organization (alumni, program staff, current or former board member) to meet with the donor on their home turf. Current technology makes possible an electronic face-to-face meeting if distance is an obstacle. Face-to-face first, then explore options if in-person is not possible.

2. Get the “right person” to ask

Determine who is the best person to make the ask. It may be the gift officer who has been cultivating the donor. Depending on the size of the ask, the anticipated use of the funds, and who the donor is, someone in leadership (i.e. the president, a member of the board, program staff, a professor at a university) may be the better individual to make the ask. Program staff can often speak passionately about what the bequest intention can mean to sustain the program of interest to the donor and the impact it is having, and will continue to have, with the donor's future support. A team effort is often the best strategy to get to “yes.”

3. Make a “compelling” ask

Using creativity when asking for a bequest commitment can inspire a donor to say “yes.” For example, a donor who makes a \$1,000 gift each year to the annual fund can be asked to endow that gift with a \$20,000 estate commitment ($\$20,000 \times 5\%$ endowment spending rate). A donor who wants to endow a larger gift for a specific program requiring endowment funding of \$250,000 can be asked to make annual gifts of \$12,500 to fund the program immediately with an estate commitment of \$250,000 ($\$250,000 \times 5\%$ endowment spending rate). This has been called a virtual endowment and enables a donor to see the impact of their gift during their lifetime.

4. Mission, mission, mission

There is one overarching rule when looking for bequests - always bring the discussion back to how a planned gift advances the mission of your organization. At the end of the day, conveying your mission is the most compelling messaging of all from the time of initial awareness through cultivation and soliciting.

VI. TALKING TO DONORS ABOUT BEQUESTS

Even though many of the conversations you will have about bequest intentions will be with donors who have self-identified, bear in mind that donors differ greatly, especially when it comes to matters of death, money, and family. In many cases you will need to take your cues from donors as to territory where you can tread, or not.

Gift officers should remember:

- The priority is to get the donor excited about philanthropic opportunities
- Gain their trust
- You are not their financial planner
- You don't need to know all the technicalities – that's not your job

A. The Donor's Personality

Your relationship with your donor may inform how you approach your conversation about a bequest gift. If the donor has self-identified from the marketing funnel process, the conversation may go a little easier. Keep these points in mind:

- some donors will willingly share sensitive details with you; others are very reticent
- some donors will be sophisticated; others will know next to nothing about estate planning
- some will enjoy discussing technical details; others will not want to spend any time at all on such matters

B. Ways to enter the planned giving conversation

(1) A respectful way to enter the conversation is to say:

“Many of our loyal supporters like you have chosen to make a gift from their estate to ABC Charity. Do I have your permission to ask if you have included ABC Charity for a gift from your estate or is that something you have considered?”
WAIT FOR AN ANSWER.

Possible donor responses:

- “No, I hadn’t really thought of that.” Possible gift officer response: “Are you aware that you can make a gift to ABC Charity and save your family members substantial taxes?” (using retirement fund assets)
 - “No, all of my estate is going to family members.” Possible response: “I can understand that but if in the future you decide to leave any portion of your estate to charity I would be happy to discuss some tax-saving strategies you may want to talk about with your estate planner.”
 - “Well, I guess I can tell you that I have included ABC Charity for a gift in my estate plan.” See Section C below
- (2) If you are already talking with a donor about gifts to your charity and they say, “I just am not in a position to make an outright gift now,” you could reply, “Well, you know, something you might want to think about is putting a provision in your will . . .”
- (3) If you are thanking your donor for longtime support, you can ask. “Have you considered endowing your support through a gift in your will or trust? Some of our donors have made provisions for an endowment gift in their estate plan that will sustain their annual giving. This ensures that the support they give now will continue after they’re gone.” [see V(F)(3)]

C. Uncovering the Problematic Bequest Intention

There are varying opinions as to whether a gift officer should inquire about the substance of a donor’s bequest intention once the donor has disclosed the existence of the intention. Some believe it would be rude to inquire. Yet, not all bequests are good for the organization. If the donor has restricted the bequest to a program that no longer exists or for a use that is not a priority for the charity, the value of the bequest to the charity is diminished and the bequest, when realized, may need to be declined. Charities that have accepted “questionable” bequests have at times regretted the decision, finding that the problems of administering a bequest that does not fit directly within the charity’s mission outweighs the benefit of having accepted the gift.

A gift officer can respectfully ask a donor who has informed the charity about a bequest intention for information about their bequest. The gift officer should explain that it is of the utmost importance to the organization to honor the donor’s wishes for how the estate gift is to be used. If the donor says that the bequest is unrestricted, the gift officer may still choose to inquire further. Thank the donor for sharing that information and ask if there is any additional information they wish to share. Once the door is open and the topic is being discussed, donors will often divulge full information about their bequest gift, including the amount.

If the donor discloses that the bequest is restricted for a specific purpose, then the gift officer should ask the donor to discuss the restriction, again to make sure the organization can honor the donor’s instructions. It is also good practice to request the donor to send the paragraph in the will or trust showing the restriction. Donors do not always recall accurately the specifics of the restriction. Also, the donor may wish to revisit the restriction, especially if the estate document was drafted years ago.

If the donor shares that the estate gift is contingent, it is useful for the organization to know the details of the contingency.

VII. STEWARDSHIP AND RECOGNITION

A. The Importance of Good Stewardship

Good stewardship serves to strengthen a donor's relationship with your organization and is a vital part of a bequest program. The hope is that both a "new" and "uncovered" bequest donor will, as a result of recognition and good stewardship, *at least* continue to keep the provision in their estate plans and *at best*: a) increase the level of their bequest; or b) accelerate their gift by implementing life income plans or by making outright contributions.

When you first learn about a bequest expectancy you need to respond promptly.

- Look at your database. Has the donor given recently? Check on patterns of giving. Has the donor given over a long period of time? Does the donor have a unique connection to your organization of which you should be aware when you contact the donor? Show the donor you know who they are.
- Call and thank the donor personally not just for the bequest but for yesterday's gift, for last month's gift, or for loyal and longstanding support in general. Also, be sure to thank the donor for sharing information about the bequest with you.
- Emphasize respect for confidentiality.
- If there is a relevant recognition society, mention that the donor is now eligible to join by virtue of the bequest. If no such society exists, don't worry. Say that you will keep the donor involved in things that are going on.
- Emphasize that the donor can choose their level of involvement.
- Assure the donor that the gift is important no matter how small (or how contingent!).
- Make clear that you can help ensure the donor's wishes are carried out and that you are a resource and would welcome any questions.
- Many charities will send an Estate Information Form that will ask questions about the donor's estate gift, and if the organization has the permission to publish the donor's name as a member of the legacy society (See Exhibits). Some forms request more details than others. If it is the practice of your organization to send such a form, let the donor know when you call to thank them. Tell them while the information is useful to your organization, it is optional.

Once a donor has been welcomed into a charity's community of bequest donors, the relationship should now continue to grow. Indeed, the focus now shifts to deepening that relationship through ongoing contact by cards, phone calls, and personal visits.

B. The Bequest Recognition Society

A recognition society provides an excellent platform for stewardship.

1. Purpose

The purpose of the society is to recognize and keep in touch with donors. Donors who have made a commitment to your organization through their will or other deferred gift should be thanked on an ongoing basis. By remembering your organization in their will, a donor has in some respects elevated your cause to the status of family. It is a profound expression of confidence in your institution. A bequest to charity is often a donor's single largest, most thoughtful charitable gift in their lifetime. Your charity should let donors know of its continued appreciation for their future gifts.

The society provides opportunities for your donors to join with others who have similar interests. Events and activities connect donors with other individuals who have made a commitment to the future of your organization, and they reinforce the concept that planning for the future is important.

The recognition society allows the organization to focus on a group that has already invested in it and provides a systematic means to build in accountability. Charities have a responsibility to be good stewards of relationships. A recognition society allows you to provide ongoing expressions of gratitude, as well as assurances to your donors that their gifts are well placed.

2. Standards for Membership

a. Eligibility

(1) Revocable and Irrevocable Commitments/Gifts. A society can include not only those who have made bequests and similar testamentary arrangements, but also those who have made irrevocable deferred gifts, such as charitable gift annuities, pooled income fund contributions, charitable remainder trust beneficiary designations, or gifts of partial interests or remainder interests in property.

(2) Endowed Fund Donors. Some organizations are admitting to their legacy society donors who have funded an endowed fund, even though they have not made an estate commitment. The thinking is that an endowed fund will last in perpetuity and is a forward-thinking gift, just as an estate commitment. The hope is that the endowed fund donors will mingle with those who have made estate commitments and may be motivated to add to their endowed fund with an estate commitment.

b. Evidence of commitment

Some organizations will not recognize a donor as a member until written evidence of the commitment is received. Others simply accept any written or verbal indication that a commitment has been made. Be careful not to push too hard for this information. It may result in the donor retreating and choosing not to become a member of the society. If your organization's practice is to send an Estate Commitment Information form, let the donor know that you will be sending this form, but completion is optional. However, you will want

written permission to publish the donor's name as a member of your legacy society.

By their very nature, bequest commitments are difficult to "value" and to "credit" (generally, they are *revocable*). Since the purpose of the recognition society is to strengthen relationships with your organization, it will be to your advantage to be generously inclusive. The only information you really need to know is the donor's contact information. "Counting" and reporting your successes is of secondary importance.

Show great respect for a donor's preference for anonymity or confidentiality and consider proactively seeking permission to publish any names. In other words, weigh carefully the pros and cons of not listing anyone's name without their express permission, versus letting donors know you will list their names unless they "tell you otherwise." Generally, it is preferable to act to protect confidentiality rather than publish a name without the written permission of the donor. An "opt-in" approach is preferable to an "opt-out" approach.

C. Other Forms of Recognition

Whether through a society or otherwise, a bequest donor can be offered public recognition, participation opportunities, and mementos, along with ongoing friendship and contact.

- Public recognition offers the double advantage of recognizing donors while building awareness about your program. Consider these techniques:
 - ✓ Publish names of donors (and stories if possible) in your newsletter and annual report. Include brief information about the bequest society (if there is one) and how to contact you for more information.
 - ✓ Recognize donors at public events or ceremonies.
 - ✓ List names of donors on a plaque in a public space in your building.

Note: Since a goal of public recognition is to honor a donor, be sensitive to the donor's preferences. Sometimes these are not so easy to discern, and you need to give your donor and yourself some time to tease out what is possible and desirable. You can always point out that public recognition is, in many ways, a second gift to the organization that may serve as an inspiration to others to be equally generous.

- Plan an annual event, such as a luncheon. The event should be designed to involve donors with your charity and make them feel good about their roles as investors in your organization's future. Attendance at events gives donors the chance to meet and mingle with like-minded people. It also further educates your donors about the activities of your organization and creates a greater level of involvement. Make the event important. Board members and the executive director should attend. Your leaders should convey the strength, momentum, and future plans of your organization and recognize the impact deferred gifts of society members will have.

Don't limit the activities of the society to one event a year. Consider these folks to be major donors and look for opportunities to include them in important events such as annual meetings,

building openings, receptions for new leaders, awards ceremonies and such. When seating them, do not isolate them by age group, but mix them in with other donors. They typically like to interact with younger generations, and they can be a good influence on your younger donors. Consider special nametags that identify them as estate gift donors.

- If you have donors around the country (or internationally) and your leadership travels to cities where donor events are held, invite legacy society members to a “members only” pre-event with leadership, recognizing that these donors are special to your organization.
- Mementos or token gifts can remind a donor of your charity and serve as evidence to others that they support your organization. Try to think of something representative of the organization that will remind donors of it each time they see the item, but you probably want to select something that is not too elaborate. These are generally older persons who are in downsizing mode and likely have all the “stuff” they will ever want to have. They also are typically the kind of people who would not want to see your organization waste money. On the other hand, small gifts can provide you with an opportunity to meet and visit with donors and begin to develop relationships. They may also serve as conversation pieces that can help build awareness among friends and family members. At donor events, attach the legacy society pins to name tags of legacy society members (those who have given permission to publish their names) to encourage curiosity among those attending who do not have the pins.
- The very best recognition, however, if time permits and the donor allows, is regular ongoing personal contact through correspondence, visits, and phone calls.

VIII. BEQUEST ADMINISTRATION

Charities can receive bequests from various sources - wills which means the assets must go through the probate process, beneficiary designations such as from retirement accounts or life insurance policies, or from trust distributions. Each source of the bequest can come with its own challenges. Probate can be a lengthy process depending on the nature of the assets in the estate, if there are creditor issues, or family disagreements. Beneficiary designations from retirement accounts should be easy to receive, but several of the account administrators are requiring personal information including Social Security numbers from charity leadership, which is highly problematic.

A. Communication

One person or office at the charity should be in charge of monitoring realized bequest gifts. Periodic reminders should be sent internally to ensure that everyone in the organization knows to whom this responsibility has been assigned. Large organizations such as universities or national charities with local chapters should have a clear policy about where realized bequests are administered.

Good communication will reduce the risk of misunderstandings and inefficiency. In the case of a pecuniary bequest or in the case of a typical specific bequest you may only have to anticipate the timing of the distribution. In the case of a residuary bequest, your antennae should be up because there will be many check-ins along the way. Also, ascertaining if there is a restriction for how the bequest is to be used is key information that should be obtained as soon as possible.

If legal issues arise, the charity's legal counsel should be able to advise the organization as to whether legal action should be taken. Obviously, it is best to avoid litigation if possible, due both to the cost and perhaps more importantly to the potential for adverse publicity. On the other hand, the charity, like the person or entity administering the estate (usually called the executor/executrix or the personal representative), has an obligation to the donor to see that their wishes are carried out properly. A charity will likely need to consult its legal counsel whenever there is ambiguity with regard to the wording of the bequest provision, the potential for a will contest, or a situation in which the person or entity administering the estate is not doing what they are supposed to be doing. If issues arise, it is better to consult counsel sooner rather than later when it may be too late to correct the actions that have been taken.

Also, if charities in addition to your own are beneficiaries of the donor's estate, consider:

- sharing resources, knowledge, and costs;
- joint representation if you need legal counsel and your interests are not adverse; and
- designating one charity to act as agent for the entire group.

1. Files and Checklists

Open a new file for each estate gift. Combine it with lifetime files for the decedent if they exist. Use checklists for opening and closing files and prepare an estate file information sheet (samples provided in Appendix).

An estate file should contain the following information:

- a copy of the final will or living trust document, with any amendments ("codicils") or restatements
- copies of all other legal documents and notices received
- the Inventory and Appraisal (if it is a trust, a listing of assets or some other information regarding the value of the trust)
- copies of all accountings
- copies of checks and associated paperwork
- copies of correspondence sent and received related to the gift

2. Initial Response

Just as it is important to respond promptly and professionally when notified of a gift intention, it is similarly important to do so when notified that a gift has matured. This is true not only for revocable trusts and complex estate gifts, but for simple beneficiary designations as well.

Likely the first communication will come from the attorney or personal representative for the estate, especially if a will has been entered into probate. You may receive a form from the executor informing your organization that you have been named in the will. This does not necessarily mean your organization will receive a gift, as you may be a contingent beneficiary and the contingency may not be met – i.e. there may be a surviving spouse.

If the attorney or personal representative has not requested any information from you, then acknowledge their notice and request a copy of the estate document. This is the only way you will know if you are likely to receive a gift. You will want the actual document showing the gift to your organization, not only to determine if you will receive a gift but also if there are any restrictions attached to the gift. Restrictions must be honored and if there will be an issue for your organization to honor the restriction, you may need to consult counsel before you accept the gift. If your gift is for a specific dollar amount, then the paragraph from the will or trust will likely be sufficient. However, if your gift is for a portion of or all of the residuary, you will want to see the full document. The personal representative may resist, but your organization is entitled to see the full document to determine what other gifts are in front of your residuary bequest. If your gift is from a beneficiary designation from a retirement account, then likely the gift is not restricted and customarily there is no document that will accompany the distribution. That said, be careful that the beneficiary designation naming your organization doesn't also include a direction for that gift (i.e. ABC Charity, for the XYZ Fund").

Below are the documents you should provide to the estate attorney once you have determined that you will be receiving a gift from the estate, and also documents you should request assuming you have not received them already. You will want to express your condolences to the family in the initial letter that is sent to the estate attorney and/or Personal Representative.

- Non-profit's legal name and taxpayer ID number
- Completed IRS Form W-9
- IRS Tax Exempt Letter [501(c)(3) letter]
- request a copy of the will or trust, if it was not already provided
- request that all future estate correspondence be directed to your bequest administrator (include complete contact information)
- request an inventory when prepared
- inquiry as to family members and/or friends with addresses who can be acknowledged for the gift (See Appendix)

3. Practice Good Stewardship

Hopefully, the attorney or personal representative has provided the names and addresses of who you can acknowledge for the gift. When the first distribution is received, send an acknowledgment (without specifying the amount of the gift) to those individuals whose names have been provided. If the gift was for a specific program, acknowledge that the gift will be used as instructed by their loved one. If a named endowed fund has been established, ask if the loved one would like to receive an annual report about how income from the fund has impacted the program for which it is designated. You can invite the family members to visit your institution if they so desire.

When the final distribution has been received, it is good practice to send a thank you letter to the personal representative and/or attorney. If these individuals are located geographically close to your institution, it's good organization relations and could result in future gifts. Even if they are not geographically close, such an acknowledgment creates good will for your organization.

4. Set up a Calendar System

It is very important that you have a system for monitoring progress and reminding you of important dates. The idea is to follow-up sufficiently so that the gift is received as quickly as possible, but not at inappropriate times or to the point of unwarranted annoyance. On average, most basic estates will take nine months to 18 months to complete. If the estate is of sufficient size to be subject to estate tax, it usually takes 24 months or longer to administer the estate due to the filing and acceptance of an estate tax return.

You also don't want to miss important legal deadlines such as the time period for objecting to a final accounting or disclaiming a gift. There are software packages, including *Bequest Manager* by PG Calc, that are designed specifically to help manage the process for each estate gift. If your organization only has a few open estates at any given time using an Excel spreadsheet might suit your purposes. However, the staff person responsible for administering bequests must frequently monitor the spreadsheet to ensure no deadlines are missed.

One important date to keep in mind if the bequest is of a specific piece of property is the "Disclaimer Date." Any beneficiary may decide that it does not want to receive particular property it has been left in the will, e.g., real estate located next to a Superfund clean-up site. It may give up its rights or "disclaim" this property and never be in the chain of title. This right must be exercised within a particular time period, often within nine months of the decedent's date of death.

While realizing each estate will be unique, and timing will depend heavily on the attorney and personal representative and the type of assets, etc., some general timing guidelines are:

- *Specific bequest* – within 45 days after acknowledging notification, check if a copy of the will or trust has been received, along with a completed Family Acknowledgment Information form. Send follow-up letters every 30 days until such information has been received. Within 90 days check if an Inventory has been received. If the estate has assets to satisfy all specific bequests, it is possible you will not receive an Inventory. From the date of notification, it may take six months to receive the gift for a specific or pecuniary bequest. After five months, check your calendar monthly and follow-up at least every 60 days, if not more frequently, to ascertain the reason for the delay.
- *Residual bequest* - within 45 days after acknowledging notification, check if a copy of the will or trust has been received, along with a completed Family Acknowledgment Information form. Send follow-up letters every 30 days until such information has been received. Within 90 days check if an Inventory has been received. After six months, start to check every 60 days as to the status to the administration of the estate. Check more frequently or less depending if you are being updated regularly by the estate attorney or there are other circumstances in the probate process. After one year, you should be watching for an Accounting of all estate assets, expenses, and projected distributions to beneficiaries.

B. Estate Administration Details

The following is an overview of documents and processes that you will typically see in an estate administration. The names of the documents will differ from state to state as well as the time periods within which action must be taken. You should take the time to acquaint yourself with the practices and rules of your state or the state where the probate is being handled, if different.

1. Notice of Appointment/ Letters of Administration/Letters Testamentary

The process usually begins with a notification from the attorney for the estate or from a Personal Representative that the donor has died and a gift has been left to the charity. Very often, a copy of the will accompanies this notice. If it does not, you should request it, as all beneficiaries and heirs under the will have a right to receive a copy. Sometimes, the attorney or Personal Representative is uncooperative; in that case the will is a matter of public record and you can obtain a copy at the appropriate courthouse (usually filed in the county of the decedent's last residence).

With a living trust there will not be a formal notification but rather a letter from the trustee or the attorney for the trustee.

2. Inventory and Appraisal/Valuation

In most states the Personal Representative is required to file a detailed Inventory and Appraisal (or Inventory and Valuation). This Inventory should list all property owned by the decedent including real estate, bank and brokerage accounts, personal property, etc., and place a value on these assets. The time period within which this document must be prepared varies from state to state – some require it within 30 days of the Personal Representative's appointment. If a non-profit is a residual beneficiary, it is generally entitled to a copy of the Inventory.

While this is most relevant for a residual beneficiary, an Inventory can also be helpful in the case of a specific bequest. Because it provides a value for the total estate, it will indicate if there are sufficient assets to pay all of the specific bequests. If not, the specific bequests are usually reduced proportionately; check the appropriate state statute if this is a concern. It will also give an idea of the timing of distributions. While there may be sufficient value such that the actual distribution is not in question, if liquid assets are insufficient the Personal Representative will need to sell adequate illiquid assets and it will take longer for a distribution to occur.

3. Liquidation of Assets

Upon receiving notification of your organization's being designated for a gift from an estate, request that the estate assets be liquidated and the proceeds placed in a money market account. Don't play the markets – they can as easily go down as up.

4. Final Accounting and Petition for Discharge

To close an estate, the Personal Representative's must file a final accounting and Petition for Discharge with the court. This petition typically contains statements:

- that the Personal Representative has fully administered the estate;
- that all claims which were presented have been paid, settled, or otherwise disposed of;

- that the Personal Representative has paid or made provision for taxes and expenses of administration;
- showing the amount of compensation paid or to be paid to the Personal Representative, attorneys, accountants, appraisers, or other agents employed by the Personal Representative and the manner of determining that compensation;
- showing a plan of distribution that includes:
 1. a schedule of all prior distributions;
 2. the property remaining in the hands of the personal representative for distribution;
 3. a schedule describing the proposed distribution of the remaining assets; and
 4. the amount of funds retained by the personal representative to pay expenses that are incurred in the distribution of the remaining assets and termination of the estate administration.

Any objection to the accounting and the plan for final distribution must be filed within a certain time period, often 30 days. The Personal Representative should distribute assets in accordance with this petition promptly after the objection time period has passed

5. Residual Gift Consideration

Taxes.

In most wills where there is a named charitable beneficiary, a clear direction is included as to which portion of the estate should bear the taxes. When taxes are allocated to the residue of the estate, and the residue includes both charitable and non-charitable bequests, the document should specify whether the taxes are to be allocated entirely against the share of the non-charitable beneficiary or if the charitable beneficiary is to share in the tax burden.

If there is no direction in a will as to how taxes should be paid, then the Personal Representative and attorney will have to look to state law to determine how taxes should be allocated. Many states have adopted the Uniform Estate Tax Apportionment Statute. Under this statute in general, each beneficiary bears the share of estate tax proportionate with the beneficiary's interest in the estate. Shares qualifying for charitable (or marital) deduction are not allocated any part of the estate tax liability.

Fees

Some states have a statutory framework for probate fees. In states where there is no such framework, it is especially important for beneficiaries to know what is customary and what is deemed by the court to be "just" and "reasonable."

An Uncommunicative Personal Representative

Be confident that as a beneficiary you are entitled to be kept informed of the progress of the estate administration. In particular, the Personal Representative should respond promptly to your request for a copy of an Inventory. Check your statutes to find out if there is a specified amount of time given to the Personal Representative to gather this information and what obligations exist to provide it to the beneficiaries.

Personal Representative is Also Attorney

The governing document may spell out how the Personal Representative is to be compensated and how legal fees are to be charged. If the document is silent on the subject, it would not be inappropriate to expect the Personal Representative/attorney to keep track of time separately depending on which hat is being worn – the Personal Representative hat or attorney hat. Some states prohibit the estate attorney from also serving as the Personal Representative.

Non-cash Assets

When it is a residuary gift, the Personal Representative will most commonly sell the asset, unless the charity has requested an in-kind distribution. If it is a specific property gift, more often the default is for the Personal Representative to distribute the property to the charity. If you prefer it be sold and the proceeds distributed, discuss this with the Personal Representative. Often, the Personal Representative will be willing to do this, as long as any fees associated with the sale are charged solely against that asset and not the estate generally. Also, another beneficiary may be interested in receiving that piece of property and would be willing to pay its value to the non-profit.

6. Restricted Gifts

If the donor has restricted the gift in a way you cannot fulfill, think about the closest use you can make of the gift and talk with the estate attorney and the Personal Representative. Under the legal doctrine of *cy pres* (a French term meaning “as close as possible”), the court has the authority and flexibility to fulfill the donor’s wishes as nearly as possible in cases where their instructions cannot be followed to the letter. Your state may also have a non-judicial means of resolving the issue. The question there is whether the State Attorney General needs to be involved and approve any agreement the Personal Representative and the beneficiaries might reach. Bottom line: do not assume that you must automatically decline the gift. This would be a good time to consult legal counsel.

IX. CONCLUSION

Bequests are the foundation for virtually every planned giving program. The key to successful fundraising, whether Annual Fund, major gifts, or planned gifts is to be strategic. Be strategic in how your best bequest prospects are identified, cultivated, and their gifts/intentions are closed. There are many tools that can be used to maximize the income from bequests. Use them!



Legacy Society Member Survey

MEMBERSHIP FORM

The Charity celebrates the commitment of forward-thinking donors who have provided for the future of The Charity in their estate plans, wills, trusts, retirement plan and life insurance designations, life income gifts, or other planned gifts. With our gratitude, we welcome you into the Legacy Society.

Name _____

Address _____

Phone number _____ Email _____

I/We wish to be referred to as _____

in any donor recognition materials. My date of birth is _____

Include my spouse/partner _____

as a member. My spouse/partner's date of birth is _____

I/We wish to remain anonymous and do not wish to be recognized publicly at this time.

Optional information to help us plan for the future:

I/We are pleased to acknowledge that I/we have named The Charity as a beneficiary in my/our:

- | | |
|---|---|
| <input type="checkbox"/> Will/Living Trust | <input type="checkbox"/> Donor Advised Fund |
| <input type="checkbox"/> Retirement Plan | <input type="checkbox"/> Charitable Remainder Trust |
| <input type="checkbox"/> Life Insurance Policy | <input type="checkbox"/> Charitable Gift Annuity |
| <input type="checkbox"/> Payable on Death Account | <input type="checkbox"/> Other (please specify) _____ |

My/our gift is:

- Unrestricted
- Designated specifically for _____
- Not yet determined. Please contact me to discuss options.

The Charity will receive this gift (check all that apply):

- Upon my death Upon the death of my spouse/partner Other _____

The estimated value of my/our gift is:

\$_____ as a stated amount in my estate plan.

_____ % of my estate, currently valued at \$_____ for The Charity.

_____ % of my retirement plan/life insurance, currently valued at \$_____ for The Charity.

Signed _____ Date _____

Signed _____ Date _____

The Charity recognizes that this gift is subject to change depending on personal economic circumstances. This form is not intended to be a legally binding pledge. Information you provide will remain confidential.

Please mail this Membership Form to The Charity, Office of Gift Planning, 129 Mount Auburn Street, Cambridge, MA 02138. For more information call, 617-555-5555, or send an email to giftplanning@pgcalc.com.

[LOGO]

LEGACY SOCIETY
GIFT NOTIFICATION FORM

Type of Gift. I am pleased to become a member of the ABC Charity Legacy Society by making the following type of legacy gift to ABC Charity:

- I have included ABC Charity in my will or living trust.
- I have named ABC Charity as beneficiary of a life insurance policy.
- I have named ABC Charity as beneficiary of a retirement or other financial account.
- I have arranged a trust, annuity or other planned gift for the benefit of ABC Charity. *[If you offer charitable gift annuities, list gift annuity as a separate item to choose.]*

Purpose of Gift. My gift is to be used for the following purpose:

- Unrestricted (use where needed most) *[Program Area]* *[Program Area]*
- I have attached a photo copy of the relevant portion of my will, trust or other planned giving document.

Amount of Gift. The approximate amount of my legacy gift will be \$ _____.

Recognition of Gift.

- I am happy to have my name listed as a member of the ABC Charity Legacy Society. My name should appear in ABC Charity publications as follows (please include your spouse if you would like):

Name(s) _____

- Thank you, but I/we wish to remain anonymous

Name _____

Address _____

Phone _____

So we can send wishes of the day, will you let us know your birthday? ____/____/____

E-mail address _____

Signature _____ Date _____

Please return to: [Contact Information]

Bequest Administration Checklists

Estate File Information Sheet (v.1)

Estate Name: _____

Will

Date of Death: _____ County of Probate: _____

Living Trust

Personal Representative or Trustee:

Name:

Address:

Phone:

E-mail:

Attorney:

Name:

Address:

Phone:

E-mail:

Bequest: _____ Specific: \$ _____ or property: _____

_____ Residual (_____ % of residue)

Bequest Language/Purpose: _____

Is Charity able to carry out purpose of the bequest? _____ Yes _____ No

Was donor known to the Charity? ___ Yes ___ No. If yes, donor record # _____.

Important Dates

Date Filed (initial court filing to open probate): _____ (n/a for living trusts)

Date Notice of Gift Received by Charity: _____

Date Personal Representative/Executor Appointed: _____

End of Creditor Claims Period: _____

Tax Return(s) to be Filed?: _____

Estate Complexities?

Ask the attorney/PR if there are any complexities that might slow the process down (particularly important if you are a residual bequest donor). Specific questions might concern:

- Real estate a part of the estate?
- Conflict or contested issues in estate?
- Property in another state/country?
- Missing heirs?
- Businesses/partnership interests?

Estate File Information Sheet (v.2)

ESTATE OF _____ DATE OF DEATH _____
COUNTY OF PROBATE _____ CAUSE NO. _____
Lifetime # _____

SURV. SPOUSE _____ Phone _____
Address _____ email _____

PERS. REP. _____ Relationship _____
Address _____

Phone _____ Fax _____ email _____

ATTORNEY _____
Address _____

Phone _____ Fax _____ email _____

OTHER _____ Position _____
Address _____
Phone _____ Fax _____ email _____

INTEREST OF CHARITY

Location of Will/Codicil Provision _____

Specific or Residual _____ Estimated Amount \$ _____

IRS Form 706 to be filed? _____ Contingencies? _____

Beneficiary Department(s) _____

Purpose _____

Estimated distribution dates _____ Beneficiary Dept. Notified _____

Request Inv/Appr. _____ Account to be Credited _____

Consider disclaimer re: real estate? _____

Distributions received: Date Amt. Date Amt. Date Amt.

Family/friend info.:

CHECKLIST: NEW ESTATE

Estate of :

Estate No.:

Date of opening file:

_____ **DATABASE**

- _____ Check Bequest Expectancy Database & note date of death
- _____ Add to Estates table
- _____ If life income beneficiary, enter termination date
- _____ Obtain any (database) information
- _____ Notify (database) of death--send copy supporting info.

_____ **FILES**

- _____ Locate lifetime file
- _____ Change existing file to or create a pending estate file
- _____ Complete "Estate File Information Sheet" to extent able

_____ **SEND ACKNOWLEDGMENT LETTER TO ATTY/PR**

Request:

- _____ Copy of Will/trust provision
- _____ Information on reason for gift
- _____ Names and addresses family & friends to send thank-you

_____ **NOTIFY DIRECTOR OF DEVELOPMENT OF GIFT**

Send:

- _____ Bequest provision
- _____ Letter from/to attorney/Personal Representative

CHECKLIST: ESTATE FILE CLOSING

Estate of :

Estate No.:

Date of closing file:

* * * * *

_____ **THANK-YOU LETTER**

- _____ Sent to family/friends
- _____ Copy to Development Director

_____ **RECEIPT OF CLOSING DOCUMENTS**

- _____ Notice of Filing Declaration of Completion
- _____ Notice of Hearing on Final Report

_____ **ESTATES DATABASE**

- _____ Change status to "settled"

_____ **FILE**

- _____ Incorporate lifetime file into estate file; add divider
- _____ Print (database) gift record and place in file
- _____ Complete Estate File Closing Checklist and place on top of file
- _____ Put new "Settled Estate" label on file
- _____ File to basement "Settled Estate" file cabinet

<Charity> STATIONERY

FAMILY ACKNOWLEDGMENT FORM

Estate of <Name of Decedent>

It is the custom of <charity> to acknowledge family members and other loved ones when we receive a gift from an estate. Please provide the information below and return the form in the postage paid envelope provided.

Name _____ Relationship _____

Street Address _____

City, State, Zip _____

Name _____ Relationship _____

Street Address _____

City, State, Zip _____

Name _____ Relationship _____

Street Address _____

City, State, Zip _____

Name _____ Relationship _____

Street Address _____

City, State, Zip _____

_____ <Charity> does not need to acknowledge anyone for this estate gift.

<Name>

<Date>