

## Metrics Made Manageable:

### Making Planned Giving Data Work for You and Your Organization



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## Presenter

- Oversees planned giving and estate settlements, gift compliance and structuring, and general legal affairs
- Previously served as Associate Director and General Counsel for the Jewish Community Foundation of MetroWest, New Jersey
- Teaches Planned Giving at New York University's George H. Heyman, Jr., Program for Philanthropy and Fundraising.
- Taught at the University of Arizona College of Law
- Currently serves as Immediate Past President of the Philanthropic Planning Group of Greater New York
- Served on the boards of Goucher College Hillel and Daughters of Israel, a skilled nursing facility in New Jersey
- Received JD from the University of Arizona College of Law and BA from Bryn Mawr College
- Spent a graduate year at the Hebrew University of Jerusalem as a Raoul Wallenberg Scholar



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## Planned Giving Is Full of Uncertainties

WHEN WILL  
GIFT BE  
REALIZED?

HOW MUCH  
WILL IT BE  
FOR?

WILL DONOR  
KEEP US IN  
HER ESTATE?

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## National Guidelines for Reporting and Counting Gifts

### Three Categories...

- **Category A:** An outright goal for gifts that are usable or will become usable for institutional purposes during the goal-defined camp
- **Category B:** An irrevocable deferred-gift goal for gifts committed during the goal-defined campaign period but that may become usable by the organization at some point after the end of the period
- **Category C:** A revocable deferred-gift goal for gifts solicited and committed during the goal-defined campaign period but in which the donor retains the right to change the commitment and/or beneficiary

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## Other Standards



CASE



Different institutions different  
measurements

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# Key Definitions

Data – facts and statistics

Metrics – method or results of measurement

Trends – general direction

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## 5 *or* 6 Steps to Manageable Metrics

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# 1. Know your audience



WHAT IS THEIR MOTIVATION?



WHAT STORY DO THEY WANT TO HEAR?

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## Who cares

- CEO
- CFO
- Board
- Beneficiary
- Donor

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**Return on investment formula**

$ROI =$ 
 $\frac{\text{Net investment gain}}{\text{Cost of investment}}$ 
 $\times 100$


## 2. What is their bottom line?



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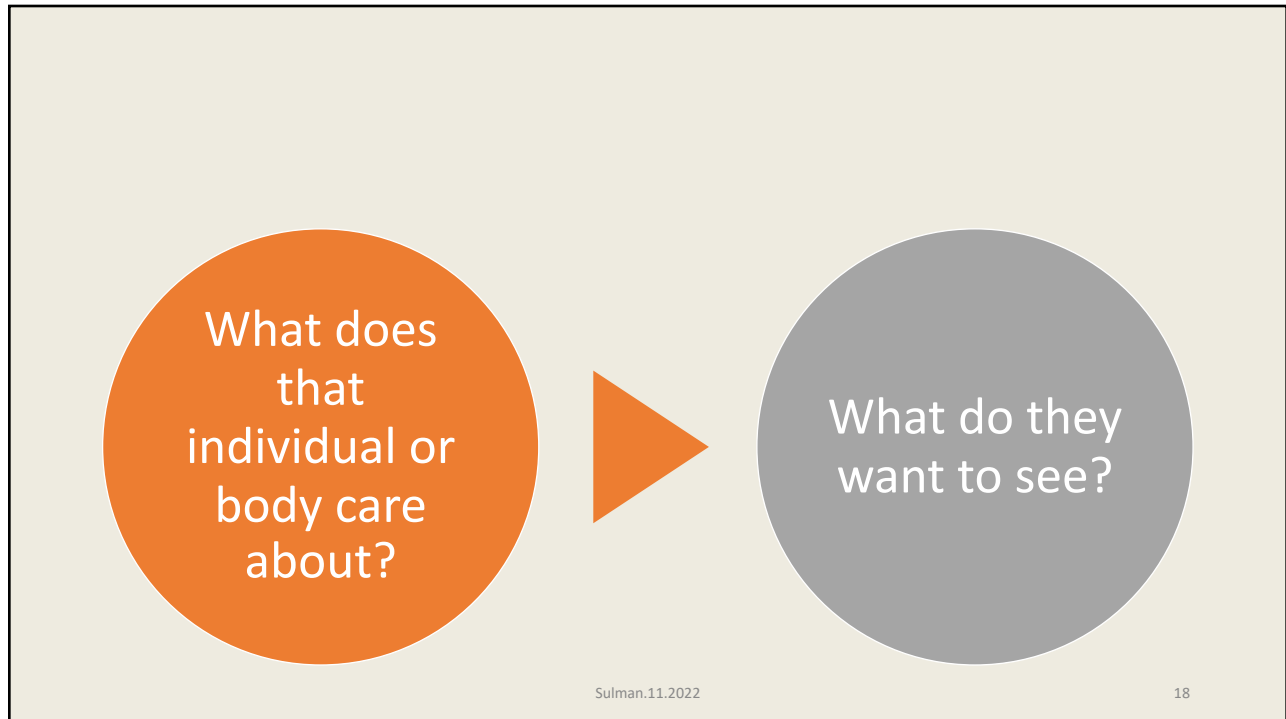


## 2. What is their bottom line?

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### 3. Identify your resources

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- What data do you already have:
  - Number of responses to mailings (by type)
  - Program attendees
  - New legacy donors

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# What Data Do you have already?



In your CRM



What are you already collecting

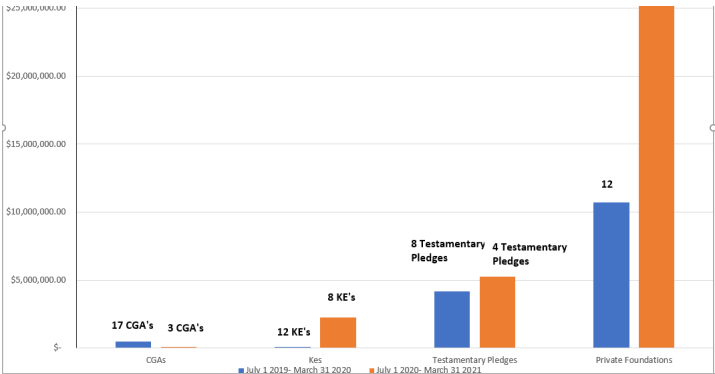


Start with what you have

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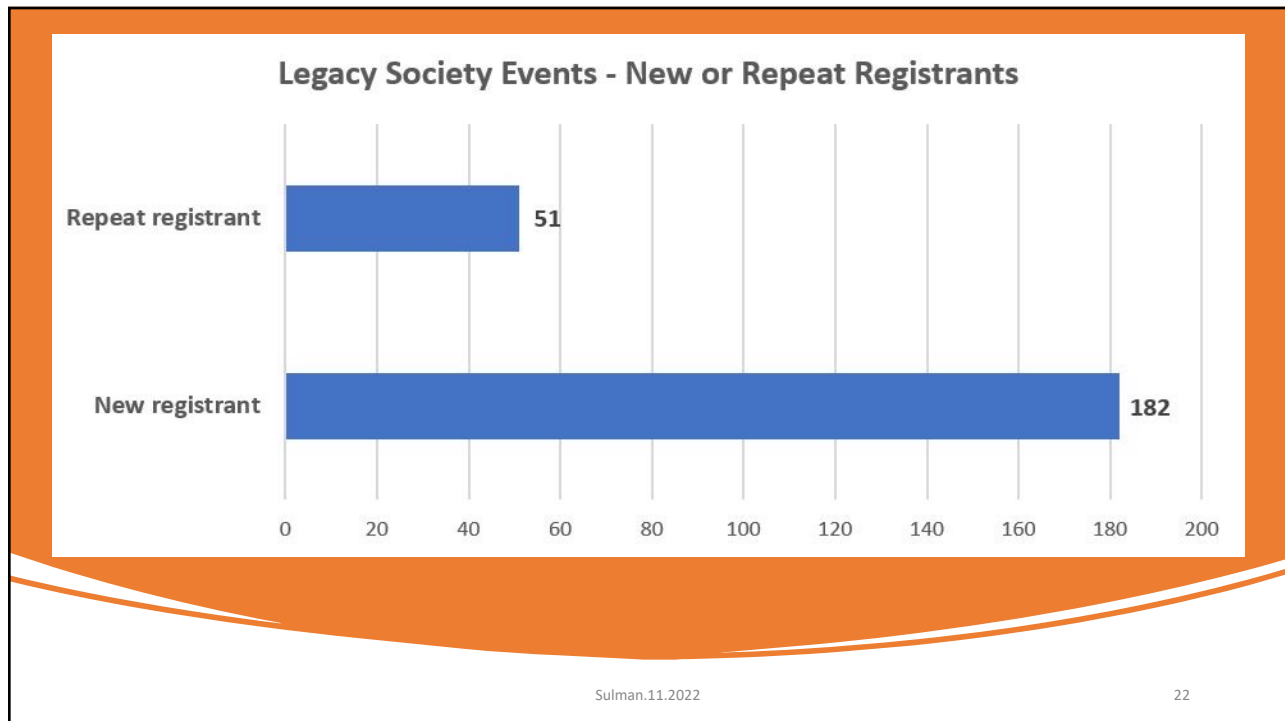
## 4. Looks for ways to compare or show change



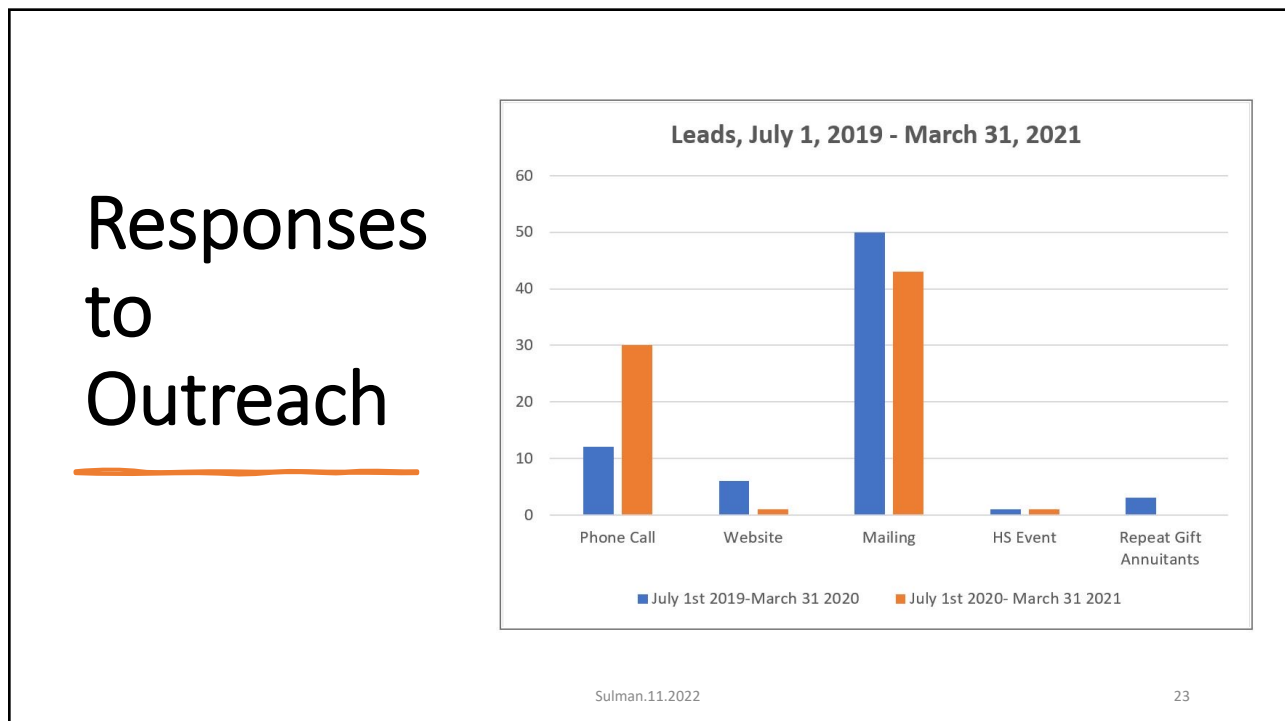
Category	July 1, 2019 - March 31, 2020	July 1, 2020 - March 31, 2021
CGAs	17	3
KEs	12	8
Testamentary Pledges	8	4
Private Foundations	12	>\$20,000,000.00

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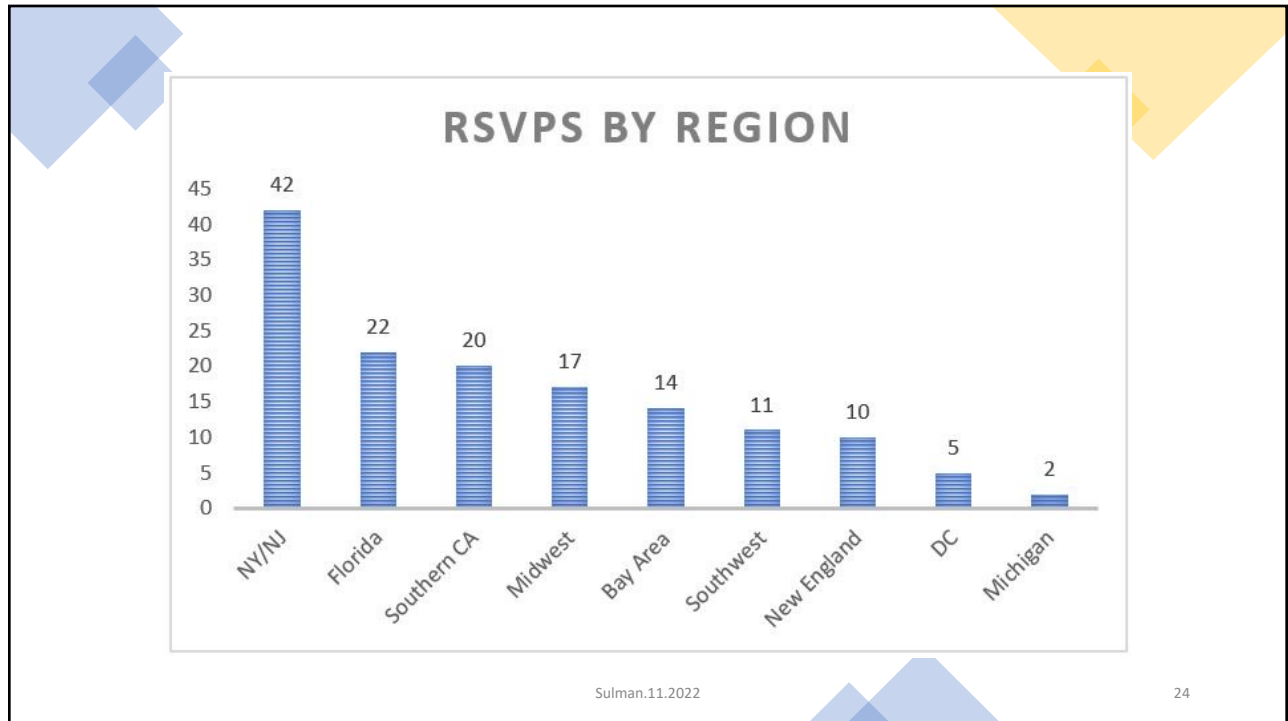
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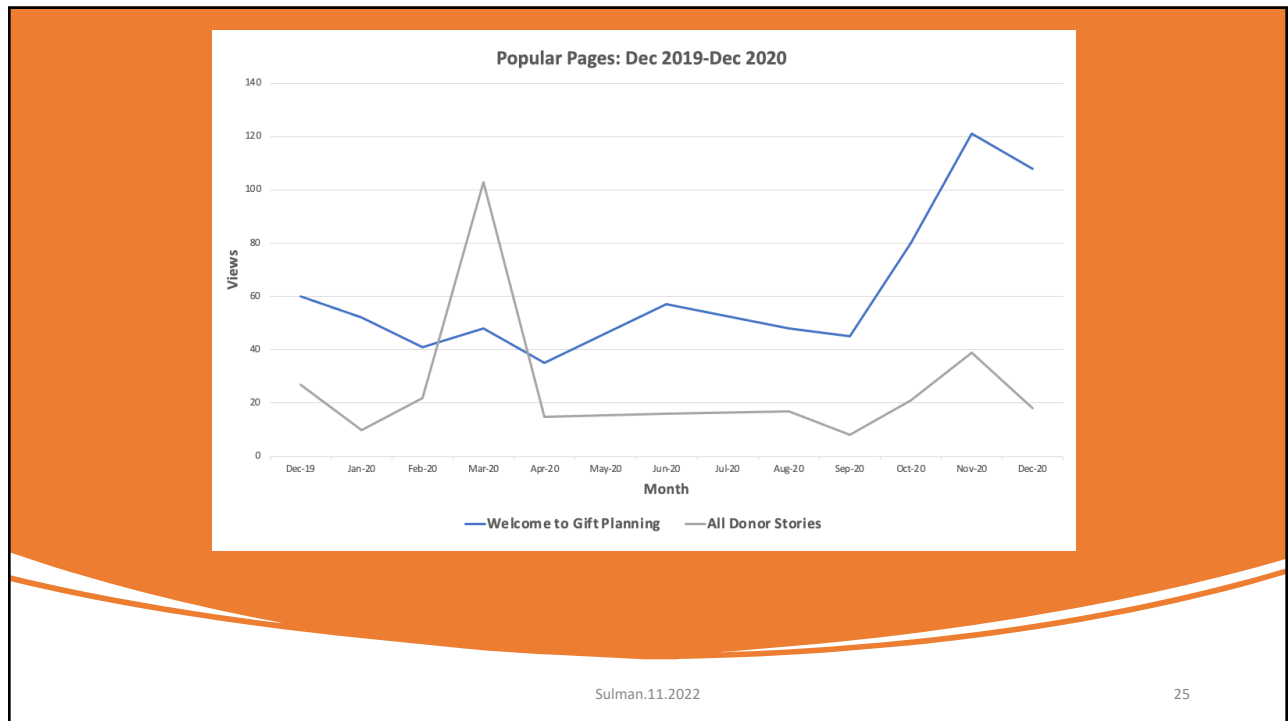
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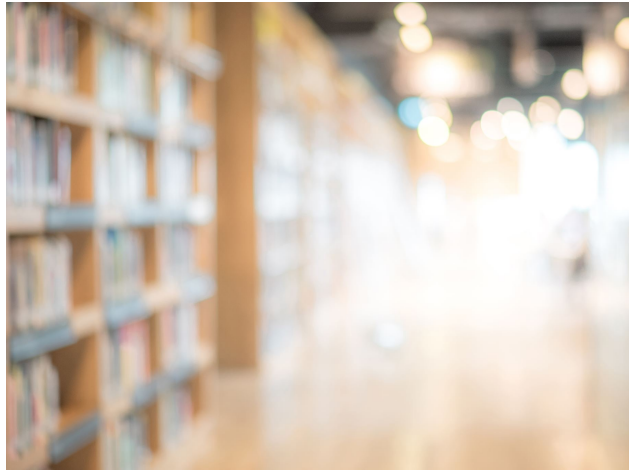


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## 5. Demonstrate effectiveness



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## Sample questions to answer ...

How do we demonstrate success of legacy programming?

What's the ROI from our direct mail?

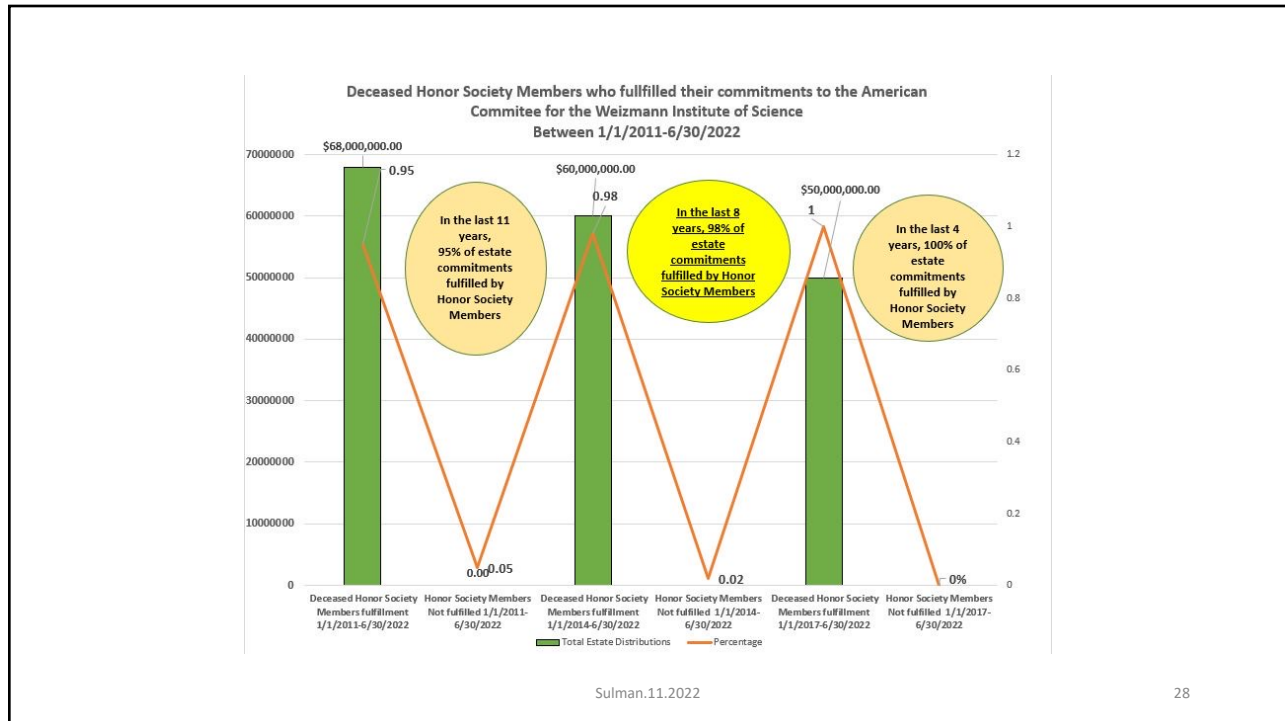
Do our planned giving efforts work?

Is our website reaching prospects?

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## 6. Make National Standards Relevant to your Organization

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## Bring National Standards into Your Processes

- Where are you already consistent?
  - Do you already count pledged bequests?
  - How do you treat life-income?
- Where is there disparity?
  - Focus on benefits to organization of bridging the gap
  - Cost benefit analysis

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Consistent Definitions

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## Summary: Steps to Manageable Metrics

Define the Relevant Audience.

Identify that Audience's Question and Bottom Line.

What Raw Data Do You Have at Your Disposal?

Develop Simple Metrics That Can Be Used to Compare or Show Change Over Time.

Demonstrate Results – Show Where and How You Are Effective.

**\*\*Bring National Standards into the Picture**

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## Case Study 1:

Your CFO wants to know whether your legacy society programming is worth the time and expense. She is looking at the bills for travel, invitations, and lunch as well as the time spent in planning and follow-up. Using metrics and explanations, how do you make your case to her?

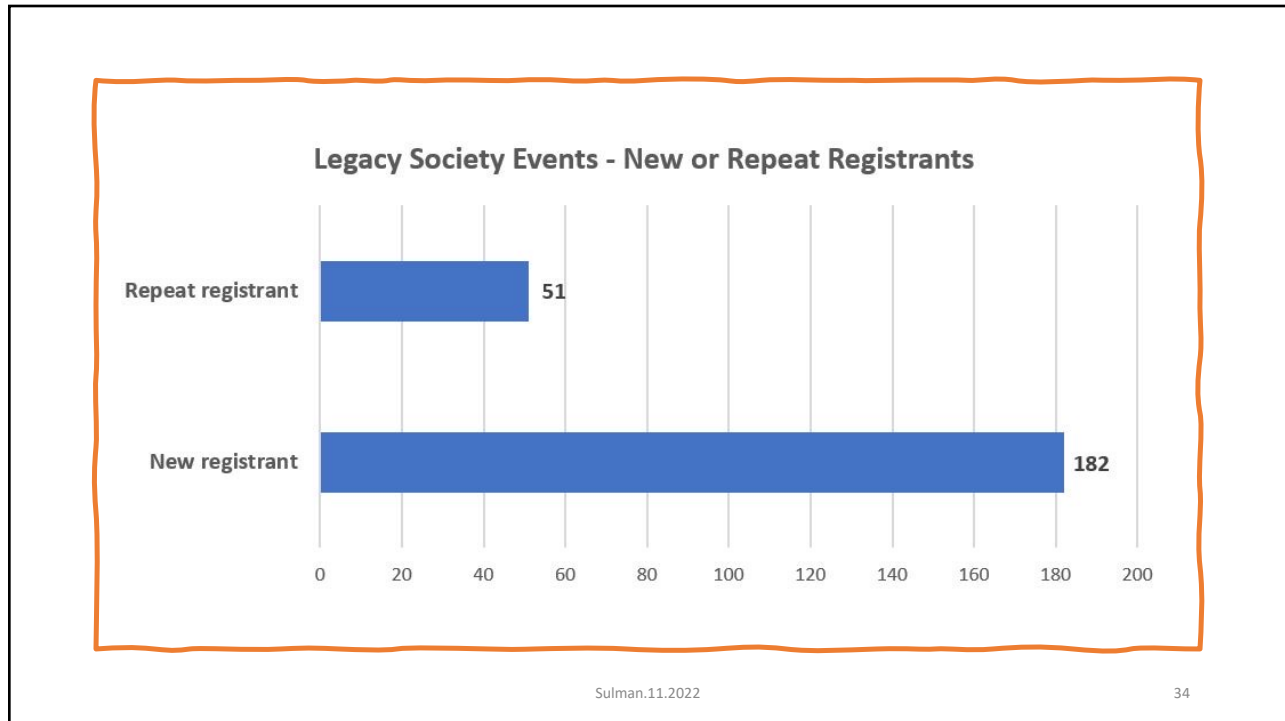
*Suggestion: You may want to compare in-person to virtual events.*

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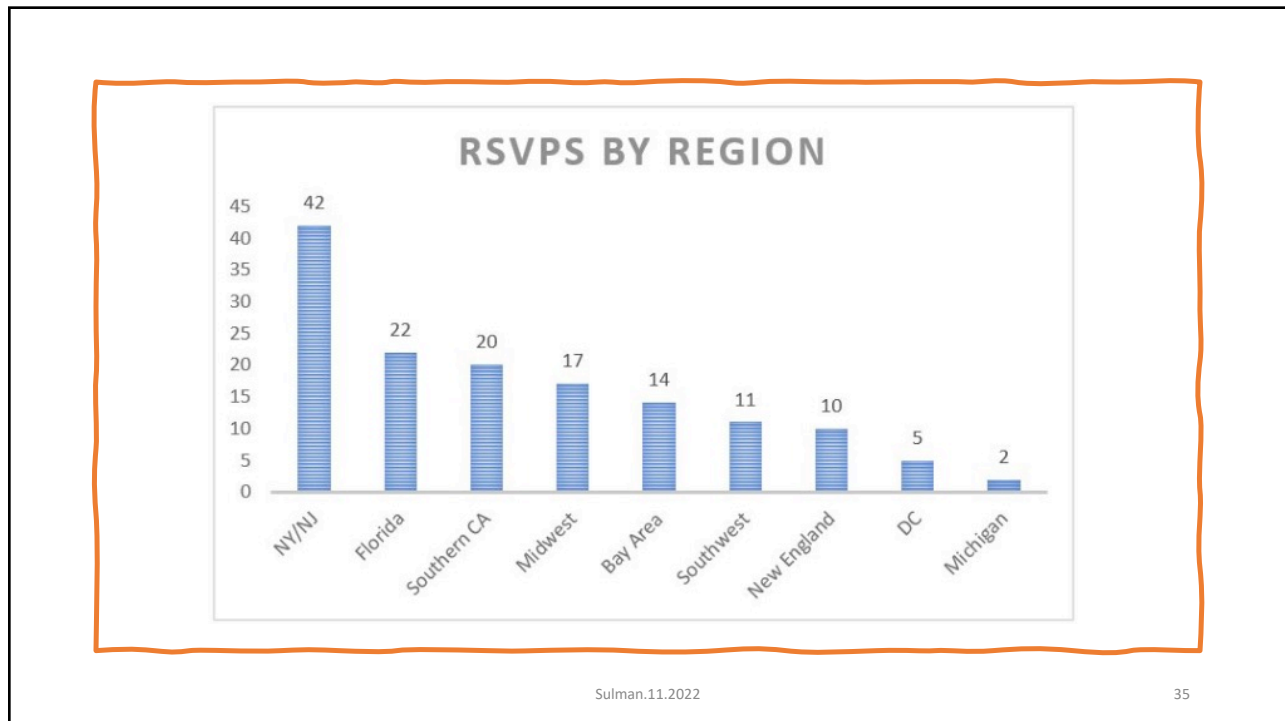
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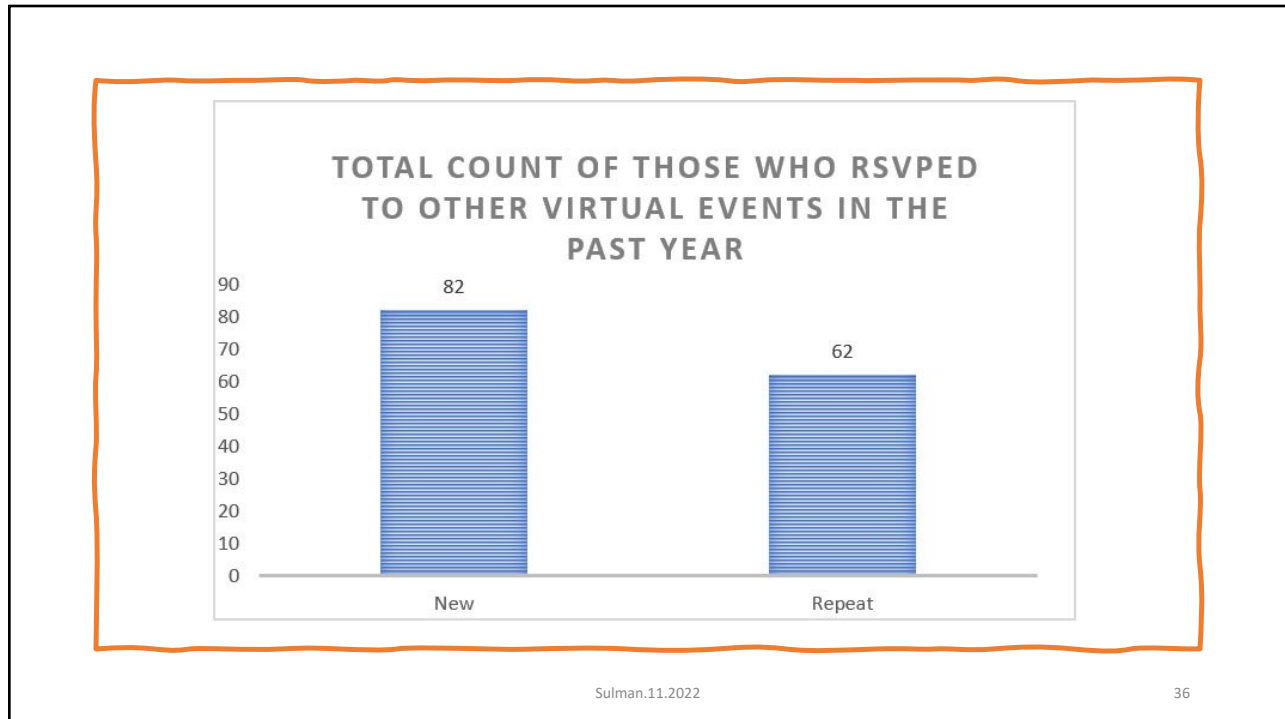


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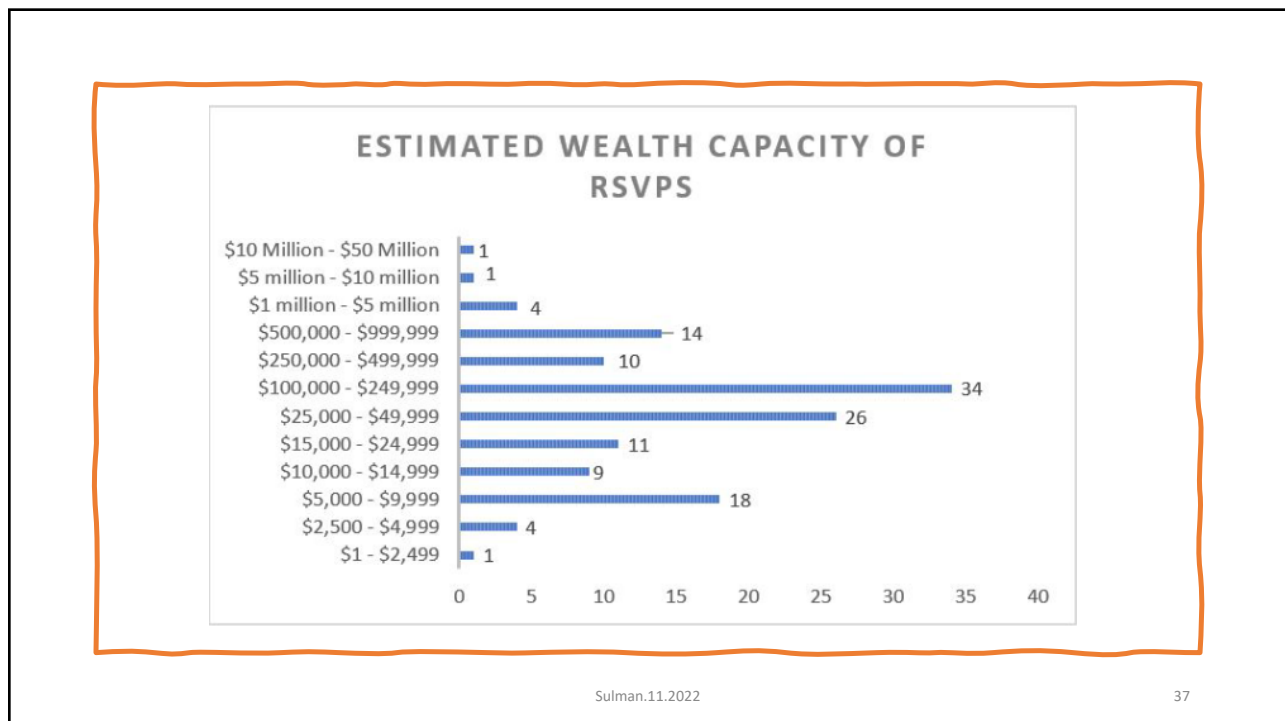


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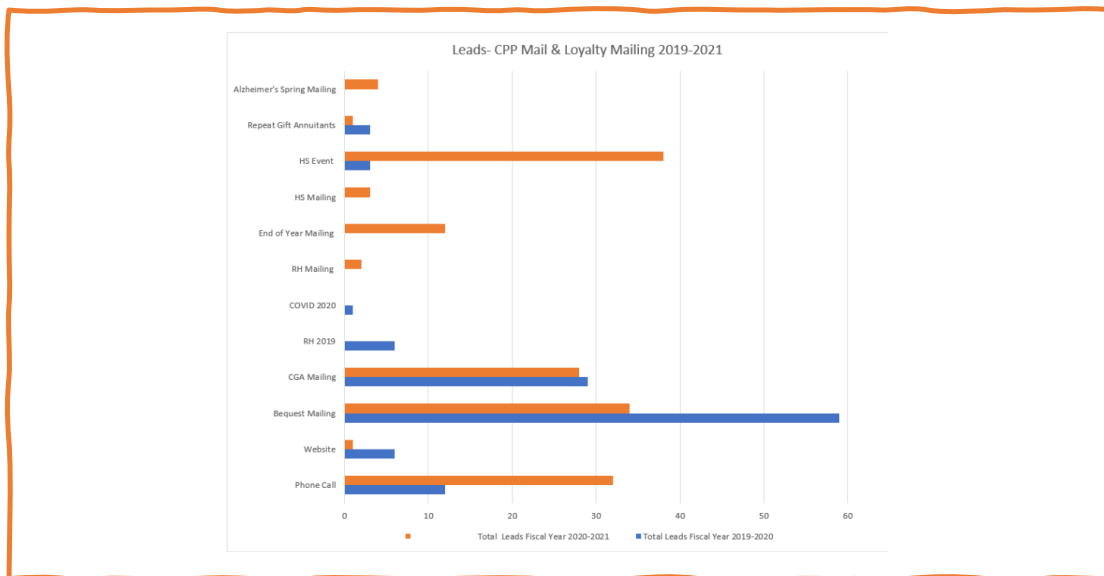


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## Case Study 2:

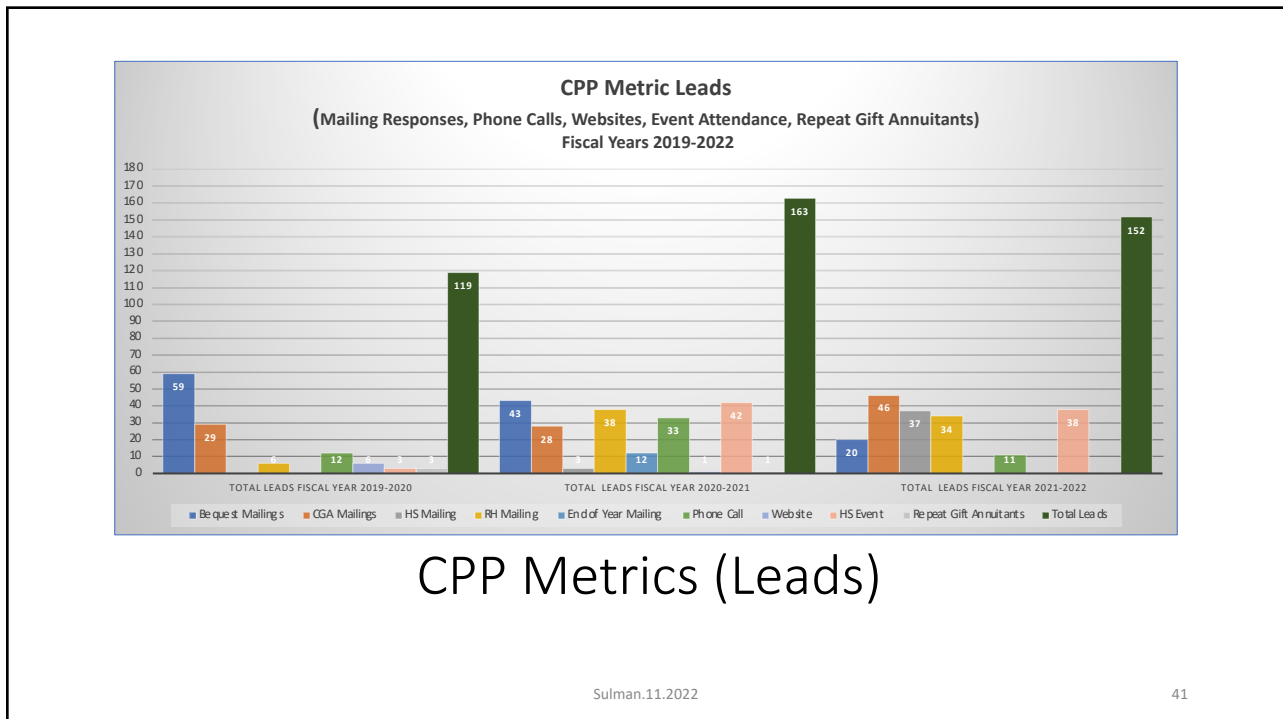
Your chief marketing officer would like to know if your planned giving direct mail program is working. He finds the program expensive and wants to know the ROI. Mindful that most of your gifts will come many years from now, make the case to support the expense of direct mail.

*Suggestion: You may want to discuss the value of legacy donors, the recipients, more broadly.*

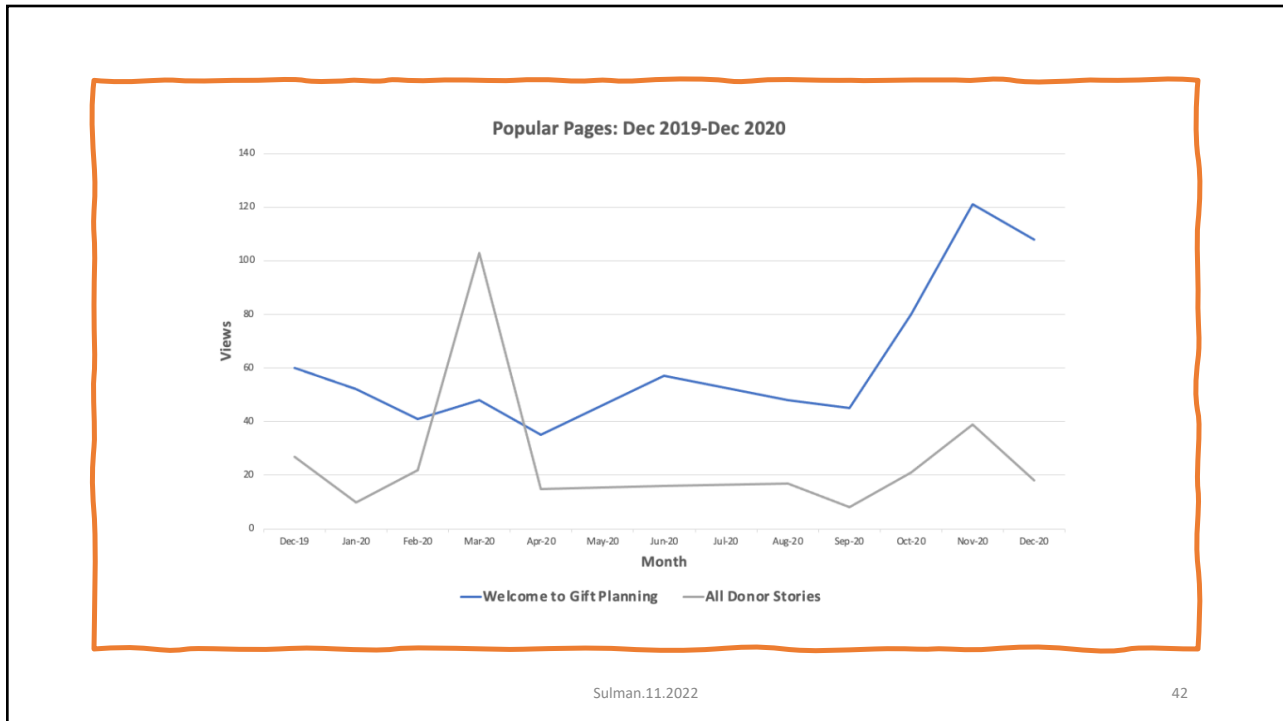




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## Case Study 3

- You have been asked to put together a presentation to your board to show the results of your planned giving department. Your board members are very focused on bottom line and campaign totals. What can you show and say to make them understand the impact of your work?

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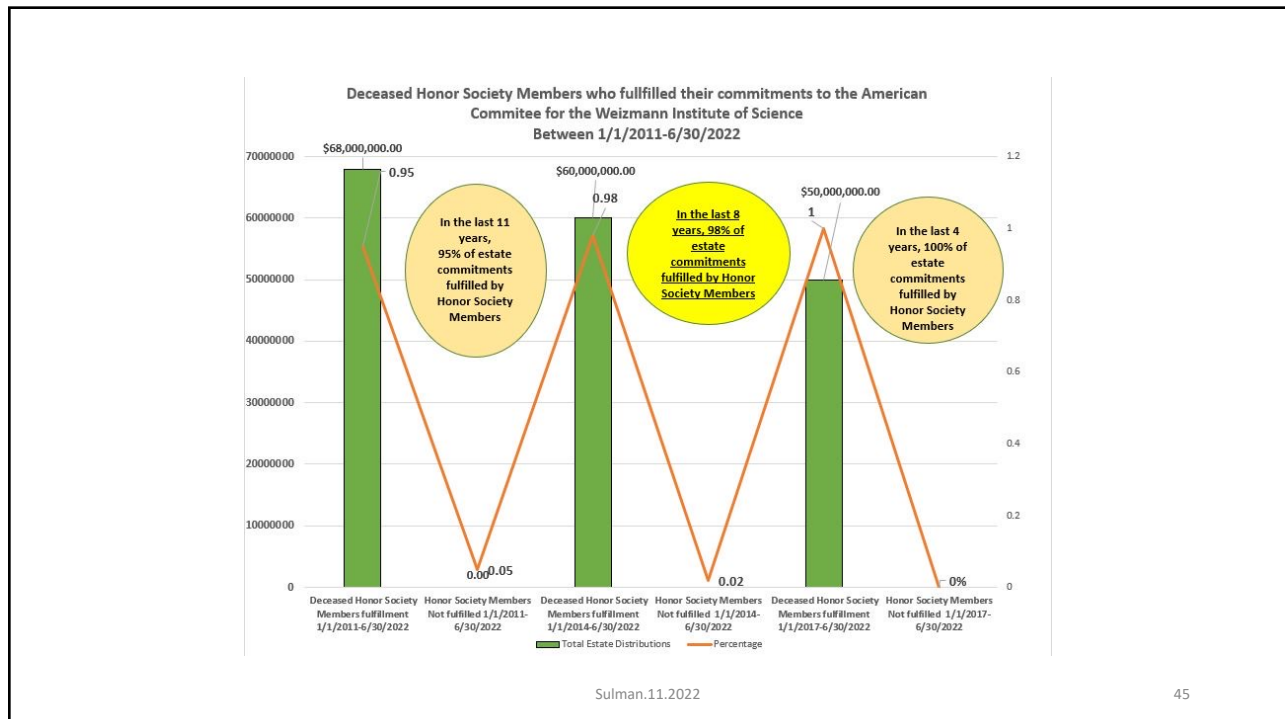
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	Planned gifts (bequest, CGAs, testamentary pledges)	Campaign total
<b>2016</b>	\$31,772,894 (44%)	\$71,000,000
<b>2017</b>	\$26,986,034 (34%)	\$80,000,000
<b>2018</b>	\$39,974,180 (44%)	\$90,116,000
<b>2019</b>	\$23,279,394 (30%)	\$78,000

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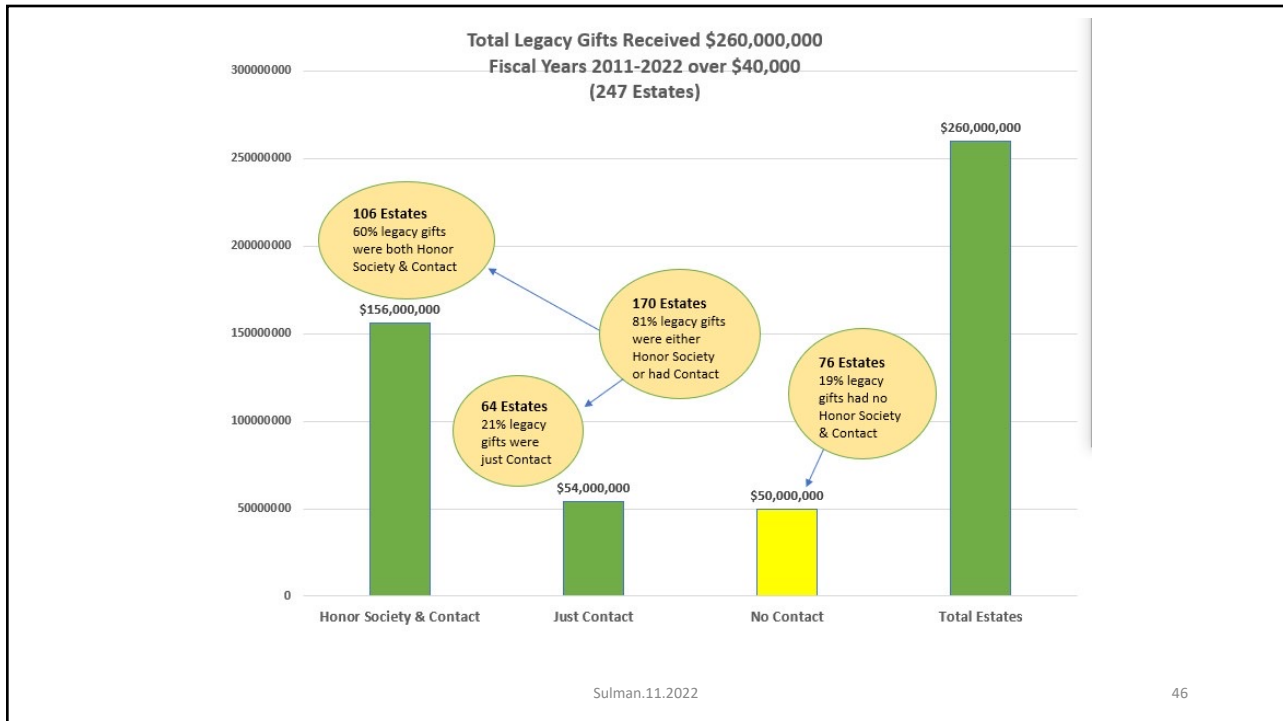
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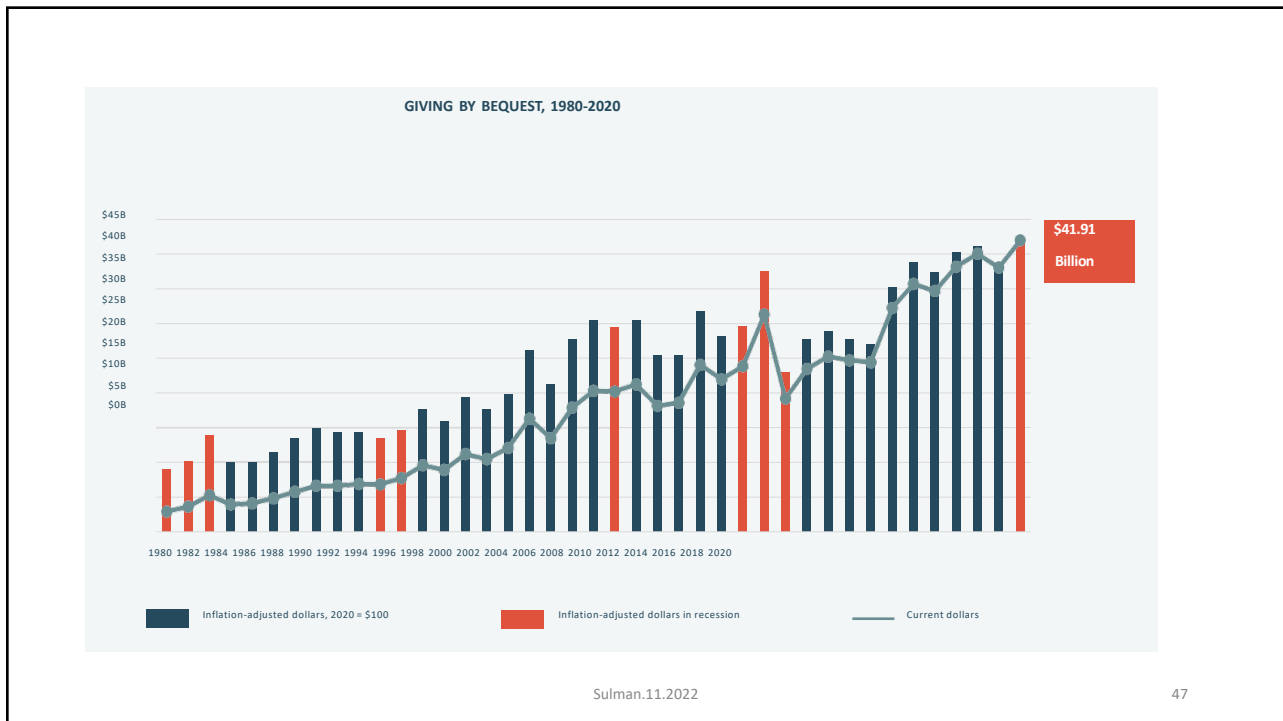
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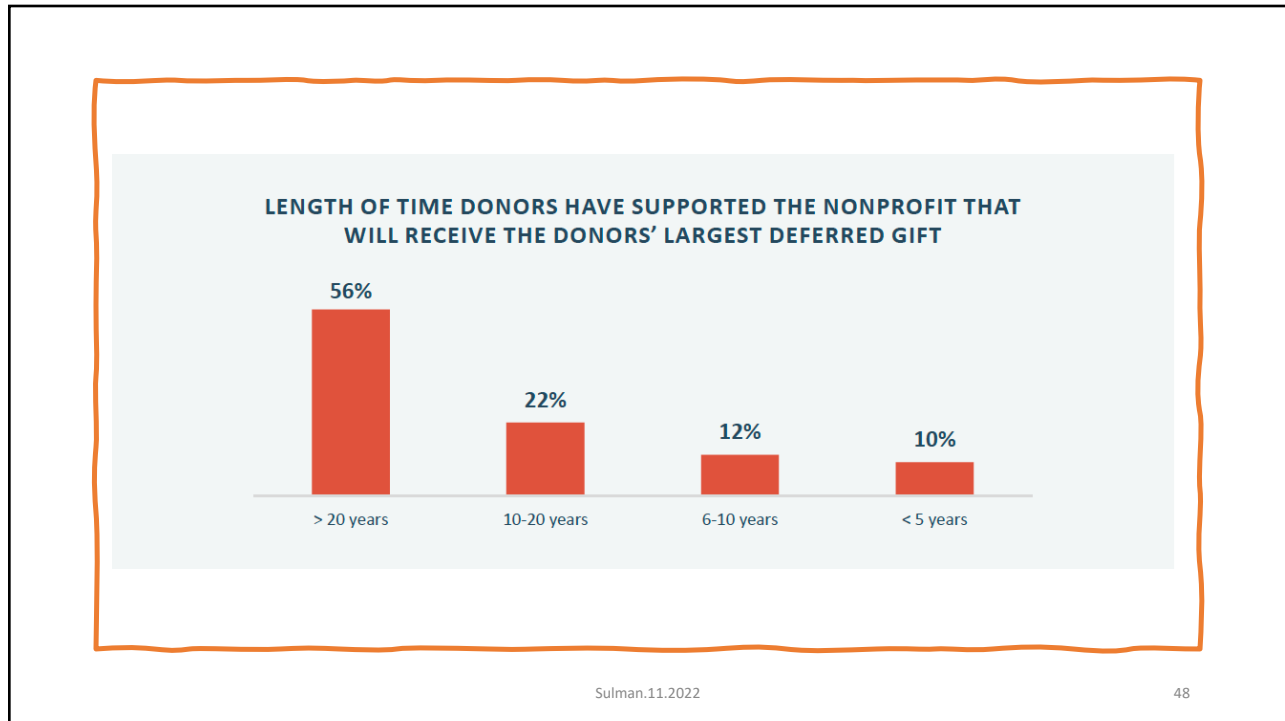
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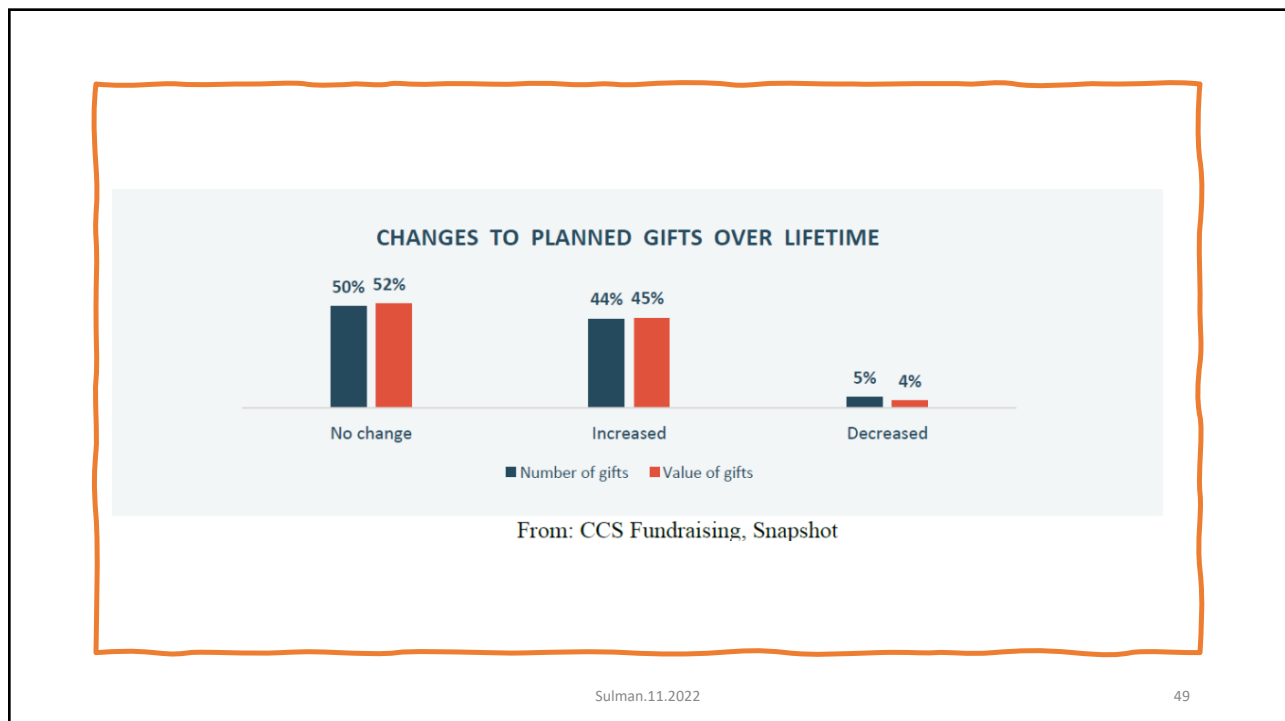
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# Using Data to Move your Leadership constructively



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## Conclusion – The Value of Metrics

- Transparency
- Accountability
- Willingness to look at weakness and to grow
- Adaptability
- Help your leadership grow in its understanding of planned giving
- Making the Case for National Standards



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## Ultimate Goals

Make the case for national standards

Find appropriate standards for your organization

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# Q&A

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## Additional Questions

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## Webinar Resources

Recording

Presentation handouts

[www.stelter.com/webinars](http://www.stelter.com/webinars)

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*Thank you!*



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