

Best Practices for Launching or Reinvigorating Your Gift Planning Program

Presented By:

Carlo Laurore, CFP® CHFC® CLU® RICP® AEP® CFRE CAP®

Presenter



**Carlo Laurore, CFP® CHFC® CLU®
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Vice President & Executive Director
National Boy Scouts of America Foundation

- Leads the national planned giving efforts, corporate giving strategy, and Private Foundation relations for the office of development
- Provides leadership for grant administration, restricted funds management and fundraising educational initiatives for the organization
- Current Executive Committee member of the National Association of Charitable Gift Planners Board and a current board member of local North Carolina Planned Giving Council Board
- Previously worked in higher education fundraising at NC State University and NC A&T University
- Responsible for starting the gift planning program at NC A&T, where he helped close the largest gift from a non-alum individual at that time
- Led a complete revamp and expansion of NC State's gift planning marketing efforts which resulted in a 150% increase in closed gifts from marketing-related leads
- Has a heart for philanthropy, youth development and helping non-profit organizations big and small maximize their fundraising efforts through soliciting gifts of non-cash assets and optimizing their gift planning program

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What Stops Investment in Gift Planning

- **Leadership does not understand** how a strong Gift Planning Program impacts the bottom line today.
- **Previous efforts have stopped and started** with not much success.
- Leadership is concerned that gift planning **efforts will interfere** with current annual and major gift efforts.

Why Planned Giving Matters

Because it Impacts Annual and Outright Giving

It isn't just about future gifts, it is about:

- ❖ generating increased retention
- ❖ increasing outright gifts
- ❖ supporting annual giving

Impact on Annual or Outright Giving

- Research in **2007 by Dr. Russell James**,
 - the average size of a donor's annual gift **increases by just over 75%** after they make a planned gift to the charitable beneficiary.
- Research in **2007 by Indiana University Lilly School of Philanthropy**,
 - the average annual giving is **close 120% more for donors** who have a charity in their will vs. donors that have no charity in their will.
- "Individuals with a charity in their will **donated more than twice** as much money in any given year than those who do not have a charity in their will"

Leadership Must Believe in Growing Planned Gifts

- When Leadership Believes, you can now spend your efforts selling the donor, instead of management.
- Without the support of Leadership, your program will be **transaction focused**, instead of **donor-centered**.

<h3>Support from the Top</h3> <p>Create policies, plans and metrics that encourage long-term investment in gift planning.</p> <p>STANDARD 1 The nonprofit has a current organizational strategic plan with a powerful, compelling vision for the future.</p> <p>STANDARD 2 The nonprofit has a strong internal business case for gift planning embraced by management and Board.</p> <p>STANDARD 3 Each member of the nonprofit's management team is committed to relationship-based, collaborative fundraising and sees gift planning as an integral part of the donor experience across all lines of fundraising.</p> <p>STANDARD 4 The nonprofit has clear policies to manage risk and ensure accountability to donors and the nonprofit and the public.</p> <p>STANDARD 5 Management sets clear and realistic goals, strategies, and tactics that are designed to encourage and recognize collaboration across all lines of fundraising.</p> <p>STANDARD 6 The nonprofit has fundraising metrics for individual staff and program focusing on activities and outcomes that drive success.</p> <p>STANDARD 7 The development team has an appropriate budget for staff, administrative support, marketing, travel, training, stewardship, and advisor cultivation for its size, structure, and goals.</p>	<h3>Ability and Capacity to Execute</h3> <p>Deploy people and data strategically to reach the right donors.</p> <p>STANDARD 8 The nonprofit prioritizes disciplined, comprehensive donor data management.</p> <p>STANDARD 9 The nonprofit has an active prospect management process to keep donor portfolios right-sized and current and to move donors through the identification, qualification, cultivation, solicitation, and stewardship cycle.</p> <p>STANDARD 10 The development staff has discipline and accountability around filing call reports and other forms of donor engagement.</p> <p>STANDARD 11 The nonprofit has qualified staff in place to drive and support the gift planning process.</p>	<h3>Donor-Centric Engagement and Management</h3> <p>Connect supporters to your mission and create transformational donor experiences.</p> <p>STANDARD 12 The nonprofit has a compelling, urgent, visionary case for donor near-term and long-term organizational support.</p> <p>STANDARD 13 All donors and prospects are offered timely, accurate gift planning information to ethically maximize the donor's charitable impact and personal benefit.</p> <p>STANDARD 14 The nonprofit has a robust, well-executed stewardship plan across all lines of fundraising, focused on engaging donors in a meaningful way, building long-term donor relationships and maintaining a high donor retention rate.</p> <p>STANDARD 15 The nonprofit integrates gift planning messaging in all its marketing, and all marketing and messaging position donors as partners/investors in mission and clearly acknowledges the donor's role in the nonprofit's mission success.</p> <p>STANDARD 16 The nonprofit has a donor-centric culture that meets the needs of each donor.</p> <p>© 2020 National Association of Charitable Gift Planners</p>
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Donor-Centric Engagement and Management

Connect donors to your mission and
create transformational donor experiences.

Unlock Opportunity. Unlock Giving Potential

Give them a reason to ***invest*** in a ***shared vision***.





Standard 12: Case for Support

The nonprofit has a compelling, urgent, visionary case for donor near-term and long-term organizational support.

The Case for Support is Your Vision

- It includes your Strategic Plan
 - Where do you want to be in 5 Years? 10 Years? Next year?
- What resources do you need to get you there?

The \$10 Million Donor – *do you have answers?*

-What about the \$100 Million Donor?

Market Research Tip:

- Look at case statements from **other charities**
- what do you like, what turns you off?
 - Your donors probably see it too...

Decision-Making: New 80/20 Rule

80% emotional and 20% rational

“Reason leads to conclusions”

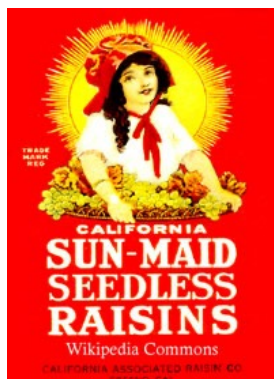
“Emotion leads to action”

-Kevin Roberts, CEO Saatchi & Saatchi



“Most giving is 80% emotional and 20 % rational. And the best way to get to someone’s emotions is to tell a story.”

Storytelling in Giving is Critical



Every box of raisins tells the tragic story of grapes that weren't made into wine.

Sell Your Story..... Always!

“Share your message & your mission visually!”

USE PICTURES!- Even More....

Sometimes, Pictures Tell the Whole Story

As winner Victor An raised his index fingers in victory on Sunday, Dutch speed skater used two different fingers to curse his second-place finish.

Sometimes, Pictures Tell the Whole Story



As winner Victor An raised his index fingers in victory on Sunday, Dutch speed skater Sjinke Knegt used two different fingers to curse his second-place finish.

AP Photo/Photo-Gatti Images



Pictures Tell a Better Story

Evaluate Your Program

- Does your organization have an active strategic plan or case statement?
 - Is it leveraged within your gift planning messaging?
- Are you effectively & consistently using pictures and stories of impact (donors or clients)?
 - What could you do differently? Better?



Evaluate Your Program: *Continued*

- Are soliciting inspired gifts or required gifts?
 - Most loyal donors: giving inspired or invoiced?
- How many of your most loyal donors have made a planned gift to your organization?
 - Have all of them been asked?





Standard 13: Consistently Communicate the Tools

All donors and prospects are offered timely, accurate gift planning info to ethically maximize the donor's charitable impact and personal benefit.

Evaluate Your Program

- When was your gift acceptance policy last modified or updated? Receive bitcoin?
- Are you actively marketing stock gifts?
- QCD gifts?
- Grants from Donor Advised Funds?
 - Appropriately handling gift crediting issues?
- Have you ever conducted a donor survey?
- What could you improve?

PRINCE, 1958-2016

PRINCE DIED WITHOUT A WILL, SISTER SAYS

Lawyers, ex-manager shocked singer didn't have one prepared

Marie Perle
@marieperle
USA TODAY

Prince left no will, according to documents filed Tuesday by his sister, Tyka Nelson, in probate court for Carver County, Minn., where the beloved pop icon died unexpectedly last week at his Paisley Park compound.

The Decedent died intestate. Nelson said in her petition for the appointment of a special administrator to deal with Prince's estate, which has been widely reported to be valued at \$500 million.

Nelson said her brother left no surviving spouse, no children and no parents. Besides Nelson, his full sister, he is survived by half-brothers and half-sisters, whom Nelson names in her petition as "interested parties" to the Prince estate to her knowledge thus far.

The adult half-siblings are: John Nelson, Marlene Nelson, Sharon Nelson, Alfred Jackson and Omar Baker. She also listed another half-sister, Lena Nelson, who has died and did not have children.

There was at least one other sibling identified as a stepbrother, Dwayne Nelson, who also has died, but Tyka Nelson did not list him as an interested party.

"I do not know of the existence of a Will and have no reason to believe that the Decedent executed testamentary documents in any form," Tyka Nelson stated in the petition.

It's possible there is a will and Nelson doesn't know about it, but no one has come forward to say so. Calls to the office of Prince's longtime attorney, L. Londell McMillan, were not answered.

When someone dies intestate, without a will, a probate court takes over the administration of the person's estate and distribution of assets, which Nelson listed



PHOTO COURTESY OF THE PRINCE AND NEW POWER GENERATION

Prince plays the Budget Festival on Shipyards Island, northern Budapest, in August 2011.

56% lost to taxes

contested for
years by
48 claimed heirs
costing a fortune

No Charities

Why Don't Donors Make Major Bequests?

- Every year, approx. 80% of Americans make charitable gifts during their lifetimes
- Every year, only 5-6% of Americans who pass away made charitable bequests



Will Gifts Can't Happen, Without Completed Wills!

- 55% - 60% of Americans do not have a will.
- MANY who do have wills have NOT updated them for new children, wives, grandchildr



Why Don't Donors Make Major Bequests?



The most critical step in securing bequest gifts is educating and inspiring your donors to update their estate plan.

.... and consider your organization in that plan.

Donor Advised Funds

- 60% of all funds going into DAFs are in non-cash assets, primarily stock
- 79% of DAF Donors are over 50 years old
- How does those demographics compare to your current or former Board Members?

Donor Advised Funds- Gift Opportunities

- DAF donors are typically non-cash donors
 - 60% of all funds going into DAFs are in non-cash assets, primarily stock
- Even if you are not getting many non-cash gifts directly donated to your organization, focusing on soliciting gifts from DAFs is another path to that philanthropy.

Donor Advised Funds- Gift Opportunities

- Incorporate DAFs as a possible giving method when making major gift asks
 - “Many of our supporters make their gift out of their donor advised fund. Would you like more info about making a gift to us from a DAF?”
- Many donors do not have a beneficiary designation for their DAF. Opportunity?

Source: Free Will

Evaluate Your Program

- Does your organization market non-cash giving well? Which vehicles?
 - Are there any gift vehicles being left out?
 - Are there areas that are points of emphasis for 2022?
- Is there one actionable improvement you can make to your communication efforts? DAFs?





Standard 14: Donor Stewardship

The nonprofit has a robust, well-executed stewardship plan across all lines of fundraising focused on engaging donors in a meaningful way, building long-term donor relationships and maintaining a high donor retention rate.

Stop Prospecting!!!

Look in your existing donor files

Renew your stewardship efforts with the donors you already have – you will get far more new gifts

What is ROI?

Results...Outcome...Impact

The Biggest Hurdle?

“The main reason donors stop giving, give less, or just go away is because they **did not know** their giving made a difference. It’s up to you to make sure that doesn’t happen – tell them what’s going on.”

Veritus Group, August 2017

The Simple Truth

85% of donors said they would make another gift, and 86% said they would make a larger gift – IF a board member called to say “Thank You.”

Penelope Burke
Donor Center Fund-Raising

Donor Recognition: What Gift Planners Think



Donor Recognition: How The Donor Feels



Donor Stewardship Evaluation

- How are you currently recognizing donor giving?
 - Do you think it is compelling or should be improved?
- Do you involve your Board, volunteers, or people you serve in your stewardship efforts?
 - Could you? Would it be well received?
- How would you rate your organization in terms of communicating ROI?
 - What could be done to improve that rating?



Standard 15: Gift Planning Awareness & Marketing

The nonprofit integrates gift planning messaging in all its marketing, and all marketing and messaging position donors as partners/investors in mission and clearly acknowledges the donor's role in the nonprofit's mission success.

Everybody Doesn't Know Your Name

Planned Giving Awareness

- Develop a PG Awareness & Education Campaign for various Target Audiences.
 - Introduce gift planning in various media to educate your donors
 - Focus on expanding the prospect pool by working constituency and stakeholder groups



Gift Planning Awareness

- Target Audiences (incorporate segmentation strategies)
 - Group 1: Internal resources – Train and support fellow development officers
 - Group 2: Internal Contacts– Board members & volunteers
 - Group 3: Prospects – alumni, friends, consistent donors, retired employees, volunteers



Gift Planning Education

- **Host educational webinars for various constituencies:**
 - Endowment Committee Volunteers
 - Development Officers
 - Volunteers/Donors
 - Board Members, Affinity Group Members
 - High Net Worth Donors
 - Legacy Society Members



Prospect Identification

- **Develop a PG Prospect Pool, Marketing Funnel**
 - Assess the existing marketing resources & distribution list
 - Consider Data Modeling (working with Dev Services)
 - Consider ways to expand the list or target your focus
 - Develop a marketing segmentation list
 - Leverage Donor Stewardship and Legacy Society to capture unknown PG prospects



Have you ever
**Wished you
could help?**
But thought you couldn't
afford to give?

There are ways you can give
today while still preserving your
assets for retirement and
providing for your family.



There is
Good news!
You can support our mission
without impacting yourself or
your family.

How Can We Help You?

I want to know more ways to increase my giving
and save money for family and myself.

- Please contact me with more information
about charitable planning.
- I have already included your organization in my
will.
- I already make annual gifts and would like to
learn how my giving can go further.

The best way to contact me is by:

E-mail Mail Telephone

Name: _____

Street: _____

City: _____

State/Zip: _____

Phone: _____

E-mail: _____

(All inquiries are treated with complete confidentiality.)

This information is not intended as tax, legal, or financial advice. Gift results
may vary. Consult your personal financial advisor for information specific to
your situation.



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BOY SCOUTS OF AMERICA
HEART OF VIRGINIA COUNCIL

Gifts to Impact SCOUTING



Heart of Virginia Council Giving Priorities



Please contact us
to learn more about these giving priorities
and how you can make an extraordinary
commitment to help impact Scouting's
future and further our mission.


STEM Programs	Through your investments in STEM programs, our Council will leverage the new STEM Center and hands-on engaging programs to provide opportunities for youth to develop the STEM skills critical for the competitive world marketplace.
Outreach Programs	Through your investments in ScoutBeach, youth in Petersburg, Hopewell, and Richmond's East End will be positively impacted by the program focus areas of character education, life skills, leadership development, educational programming, and career discovery.
Career Exploring	Through investments in Exploring, our Council will be able to increase opportunities and expand access to career exploration and discovery programming for high school age youth.
Endowment Gifts & Planned Giving	Establish a legacy gift to support Scouting that can help fulfill your wish to "do more" and "Make a greater Impact" for the future of Scouting. Some of the more common gift plans are bequests, charitable remainder trusts, life insurance policy gifts, and IRA/retirement plan beneficiary designations.
Camperships & Camp Scholarships	Through your investments in Camp Scholarships, our Council will ensure that all youth, regardless of financial situation, will have the opportunity to experience the excitement of weekend camp experiences and summer camp attendance.
Camping Programs & Outdoor Activity	Camping programs merge fun, the outdoors, and activities to mold character, engage families, and elevate self-confidence in youth. Through your investments in Programs, our Council will improve the quality of the scouting experience through increased program offerings and program enhancements.
Capital Projects	Through investments in capital projects, our Council will be able to increase the utility of the properties, improve the quality of the scouting experience, and maximize the usage of the facilities.

Always Open For Business

Use Every Opportunity: Checkbox

- ✓ Market gifts of stock
- ✓ “Have you included us in your Estate Plans”
- ✓ Would you like to have a conversation
- ✓ “I have a donor advised fund and would like to learn more about giving to the BSA (your organization name)”

Checkboxes Are Marketing Tools



YES, I WILL HELP SEND A SCOUT TO CAMP!

Name: _____

Address: _____

Email: _____

Phone: _____

I would like to learn more about supporting the Mecklenburg County Council through my Will or Estate plan.

I have included a gift to the Mecklenburg County Council in my Will or Estate plan.

I will transfer marketable securities.
(Please contact Carlo Laurore at 704-526-9305)

\$250 (1 full week of resident camp)

\$125 \$50 \$25


Other \$ _____

Method of Payment:

Send me an invoice Check Enclosed

Credit Card# _____ Exp. Date: _____
Visa/Mastercard/Discover

Signature: _____



Thank you for your support of Scouting!
Your gift is fully tax deductible.

Embrace DAFs- Actionable Steps

- ✓ Integrate soliciting from DAF in digital fundraising efforts
- ✓ Have a DAF question in your Donor surveys
 - ✓ Leverage this data for future prospecting/segmentation
- ✓ Share stories about DAF donors in print & web marketing
- ✓ Create a form that allows donors to inform about possible gifts from DAFs you may receive
- ✓ Consider marketing efforts targeting past board members or long-time donors -> likely to have a DAF
- ✓ Small shop- non-cash gifts likely to go through DAF before gifted to your organization

Source: Free Will

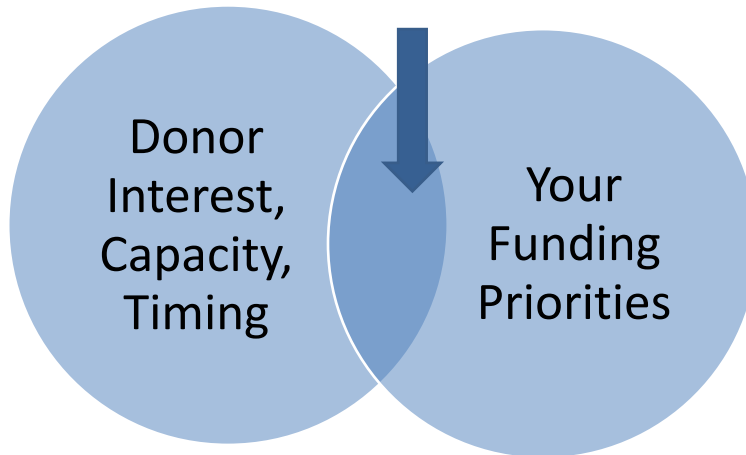


Standard 16: Donor-Centric

The nonprofit has a donor-centric culture that meets the needs of each donor.

Where Donor Investment Occurs!

Donor-Centric Proposal



BE SPECIFIC AND FOCUS ...



Don't impress with campaign goals
– focus on donor impact

Remind & Reconnect Your Supporters

We can't just sell donors the gift planning tool, they use the tool to help solve their philanthropic problem aka gift opportunity.

We Spark Donor Passion and help them translate that thought into impact



**Getting Started:
Incorporating Planned Giving into
Your Fundraising Program**

Establish a Planned Giving Presence

CREATE GOALS:

- Legacy giving to Scouting needs to be **top of mind** for donors.
 - Coordinated efforts should be made at the local and national level.

- We want our donors to know that we are in the planned giving business.**
 - We need to initiate planned giving conversations with our loyal long-time donors and volunteers...**

- Legacy gifts can provide for **long-term sustainability!**



Internal Collaboration

The most critical component of success for launching and sustaining a planned giving emphasis is **strong relationships with internal stakeholders.**

These partners include: **(List Them)**

- Development Services- Blackbaud, Marketing, Digital Fundraising
- National Service Territories and Councils
- NESAs & BSA Alumni
- National Constituency Groups & High Adventure Bases Staff/Volunteers
- Treasury & Accounting
- Other National BSA Development teams- Major Gifts and Principal Gifts



Integration of Planned Giving within Development Office Strategies

- Integration of planned giving information in our basic contact methods with donors, prospective donors, alumni, friends, and stakeholders.
 - Piggyback on **donor/alumni contact opportunities** to monitor planned giving.
 - Integrate PG info with the **digital fundraising efforts**.
 - Integrate PG info within other **National entity newsletters** or **annual solicitations**.
 - Provide internal support for development officers working through donor opportunities.



Prospect Identification

Develop a PG Prospect Pool, Create a PG Pipeline

- Work with Dev Services to utilize Data Modeling
- Create a donor assessment tool to analyze donor pool for initial development strategy
- Leverage the use of Lifetime Giving reports
 - NOTE: Reporting tool already exists in Blackbaud
- Develop a Prospect Segmented prospect list for marketing & communication strategy
- Leverage **Donor Stewardship and Legacy Society** to capture unknown PG prospects



Marketing Strategy (Initial Steps)

Created an initial 12-18 month plan marketing plan for planned giving

- Emphasis on simple gifts like bequests or beneficiary designations, which account for 80% of all planned gifts.
- include a focus on making sample bequest language; make readily available to prospective donors.
- Compile a list of best practice strategies through reviewing examples from other shops.
- Focus on implementing Best practice strategies
- Utilize National Standards for Charitable Gift Planning Programs as a guide



Marketing Strategy (Next Steps)

Create an Annual marketing plan calendar

- Leverage and incorporate all methods/medium of marketing.
- Maximize usage of all electronic or other low-cost marketing options
 - Leverage Scouting publications and mailers from NESAs and HABs to market Planned Gifts
 - Estate Giving checkboxes on annual support pledge cards
 - Develop Signature tagline to promote PG



Electronic Communication Plan

Develop & Promote our new gift planning website

- Consistent assessment of planned giving strategy by collecting feedback (e.g. survey, questionnaire, click rate/open rate info, response inquiries, etc.)
- The website is a tool that will be used to direct traffic and generate leads.
- Leverage donor stories, youth impact stories, and pictures to maximize effective of newsletter.



Next Steps



Follow Up Conversations

- When prospects download an estate planning guide or asks for additional material the protocol is:
 - Wait 3-5 business days and send a follow up email

Boy Scouts | Estate Planning Guide

Reply Reply All Forward

Expires 5/26/2025

Fri 5/27/2022 1:02 PM

JJ,

I hope that your Friday is treating you well. My name is Alexis Surovov and I support the planned giving efforts for the Boy Scouts of America organization. I am reaching out to you because you downloaded an estate planning guide from our planned giving website earlier this week. If you are interested in planned giving options, philanthropy through your estate, or have any questions please feel free to use me as a resource. All of my contact information is shown below. I would love to hear from you.

Thanks and have a great weekend.

Your is Scouting,

Follow Up Conversations Cont.

When a prospect responds, and a follow up call is scheduled the script is to ask them a handful of questions including but not limited to:

1. Tell me about yourself?
2. Were you a scout as a youth?
3. How are you connected to Scouting? Do you volunteer? Do you have children in the program?
4. What is your favorite aspect of scouting? Is there a particular experience that serves as a highlight?
5. It seems like you might be interested in a PG?
 - a) Are we already in your estate plans? [If yes thank you; what are the details...] Have you told us before?
 - b) What impact do you/would you want to have with your bequest?
 - Typically, we may ask about the connection previously stated.

Conversation Outcomes

- Existing PG intentions are confirmed
- Documentation in Blackbaud is confirmed or secured as a best practice
- Donor stewardship plans are put into place
- **Induction into planned giving society**
- Future cultivation of prospective PG donors is implemented
 - Face-to-face follow up meeting and local event invitations are discussed with prospects or donors



Where Do I Launch, With Who?!

Missed Opportunity

- How many of you have experienced a key donor or Board Member pass away, but did not name us in their estate plans?
- Did we ask for a planned gift?
 - Did they tell us a clear answer yes or no?
- How many new donors will it take to replace that philanthropist's annual gift?



Initial Focus: Connected Donors

- Giving history
- Boards and Advisory Boards
- Alumni/parent Involvement
- Multiple generations of scouting alumni
- Participation in events
- Other Indicators



A Friend of Your Charity Forever

Example:

- A \$5,000 donor per year, can name your organization in their estate plans for \$100,000 and ensure that their gift continues beyond their lifetime!



Q&A



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Additional Questions

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Thank you for attending!

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