



# Business Learning Institute

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## A Practical Guide to Trusts

### **Instructor**

Arthur Werner

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### **PRESENTED TO**

North Carolina Association of CPAs

In-person (Greensboro, NC)

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## Arthur Werner, J.D., MST

Arthur Joseph Werner, JD, MS (Taxation), is the president and is a shareholder in the lecture firm of Werner-Rocca Seminars, Ltd. Mr. Werner's lecture topic specialties include business, tax, financial and estate planning for high net worth individuals.

In addition, Mr. Werner is an adjunct professor of taxation in the Master of Science in Taxation program at the Philadelphia University.

Mr. Werner received his B.S. in Accounting and his M.S. in Taxation from Widener University. He holds a J.D. in Law from the Delaware Law School.

Mr. Werner lectures extensively in the areas of Estate Planning, Financial Planning, and Estate and Gift Taxation to Certified Public Accountants and Financial Planners, and has presented well in excess of 2500 eight-hour seminars over the past twenty-five years as well as numerous webinars and video presentations. Mr. Werner has been rated as having the highest speaker knowledge in his home state of Pennsylvania by the Pennsylvania Institute of Certified Public Accountants, was awarded the AICPA Outstanding Discussion Leader Award in the State of Nevada, the Florida Institute of CPAs Outstanding Discussion Leader Award, and the South Carolina Association of CPAs Outstanding Discussion Leader Award.



## ADDITIONAL MATERIALS FOR YOUR STAFF

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- 1040 Training for New Tax Staff
- A Practical Guide to Trusts
- A Practitioner's Guide to IRAs and Qualified Retirement Plans
- A Practitioner's Guide to LLCs and S Corporations
- A Tax Practitioner's Guide to Compensation Planning
- Applying Integrated Estate, Financial, and Asset Protection Planning Techniques
- Asset Protection Strategies
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- Business Income Tax Update
- Choice of Business Entity
- Creative Strategies for Buying, Selling, or Gifting a Business
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- Estate and Financial Planning for the Older Client
- Estate and Financial Planning for the Soon Retiring Baby Boomer Client
- Estate Documents Workshop
- Estate Planning – Beyond the Basics
- Estate Planning – Business Issues
- Estate Planning – Leveling the Playing Field
- Estate Planning – Local Issues
- Estate Planning for 2019 and Beyond
- Estate Planning Update
- Federal Income Tax Update
- Federal Income Taxation of Estates and Trusts Update
- Federal Tax Update
- Financial and Estate Planning Techniques of Charitable Giving
- Financial Planning Concepts and Techniques – Beyond the Basics
- Fringe Benefit Planning for 2019 and Beyond
- Integrated Estate, Financial, and Asset Protection Planning – A Breakthrough Approach
- Making the Best of Bad Situations
- Mergers and Acquisitions – Complete Guide to Relevant Issues
- Navigating the Tax Cuts and Jobs Act – Law and Planning Issues
- Navigating Your Client Through the Maze of the Affordable Care Act
- Postmortem Estate Planning
- Real Estate Acquisition Financing and Management
- SIMULCAST: MACPA's 1040 Fast Track
- Strategic Tax Planning
- Strategies and Tax Tips for Dragging Your Children into Financial Independence
- The 1040 Fast Track – A Comprehensive Individual Tax Seminar for CPAs and Their Staff
- The Best Estate and Financial Planning Topics of 2019
- The Complete Guide to Connecticut Death Taxation
- The Complete Guide to Delaware Death Taxation
- The Complete Guide to Estate Administrations
- The Complete Guide to Hawaii Death Taxation
- The Complete Guide to Illinois Death Taxation
- The Complete Guide to Iowa Death Taxation
- The Complete Guide to Kentucky Death Taxation
- The Complete Guide to Maine Death Taxation
- The Complete Guide to Maryland Death Taxation
- The Complete Guide to Massachusetts Death Taxation
- The Complete Guide to Minnesota Death Taxation
- The Complete Guide to New Jersey Death Taxation
- The Complete Guide to Oregon Death Taxation
- The Complete Guide to Preparing Forms 706 and 709
- The Complete Guide to Rhode Island Death Taxation
- The Complete Guide to the Preparation of Form 1041
- The Complete Guide to the Preparation of the Pennsylvania Inheritance Tax Return
- The Complete Guide to Vermont Death Taxation
- The Complete Guide to Washington Death Taxation
- The Psychology of Planning
- Traps and Pitfalls in Estate Planning
- Understanding the Basic Techniques of Financial Planning
- Understanding the SECURE Act and Other 2019 Tax Law Changes
- Visualized Estate Planning

# A Practical Guide to Trusts

## Maximizing Financial, Estate, and Asset Protection Strategies



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### Today's Instructor

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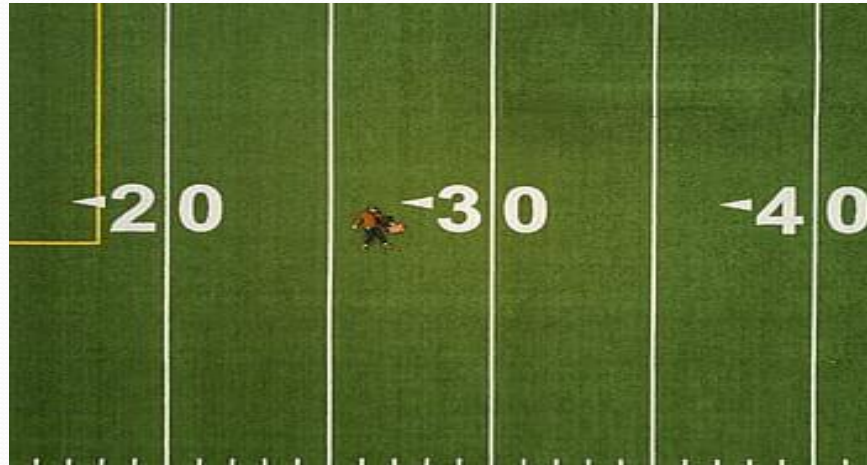
## Disclaimer

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## Learning Objectives

- After completing this session, participants will be able to:
  - Identify the major types of trusts and their primary purposes.
  - Distinguish between grantor, simple, and complex trusts for income tax purposes.
  - Calculate the impact of trust tax brackets and distribution deductions.
  - Analyze the implications of IRC §§2035–2038 in estate inclusion.
  - Determine when and how split-interest and charitable trusts may reduce estate tax liability.
  - Evaluate the advantages of ILITs and other irrevocable trusts in estate planning.
  - Assess the benefits of portability and credit shelter trust planning for high-net-worth clients.

## First, let's level the playing field!



## Definition

- What is a Trust?
  - Device of protection
    - Protect assets
    - Protect current beneficiaries
    - Protect future beneficiaries



## The “Players”

- **The Trustor**
  - a/k/a Settlor or Grantor
- **The Trustee**
  - Can be human or non-human
- **The Beneficiaries**
  - Must equal 100 % of the eventual distribution of the trust corpus

## The “Three Questions”

- All trusts can be specifically defined and classified by asking three specific questions of them
- Understanding these three questions can best help you understand the purpose of the trust and the technique or techniques that it is being used for

## Question #1

- How is the Trust created? (Trusts can be created in only in one of two ways.)
  - Inter-vivos (a separate legal document)
  - Testamentary (within a Last Will and Testament)



## Question #2

- Can the Trust be changed, altered, amended, or revoked?
  - Yes (Trust is revocable)
  - No (Trust is irrevocable)



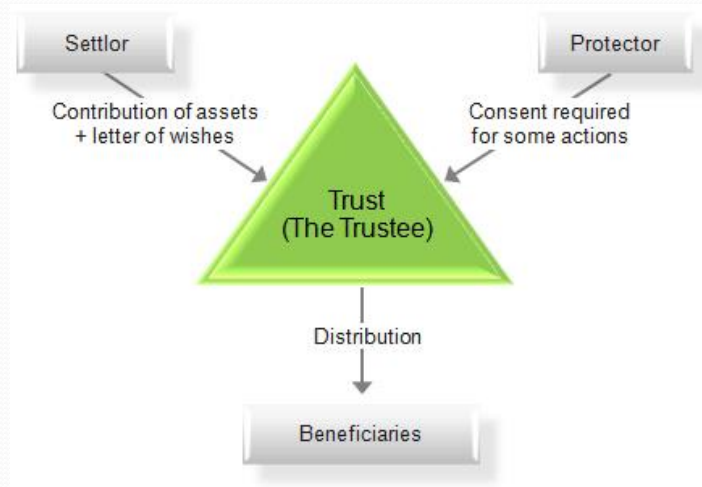
## Caveat

- Can you have a revocable inter-vivos trust? Y
- Can you have an irrevocable inter-vivos trust? Y
- Can you have a revocable testamentary trust? N
- Can you have an irrevocable testamentary trust? Y

## Question #3

- For Federal Income Tax purposes, how is the Trust classified?
  - Grantor
  - Simple
  - Complex
- So – WHAT IS INCOME?????

# Types of Trusts



## Grantor Trust

- **Defined**
  - A legal trust under applicable state law that is not recognized as a separate taxable entity for income tax purposes because the Trustor has not relinquished complete dominion or control over the trust.
- For income tax purposes, all income in a Grantor Trust is taxed to the Trustor of the trust and is reported on the Trustor's 1040.

## Grantor Trust (cont.)

- All revocable trusts are Grantor Trusts.
  - However, not all Grantor Trusts are revocable.
  - Some irrevocable trusts are Grantor Trusts; these trusts fall within IRC §§671 -679.
- A grantor trust does not file a 1041.

## Simple Trust

- A Simple Trust is one of three general types of trust and must meet three requirements set by the IRS:
  - All income must be distributed to the beneficiaries yearly,
  - The trust may optionally pay out any of its corpus (better known as principal), and
  - Cannot make charitable contributions.

## Simple Trust (cont.)

- In a Simple Trust, all income is treated as distributed to the beneficiaries.
- In such a case, the trust reports all income annually, but is entitled to a deduction for the entire amount distributed to beneficiaries.

## Complex Trust

- A Complex Trust is a trust that is “**not a Simple Trust**”.
- Yes, the instructions to the 1041 defines a Complex Trust this way!

## Complex Trust

- A trust is “Complex” if at least one of the following occurs:
  - There is no requirement to distribute all the trust income to the beneficiaries, or
  - The beneficiaries received principal distributions during the tax year, or
  - Distributions were made to charitable organizations.

## Bypass Trust (a/k/a Credit Shelter Trust)

- An estate planning tool for married couples in which a spouse's share of the estate transfers to an irrevocable bypass trust at death.
- The surviving spouse may get income from and use the trust assets; however, the trust's beneficiaries inherit the assets when that spouse dies.
- When the second spouse dies, the assets in a bypass trust avoid probate and pass on to the final beneficiaries.

## Bypass Trust (cont.)

- The major disadvantage of a bypass trust is the loss of the second income tax basis adjustment to FMV at the death (generally a step-up in basis) of the surviving spouse for the assets in the bypass trust.
- Income from a bypass trust is reported on a Form 1041.

## Irrevocable Life Insurance Trust

- An estate planning tool that ensures that the death benefit of a life insurance policy is not included in the estate of the deceased.
- Normally life insurance proceeds avoid probate.
- For wealthier individuals, the proceeds may be included in the deceased's estate for tax purposes.
- The ILIT excludes the proceeds from the taxable estate, and
- Transfers the death benefit immediately to beneficiaries.

## Spendthrift Trust

- Used for protecting inherited assets from the financial irresponsibility of the beneficiary.
  - **Examples:** Drug, alcohol, or gambling problems.
- The assets belong to the trust, and neither the beneficiary nor the beneficiary's creditors have direct access to the assets.
- The trustee is responsible for carrying out the trustor's specified instructions.

## Special Needs Trust

- Used for dependents with special needs.
- Unable to provide for their own financial needs.
- Provides financial assistance without disqualifying the beneficiary from SSI, SSDI, and Medicaid benefits
- Much like a spendthrift trust, it allows the trustee to specify how the assets of the trust can be used for the benefit of the beneficiary.

## Generation Skipping Trust

- Transfers assets from grandparents to grandchildren, or other persons at least 37½ years younger than the grantor.
- Cannot be used to transfer assets to a younger spouse.
- Transfers assets from the grantor's estate to grandchildren; the grantor's children never take title to the assets.
- Thus allows the grantor to avoid the estate taxes that would apply if the assets came into the possession of the next generation first.

## Tax Considerations in Trusts



# Income Tax Issues

- Grantor Trust Rules
  - A “Grantor Trust” is a trust that for income tax purposes does not exist. All income in a Grantor Trust is properly reported on the Trustor’s 1040.
  - All Revocable Trusts are Grantor Trusts
  - Some Irrevocable Trusts are Grantor Trusts
    - IRC §§671 – 679 define when the terms of an Irrevocable Trust create a Grantor Trust for income tax purposes

# Income Tax Issues (cont.)

- General Rules
  - For the most part, Subchapter J of the Internal Revenue Code is very similar to the parts of the Internal Revenue Code dealing with Individual Income Taxation.
  - There are four tax brackets (10%, 24%, 35%, and 37%), however, the brackets are compressed compared to individual rates (ex: for 2025, the 37% tax bracket becomes effective when income exceeds \$15,650)

## 1041 Income Tax Rate Schedule – 2024 (with compressed tax brackets)

<u>Income Amount</u>	<u>Marginal Rate</u>
0 - \$3,100	10%
\$3,101 - \$11,150	24%
\$11,151 - \$15,200	35%
\$15,201 and above	37%

**(Note: The 12%, 22%, or 32% brackets that apply to individuals do not apply to fiduciary entities!)**

## 1041 Income Tax Rate Schedule – 2025 (with compressed tax brackets)

<u>Income Amount</u>	<u>Marginal Rate</u>
0 - \$3,150	10%
\$3,151 - \$11,450	24%
\$11,451 - \$15,650	35%
\$15,651 and above	37%

**(Note: The 12%, 22%, or 32% brackets that apply to individuals do not apply to fiduciary entities!)**

## Affordable Care Act Taxes

- Estates and Trusts are subject to the 3.8% surtax on the lesser of:
  - Undistributed net investment income, or
  - the amount by which adjusted gross income exceeds the top bracket for estate and trust income taxation.

## Income Tax Issues (cont.)

- General Rules
  - Income Distribution Deduction
    - All income that is properly distributed from the trust is deducted from trust income
    - Simple Trust: All income must be distributed (potential for a “deemed distribution”)
    - Complex Trust: Trustee has certain discretion (potential for 65 day election)

# Transfers with Control

- Revocable Trust
  - No taxable gift because transfer was not complete
  - Upon the death of the Trustor, however, the assets of the Revocable Trust are a part of the taxable estate of the Trustor (Internal Revenue Code §2038)

## IRC § 2038

- **Gratuitous Transfers in Which the Decedent Retained the Right to Alter, Amend, or Revoke the Gift**
- The gross estate includes the value of any interest in property transferred by decedent during lifetime, if the enjoyment of the interest was subject to any change through the exercise of a power by the donor to alter, amend, revoke or terminate.

## IRC § 2038 (cont.)

- The underlying rationale for inclusion of the transferred property in the gross estate is based upon the fact that the decedent actually retained control over the ultimate beneficial enjoyment of the property transferred.
  - A transfer of property which is subject to revocation and reclaiming by the transferor is not considered a completed transfer.
  - Note that the transferor need not actually exercise his power to alter, amend, revoke or terminate; he need only possess any such power in order for the property to be includable in his gross estate.

## IRC § 2038 (cont.)

- A prominent example of this type of transfer is the revocable inter-vivos trust



## Transfers with Control (cont.)

- Transfers within three years of death
  - Applies to transfers of life insurance policies to Irrevocable Life Insurance Trusts
  - The transfer of ownership of a life insurance policy from an individual who dies within three years of said transfer to anyone else (including a trust) where the insured is the transferring individual will cause the death benefit of the policy to be a part of the taxable estate (IRC §2035)

## IRC § 2035

- **Certain Property Transferred Gratuitously Within Three Years of Death**
- Three Year “Look-Back” Rule
- Under IRC §2035(d), if an insured person transfers an insurance policy and dies within the 3-year period following the transfer, the entire policy proceeds will be includable in the insured's gross estate.

# Transfers with Control (cont.)

- Transfers with retained life interests
  - Applies to transfers of an asset where the transferor retains the use and enjoyment of the transferred asset for the remainder of his or her life (IRC §2036)
  - Trusts that are susceptible to this IRC section are GRITs, GRATs, GRUTs, and QPRTs

## IRC § 2036

- **Gratuitous Lifetime Transfers Where the Decedent Retained the Income or Control over the Income**
- This Code section requires the inclusion in the gross estate of property which the decedent, while living, had transferred as a gift but in which he retained for himself a beneficial interest to last for the rest of his life.

## Transfers with Control (cont.)

- Transfers conditioned upon surviving the decedent
  - Applies to transfers of an asset where the transferor places a condition that if the recipient of the asset dies before the transferor of the asset, then the asset is returned to the (IRC §2037)

## IRC § 2037

- **Gratuitous Lifetime Transfers Conditioned on Surviving the Decedent**
- This Code section requires the inclusion in the gross estate of property which had been transferred by gift during lifetime if
  - Possession or enjoyment of the property by the transferee can be obtained only at or after the transferor's death, or (next slide.....)

## IRC § 2037 (cont.)

- The decedent retained a possibility that the property, other than the income alone, would return to the decedent or his estate or would be subject to a power of disposition by him, and such reversionary interest had a value, immediately prior to decedent's death, **in excess of 5 percent** of the total value of the property.
- The value of a reversionary interest is determined in accordance with recognized valuation principles for determining future or conditional interests in property as set forth in Treasury regulations.

## Estate Planning

- **Marital Deduction / Unified Credit Trust**
  - “A/B” Trust
  - Description / Explanation as to how trust works



## Issues – Estate Taxation

- Maximum Estate Tax rate is now 40%
- The “lifetime exclusion” is now \$13,610,000 (for 2024)
- “Portability” is permanent
- Cost of living adjustments will continue

## Issues – Gift Taxation

- 202 annual exclusion - \$19,000
  - \$38,000 if non-donor spouse agrees to split
- Carryover basis + Gift Tax paid (**IRC §1015**)
- Tuition payments and medical payments not a gift (**IRC §2503(e)**)

## Portability Election (IRC §2010(c))

- When a decedent is survived by a spouse, the amount of the Estate Tax exclusion for that decedent's estate that is not used by that decedent's estate is "portable" – that is, it can be used for gift or estate tax purposes by the surviving spouse.

## Portability Effect

The effect of Portability makes the unused "basic exclusion amount" to pass to a surviving spouse.

The "basic exclusion amount" is thus similar to an exemption, and it is often referred to as an "exemption."

The "basic exclusion amount" applies to the total of estate and gift tax transfers.

The "basic exclusion amount" is subject to cost of living adjustments

# Reasons NOT to Elect Portability

Second  
Marriages

Financial  
Immaturity

Lack of Trust in  
Surviving  
Spouse

Growth of  
Assets

Asset  
Protection  
Issues

## Advantages of Trusts over Portability

- The use of trusts can offer a certain number of “safe harbors” that portability does not
  - Example: All future appreciation in the value of assets in a Credit Shelter Trust is sheltered from estate tax in the surviving spouse’s estate, which is not true of assets that pass to a surviving spouse via portability
- A trust may be a better choice if the client is seeking asset protection to make certain that the proceeds from the estate last not just the lifetime of the surviving spouse but can also provide for the next generation.

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# Split-Interest Trusts



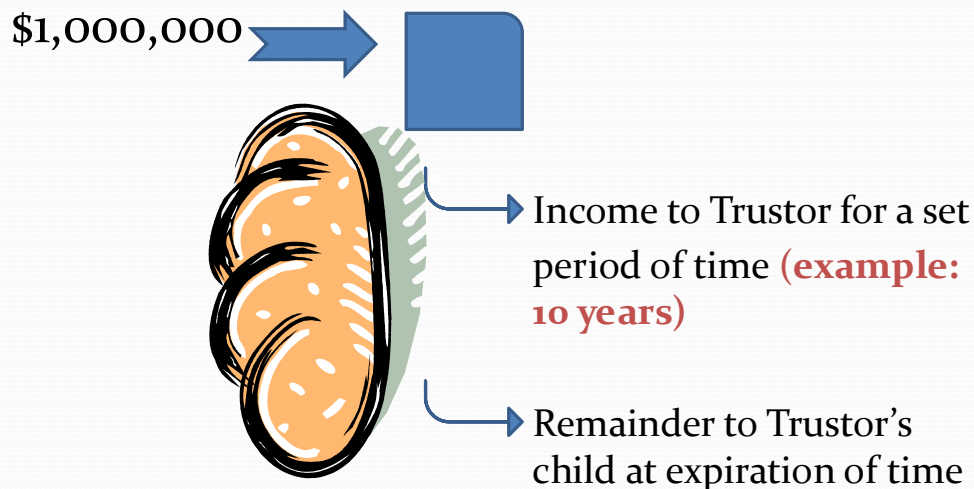
## The “Split – Interest” Trust

- GRITs, GRATs, GRUTs, and QPRTs
  - The “acronyms” of estate planning!
  - Purposes
    - Continued control of income by the Trustor
    - Discount in the value of the gifted asset in an “objective” manner
    - Potential growth of the asset outside of the living estate of the Trustor / Transferor

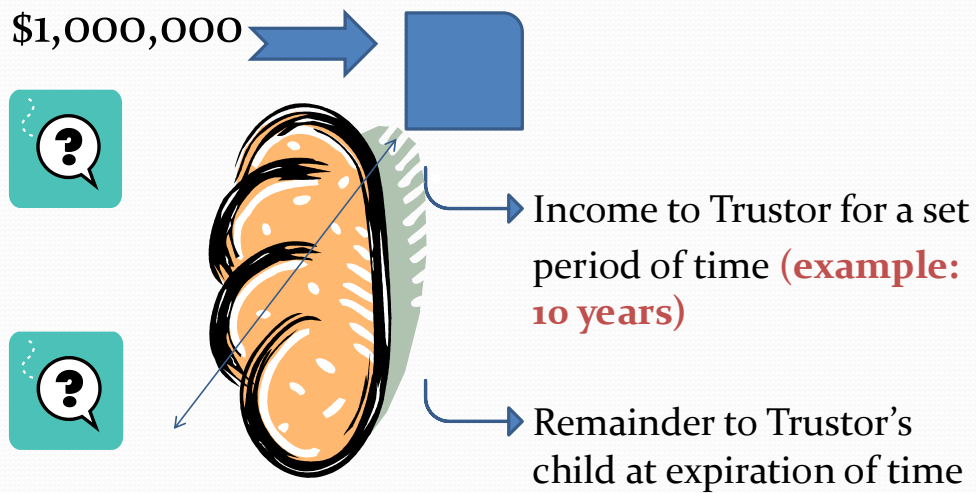
## Terms

- **GRIT** – **G**rantor **R**etained **I**ncome **T**rust
- **GRAT** – **G**rantor **R**etained **A**nnuity **T**rust
- **GRUT** – **G**rantor **R**etained **U**nitrust
- **QPRT** – **Q**ualified **P**ersonal **R**esidence  
Trust

## Visualization of the Trust



## Visualization of the Trust (cont.)



## Definition of a Gift

- Absolute transfer of an asset from one individual to another for less than full and adequate consideration in money or money's worth



## Requirements

- There must be a gratuitous transfer or delivery of property
- The gifted property must be accepted by the donee
- The gratuitous transfer must divest the donor of control, dominion, and title over the subject matter of the gift

## Present Value Analysis

- Four Variables
  - **PV** (Present Value)
  - **FV** (Future Value)
  - **i** (Interest Rate per Period)
  - **N** (Number of Periods)

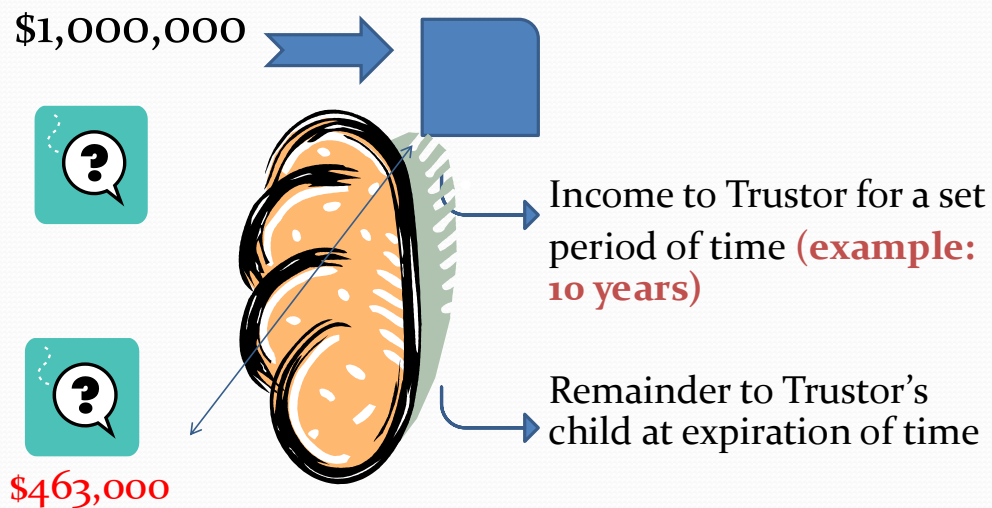


# Our Example

- Assume:
  - **FV** = \$1,000,000
  - **i** = 8% (assume IRS long-term rate)
  - **N** = 10 years
  - **PV** is our variable to be calculated

**PV ≈ \$463,000**

## Visualization of the Trust (cont.)



## Problems with Technique

- IRC §2036
  - Trust must terminate before the death of the Trustor, otherwise, the trust assets are valued as a part of the estate of the Trustor using the date of death value of the assets



## Congressional Actions

- Creation of IRC §2702
  - Eliminates GRITs
    - Exception #1 – The GRIT was established before September 20, 1989
    - Exception # 2 – The Beneficiary of the GRIT is not lineally related to you
    - Exception #3 – The asset in the GRIT is the Trustor's primary home or vacation home (A QPRT)
    - Exception #4 – The Trust is a GRAT or a GRUT

# Charitable Trusts



## Charitable Giving Options

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Outright Gifts

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Estate Bequests

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Beneficiary Designation Gifts

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Life Insurance Gifts

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Charitable Gift Annuities

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Traditional IRA/Qualified Plan Gifts

## Charitable Giving Options (cont.)

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Zero Estate Tax Gift

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Charitable Trusts

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Private Foundations

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Wealth Replacement

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Donor Advised Funds

## The “Charitable” Trusts

- CRATs, CRUTs, CLATs, and CLUTs
  - The “acronyms” of charitable planning!
  - Purposes
    - Continued control of income by the Trustor
    - Potential immediate charitable deduction by the Trustor while he or she is alive
    - Potential elimination of capital gains
    - Potential elimination of estate taxes

## IRC § 2055

- Transfers for Public, Charitable, and Religious Uses
  - The “Unlimited Charitable Deduction”

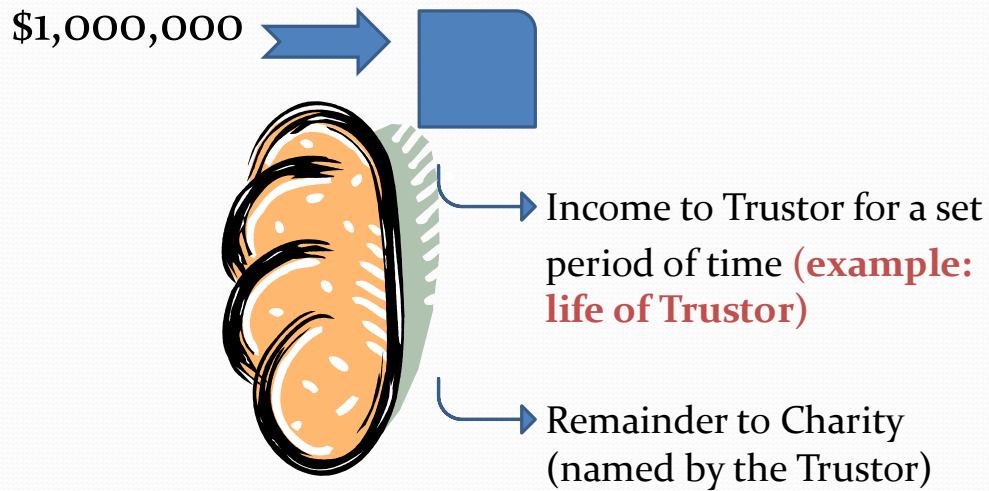


CHARITY

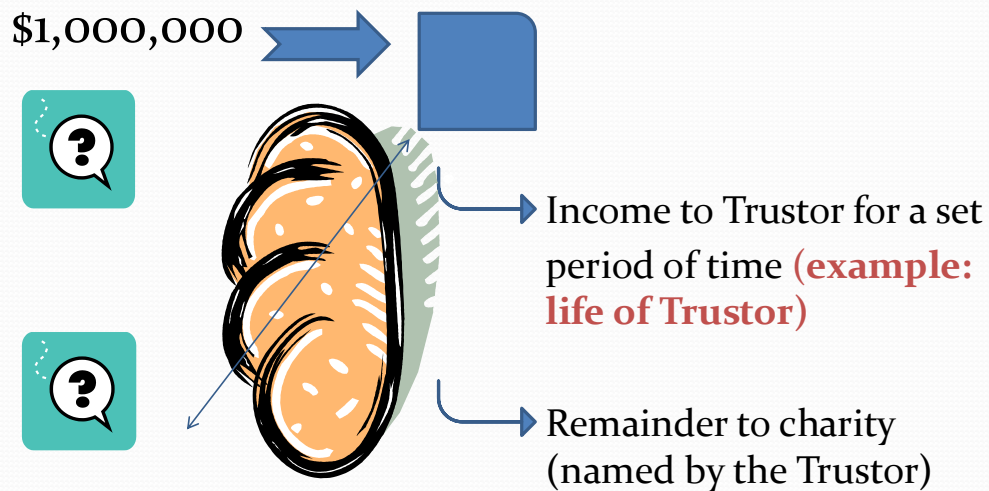
## Terms

- **CRAT** – Charitable **R**emainder **A**nnuity **T**rust
- **CRUT** – Charitable **R**emainder **U**nitrust
- **CLAT** – Charitable **L**ead **A**nnuity **T**rust
- **CLUT** – Charitable **L**ead **U**nitrust

## Visualization of the Trust



## Visualization of the Trust (cont.)



# Present Value Analysis

- Four Variables
  - **PV** (Present Value)
  - **FV** (Future Value)
  - **i** (Interest Rate per Period)
  - **N** (Number of Periods)



## Our Example

- Assume:
  - **FV** = \$1,000,000
  - **i** = 8%
  - **N** = 10 years
  - **PV** is our variable to be calculated

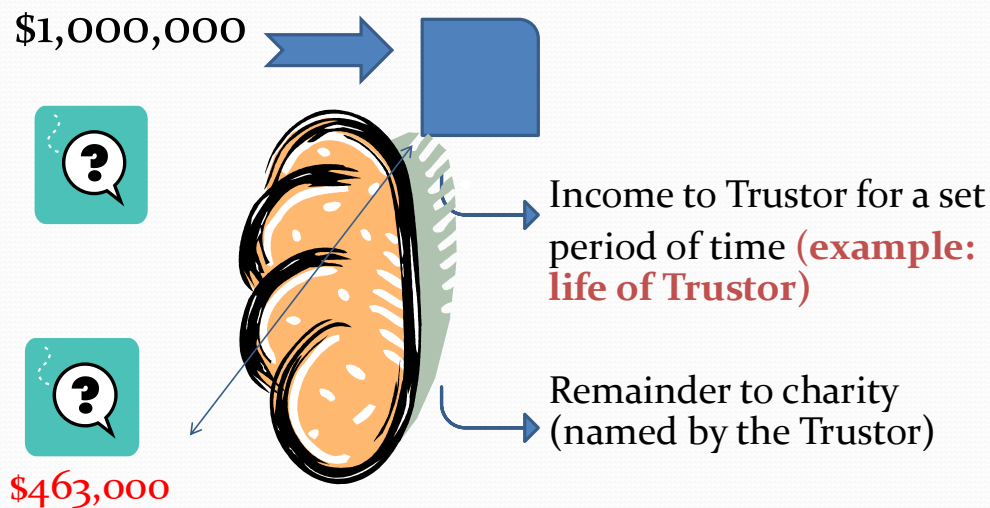
**PV**  $\approx$  \$463,000

## Our Example

- Assume:
  - **FV** = \$1,000,000
  - **i** = 8% (either a guaranteed annuity or a unitrust factor)
  - **N** = 10 years (from the IRS actuarial table)
  - **PV** is our variable to be calculated

**PV**  $\approx$  \$463,000

## Visualization of the Trust (cont.)



# Charitable Lead Trust

- Opposite of Charitable Remainder Trust
- Used to provide benefits to a charity first, then provide a remainder benefit to heirs
- Will discount the value of assets passing to heirs



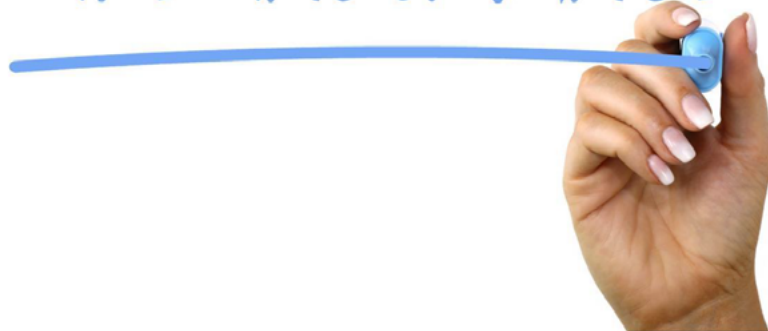
## SECURE ACT 2.0 CHANGES IRA Qualified Charitable Distribution (QCD) to a “Split-Interest Entity”

- The secure 2.0 Act expands the IRA charitable distribution provision to allow for a one-time, \$50,000 distribution to a “Split-Interest Entity”.
- The term “Split-Interest Entity” means:
  - A Charitable Remainder Annuity Trust (Sec 664(d)(1));
  - A Charitable Remainder Unitrust (Sec 664(d)(2)); or
  - A Charitable Gift Annuity (Sec 501(m)(5)).
- Both the \$100K and \$50K amounts will be inflation adjusted after 2023 to the nearest \$1,000.
  - For 2025, the maximum annual amount for a QCD from an IRA is \$108,000, and the limit for a one-time QCD to a split-interest entity is \$54,000.

**Effective Date: January 1, 2023**

## Insurance Trusts

# LIFE INSURANCE



## Irrevocable Life Insurance Trust

- Purposes of the ILIT
  - To keep the death benefit out of the Trustor's estate
  - To control the gifting of the premium payments during the Trustor's lifetime
  - To control the payout of the death benefit at the time of the Trustor's death

## IRC §2042

- This section of the Internal Revenue Code determines when the death benefit of a life insurance policy is added to the estate of the deceased insured
- It requires an understanding of the working of a life insurance policy

## Life Insurance Policy “Players”

- All life insurance policies have the following “players”:
  - **Owner**
  - **Insured**
  - **Beneficiary**



## When §2042 is in Effect

- Four Instances
  - When the Owner and the Insured are the same
  - When the estate of the Insured is the beneficiary
  - When the death benefit is required to pay an obligation of the estate
  - When the insured can exercise an “incidence of ownership” in the policy

## The “Supertrust”

- The ILIT is sometimes referred to as a “Supertrust” because it accomplishes multiple goals
  - The ILIT keeps the death benefit out of the Trustor’s estate
  - At the same time, the ILIT can control the beneficiary’s access to the trust corpus

## “Crummey” Powers

- In order to insure that gifts of life insurance premiums to the ILIT conform to Federal Gift Tax “Present Interest” rules, language in the ILIT must conform to the 1967 Tax Court case “Crummey v. Commissioner of Internal Revenue”
  - Letter to beneficiaries must be sent
  - 30 day waiting period must be met

## Contact Information

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(215) 545-4181

[www.werner-rocca.com](http://www.werner-rocca.com)

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# What is the Business Learning Institute?

BLI is a training affiliate of the AICPA-CIMA. BLI's mission is to deliver competency-based courses, content and community that enhance learning and foster organizational and executive leadership.

BLI has grown into the largest provider of on-site training in the country. Pam and the Customized Learning Solutions team have grown the business in three core segments – Corporate, Firm and Government.

## The BLI Curricula

Today's business environment demands the need to gain competencies and share strategic knowledge. BLI delivers competency-based curriculum, courses, content, and community to enhance learning and grow intellectual capital for organizational and executive leadership.

These soft skills are essentially people skills – the non-technical, intangible, performance skills that determine your strengths as a leader, manager, and team member.

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### STRATEGIC MANAGEMENT

Strategic conversation reflects the dynamics between the organization and its environment. The closer the language reflects current and potential customer dynamics, the higher the company's profit potential.

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### LEADERSHIP DEVELOPMENT

Great leadership is one of the most valued of all human activities. Modern myth holds that "leaders are born not made," but leadership is a set of observable and learnable practices - it is the process people use when they bring out the best in others and themselves.

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### BUSINESS MANAGEMENT

As the business world moves at an incredible pace, keeping up is a key to success. Today's financial managers must be able to translate strategy to operational and corporate growth.

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### TECHNOLOGY AND COMPUTER SKILLS

Harness the technology you use every day to make your business life easier and allow you to work smarter.

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### PERFORMANCE MEASUREMENT MANAGEMENT

Executives and managers must effectively transform their firms or companies into high performance organizations and progressively identify and develop the appropriate core competencies and link them to their business strategies.

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### COMMUNICATION SKILLS

Many people in the business field cannot communicate effectively and, even more damaging, don't realize it. Success is not defined solely by a product line or service - it relies on relationships formed and maintained through skillful communications. Your competitors know this. Do you?

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### TECHNICAL EXPERTISE

Keeping up with technical competencies is a core business requirement for financial professionals. Staying attuned to the latest changes, updates, and regulations are necessary components to staying competitive in an ever-changing business environment.

*Please note that many programs in this catalog are available in webcast format. Contact a BLI Customized Learning consultant if you are interested in a webcast.*