

**PG Calc** YOUR PARTNER IN PLANNED GIVING SUCCESS

### Regaining Momentum in Your Planned Giving Program




Date: July 26, 2018

Time: 1:00 – 2:30 Eastern

Presenters: Mike Valoris  
Senior Consultant  
PG Calc

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### Does This Sound Familiar?

- You have the technical knowledge for your PG program
- Donors are getting visits
- Marketing is happening (but you'd like more)
- You're working hard
- **But the results just aren't there!**

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### Our Discussion Today

- Options to diagnose the reason(s) for loss of momentum
- Dr. Frank Minton's 13 reasons why the potential of a GP Program is often not realized
- Program areas for evaluation - Infrastructure, development dept structure and staffing, program metrics, stewardship
- Marketing
- Five case studies

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**Evaluation Options**

- A range of options to evaluate the PG program
- Most basic: internal review of a single facet of the program
- Most thorough: comprehensive audit by one or more external parties
- Identifying the causes may not lead to resolution
- **To regain momentum** - Determine which evaluation option will best diagnose your PG malaise.

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**Why PG Program Potential Often Is Not Realized**

- In a 2007 PG Calc webinar, Dr. Frank Minton identified 13 aspects in a planned giving program why potential may not be realized
- As relevant today as in 2007

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**Why PG Program Potential Often Is Not Realized**

- 1) Planned Giving is added to the portfolio of a development officer, but because of too many other duties, little time is devoted to it
- 2) The charity hires a full-time director of PG and appropriates money for salary, but very little for programmatic support
- 3) The charity hires gift officers who do not have the right skill set for planned giving

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**Why PG Program Potential Often Is Not Realized**

- 4) There is too much staff turnover
- 5) Marketing is unimaginative and there are too few prospects
- 6) The head of Development fails to establish realistic expectations and holds the planned giving officer accountable
- 7) Planned Giving operates as a silo

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**Why PG Program Potential Often Is Not Realized**

- 8) The board and other leadership fail to give the planned giving program its full support
- 9) There is a lack of cooperation between the Office of Planned Giving and the Business Office
- 10) Investment results are mediocre on trusts managed by the charity
- 11) The charity does not practice good stewardship

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**Why PG Program Potential Often Is Not Realized**

- 12) The charity does not meet the prerequisites for establishing a planned giving program
- 13) Even if a charity meets the prerequisites for a planned giving program, it establishes the program prematurely

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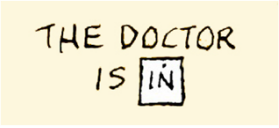
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**Program Areas For Evaluation – Infrastructure**

**Gift Acceptance Policies (GAP)**

- Purpose of a GAP
  - ✓ Disclosure to donors of relevant facts about gifts & to consult with advisors
  - ✓ Protect the charity by accepting gifts that meet the charity's objectives
- GAP should have guidelines to minimize charity's risk
- GAP should provide for a Gift Acceptance Committee

*To regain momentum – Review and update GAPs to allow for accepting non-traditional assets and also a path to liquidation?*

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**Program Areas For Evaluation – Infrastructure**

**Procedures**

- Have a comprehensive PG procedures manual
- Procedures for:
  - ✓ transfers of gifts of securities;
  - ✓ monitoring life insurance policy premiums;
  - ✓ accepting and selling illiquid assets;
  - ✓ complying with IRS guidelines;
  - ✓ legacy society recognition

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**Program Areas For Evaluation – Infrastructure**

**Procedures (continued)**

- Oversight for preparation of documents
- Lack of procedures can result in lost repeat gifts

*To regain momentum – If no procedures manual, create one. If one exists, update it periodically so it serves all PG staff and the program.*

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**Program Areas For Evaluation – Infrastructure**

**Administration (life income gifts)**

- Inside vs. outside administrator (cost, staff, expertise)
- Donors: timeliness and accuracy of payments, tax reporting, investment reports (CRTs)
- Gov't agencies: timeliness and accuracy of IRS reporting, state reports, investment management
- Administration can impact a donor's willingness to make repeat gifts

*To regain momentum – Review your life income gift program for any past administrative breakdowns, bottlenecks, and for desired efficiencies. Implement best practices to strengthen the program.*

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**Program Areas For Evaluation – Infrastructure**

**Legal compliance**

- State and federal regulations
- Register for solicitation of charitable funds where required
- Register the CGA program in states where required
- Maintain adequate CGA reserves invested according to regulations
- Annual filings

*To regain momentum – Be legally compliant! Convince leadership to pay the fees and not to risk a "cease and desist" from a state regulator.*

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**Evaluation - Development Structure and Staffing**

**Larger charities with PG fundraisers**

- To merge or not to merge Major Gifts with Planned Giving, that is the question?
- Benefit – all gift officers are (hopefully) raising planned gifts
- Drawback – timelines are different for major gift and planned gift fundraising
- *To regain momentum – Look at the structure of your development program. Does it encourage PG fundraising?*

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**Evaluation - Development Structure and Staffing**

**Smaller charities with no PG fundraisers**

- Development staff are generalists – little PG training
- PG is not a priority in fundraising efforts
- Ways to gain PG momentum
  - ✓ Focus on bequest intentions
  - ✓ Budget for some PG marketing
  - ✓ Have an internal or external technical resource
  - ✓ Assign one staff member PG responsibility
- *To regain momentum – Is it realistic for the staff member in development to do PG fundraising? If so, then have the staff member get training.*

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**Program Areas For Evaluation – Metrics**

- Measurement of the PG program is essential
- Size, scope, and maturity must be considered
- Benchmark with similar organizations
- Newer PG program – moving donors toward a commitment; new legacy society members
- Mature program – measure \$ raised in life income gifts; realized bequests should show an upward trend
- PG gift officers – develop metrics for performance
- *To regain momentum – Determine appropriate methods to measure performance and then monitor progress toward goals.*

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**Program Areas For Evaluation – Stewardship**

- Best prospect for a new PG is from an existing PG donor
- Is there a Legacy Soc. and stewardship of members?
- Goals for stewardship
  - ✓ Recognition
  - ✓ Visibility
  - ✓ A new planned gift
  - ✓ Retention of an estate commitment
- **To regain momentum** – Review and evaluate effectiveness of stewardship of PG and MG donors. Develop a stewardship program.

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**Re-evaluate Your Planned Giving Marketing**



KEEP CALM  
AND  
EVALUATE  
THE SITUATION

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**Questions...**

- Are we following the marketing plan? If not, why not?
- Do we need to re-write the marketing plan?
- Are we getting enough leads?
- Are we following up on all leads?
- What marketing tactics are working?
- What marketing tactics are not working?
- Do we need outside help for our planned giving marketing?

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### 1. Use Your Existing Assets

- You may have started to do this at program launch, but is this messaging still going out?
- Use the resources of your marketing infrastructure. (The back of your business card, annual reports, newsletters, and magazines, et al.)
- It is important for donors to remember that your program exists.

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### 2. Don't Forget Your New Board Members

- Contact each board member individually.
- Participating in the planned giving program will send a strong message to your donor list.
- Use them to close future gifts.
- A good source for lead generation.

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### 3. Remember The Simple Gifts

- Start marketing bequest giving and gifts made by designating your charity as a beneficiary.
- Charities often spend too much of their marketing budgets on life income gifts and forget the basic gifts through a will or bank account transferable upon death.
- Thinking that your donors know this already is folly.

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### 4. Training

- Staff needs to understand the different planned giving opportunities available.
- Have the ability to listen for clues when talking with donors that they would like to support your charity after their death.
- Develop listening skills about long-term support and then hand off the donors to you.

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### 5. Review Your Overall Messaging

- Brand your program as an opportunity for donors to gain the satisfaction of creating a legacy and leaving a lasting impact with their gift.
- Use testimonials of current members as much as possible.
- Describe the huge impact a gift will have on your mission rather than the technical aspects of planned gifts.
- Keep the messaging simple.

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### 6. Constant Cultivation

- Your marketing must be consistent. One mailing every few years is not going to bring you success.
- Constant cultivation is not a sprint, it's a marathon.
- If you don't have a plan in place, or if you don't follow your existing one, you won't have a formal system for assessing where your prospects and donors come from.

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### 7. Review Your Online Presence

- A website gives you the opportunity to reflect your core mission and establish your program's viability.
- Introduce yourself and give donors an immediate feel for who you are and what you have to offer.
- A website without serious content does not just leave the donor wanting more, but what's worse, it can leave them with the perception that it's all you know.
- Be a resource center.

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### 8. Review Your Data Analytics

- Review the criteria you are using to segment your list.
- Re-examine your wealth screening, predictive modeling and donor research. Is it still relevant or is it old and outdated?
- Make sure you are looking at your donors' lifestyles and giving histories in order to identify your best planned giving prospects.

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### 9. Keep Marketing To Your Best Donors

- Don't ever stop marketing to PG donors.
- Use your recognition societies to keep these donors informed about your program.
- Don't overlook donors that fall below certain annual giving amounts.

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### 10. Test New Tactics

- When did you last test something new?
- Your donors are changing with the times so don't be afraid to change your marketing tactics.
- You learn what works best by testing different ideas.
- Finding a new message or channel will help you gain back the momentum you seek.

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### Case Study #1 – Education - Overview

- Donor base – 100,000+ alumni
- Development structure – 22 MGOs, AF, Comms, Alumni Relations
- Gift Planning– Director of GP, one support staff
- GP marketing – sporadic – no PG newsletter, limited website
- Scope of program – CGAs, CRTs, Bequest intentions
- Reason for audit – GP program lagging peers; few new gifts
- Staff comments
  - ✓ GP Director – “I rarely hear from MGOs.”
  - ✓ VP – “I’m focusing on the Annual Fund.”
- Audit Observation – Insufficient GP staff, budget, interaction with MGOs

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### Case Study #1 – Education (To Regain Momentum)

- Staff – add two new GP officers, one FT support (administrator)
- MGO – more training, prospect review sessions, new MGO GP orientation
- Budget – increase for staffing, marketing, training
- Leadership – VP needs to commit to building the GP program
- Legal compliance – register the CGA program
- Stewardship – work with Alumni Relations for Legacy Society stewardship
- Marketing

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**Case Study #2 – Arts Organization – Overview**

- Donor base – 5,000 members
- Dev structure – Dir of Dev, one gift officer who also does events
- Gift Planning – No formal program; no PG marketing
- Scope of program – bequest intentions, Legacy Society (12)
- Reason for audit – Board member wants PG and CGA program
- Staff comments
  - ✓ Gift officer – “I’m not really comfortable discussing bequests.”
  - ✓ Trustee – “CGAs are a great deal. We could do a lot of those.”
- Audit observation – Loyal members with wealth, no intentional PG efforts, trustee lacks understanding of administrative issues with a CGA program

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**Case Study #2 – Arts Org. (To Regain Momentum)**

- Staff- realign staff responsibilities; hire MG/PG gift officer
- Gift Planning – be more intentional for bequest intentions
- CGA program – before starting the program:
  - ✓ Educate finance and trustees about legal and administration issues
  - ✓ Determine budget to establish and maintain the program
  - ✓ Survey trustees and connected members to ascertain advance interest
- Technical support – have outside consultant on retainer
- Budget – provide resources to maintain a PG program
- Marketing

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**Case Study #3 – Animal Welfare – Overview**

- Donor base – 300,000 donors to the AF; 55,000 donors 10+yrs.
- Dev structure – 6 MGOs, strong AF, Donor Relations, Events
- Gift Planning - Dir of MG&GP; Integrated with MG; No PG gift officer; CGAs & bequests
- Reason for audit – flat performance for LIGs and bequest income
- Staff comments
  - ✓ MGO – “I don’t think I have good PG prospects.”
  - ✓ Dir of MG&PG – “We rejected non-traditional gifts that could have worked.”
  - ✓ Dir of Finance – “We took a gift of real estate. What a mess!”
- Audit observation – A bad experience with a real estate gift is affecting accepting non-traditional gifts.

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**Case Study #3 – Animal Welfare (To Regain Momentum)**

- Staff – Add one GP officer initially; initiate monthly prospect review sessions; GP training for MGOs; team building
- Gift Acceptance Policies – review policies for due diligence for non-traditional gifts
- Gift Acceptance Committee- add members who are familiar with non-traditional gifts
- GP Program – explore adding CRTs as a gift option
- Prospect ID – Use analytics or a donor survey to identify PG prospects
- Metrics – have PG performance metrics for gift officers
- Marketing

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**Case Study #4 – Social Services Non-profit - Overview**

- Donor base - 620 annual giving donors, majority of gifts <\$75
- Dev structure – Dir of Dev & Events; part-time assistant
- Gift Planning – No GP program; no Legacy Society; no marketing
- Reason for audit – Dir of Dev wants to initiate a GP program
- Staff comments
  - ✓ Dir of Dev. – “I know from experience how much bequests can bring in.”
  - ✓ Exec Dir – “If it doesn’t cost any money and brings in resources, I’m all for it.”
- Audit observations – Undeveloped annual giving; resources currently stretched; minimal administrative support

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**Case Study #4 – Social Services (Recommendations)**

- General – Delay starting a GP program until staff, resources, and PG prospects are in place
- Donor base – develop Annual Giving program
- Staffing – add a FT administrative assistant
- Marketing

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**Case #5 – Religious Congregation - Overview**

- Donor base – 1,000+ congregants who make annual contributions
- Staff – Dir of Development; Exec Director; clergy
- Dev structure – Dir of Dev, also responsible for membership and events
- Gift Planning – no intentional GP program; dormant Leg Soc; no mktg
- Reason for audit – Need for additional revenue stream
- Staff comments
  - ✓ Trustee – “We are perceived as a wealthy congregation, but in reality we are a financially stretched congregation with many wealthy congregants.”
  - ✓ Dir of Dev – “Our members are asked for planned gifts by other organizations, why not us?”
- Audit observation – Congregants said they did not consider a planned gift because they did not realize the congregation was in need of additional funds.

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**Case #5 – Religious Congregation (To Gain Momentum)**

- Staff – Dir of Dev should pursue training to discuss bequests; Exec staff and clergy should strategize PG asks with connected members
- Prospects – cultivate congregants who are best PG prospects
- Budget – create a budget for a PG program
- PG program – promote bequest intentions; reinvigorate Legacy Society (brand the society, consider a name change to something identifiable for what the society represents, raise visibility)
- Stewardship – create a proactive stewardship program for Legacy Society members
- Marketing

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**In Conclusion**

**Characteristics of a Successful PG Program**

- Support of the board and the administration
- Adequate financial resources
- A sound infrastructure
- The right staff
- A comprehensive marketing plan
- Clearly defined, realistic goals and fundraisers who are accountable for reaching them

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**Questions?**



Mike



Andrew

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**Still Have a Question?**

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