STELTER

TEN BEST PRACTICES THAT WILL ENERGIZE AND TRANSFORM YOUR GIFT PLANNING PROGRAM

Kathryn W. Miree

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PRESENTER

Kathryn W. Miree
President
Kathryn Miree & Associates, Inc.

- President and primary consultant for Kathryn W. Miree & Associates, Inc., now in its 24th year of operation
- Works with boards and staff of nonprofits and foundations to build strong fundraising platforms and establish fundraising strategies, with a specialty around major and planned gifts
- Spent 15 years in various positions in the Trust Division of a large southeastern bank before joining a regional brokerage firm to establish its trust company and serve as its initial President and CEO
- Worked extensively with not-for-profit organizations and their donors in the management of private foundations, community foundations, charitable trusts, pooled income funds, gift annuities and endowments
- Inducted into the National Association of Charitable Gift Planners Hall of Fame in 2018 and to the Estate Planning Hall of Fame (National Association of Estate Planners & Councils) in 2020
- Received B.A. from Emory University and a J.D. from the University of Alabama School of Law and is a member of the Alabama Bar Association

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LET'S START AT THE TOP (WITH STRATEGY)

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STRATEGY SHOULD DRIVE EVERYTHING YOU DO IN GIFT PLANNING

- Just as your nonprofit has a strategy, your gift planning program should have a strategy.
- It will build on your greatest strengths, and address your greatest weaknesses.
- This will help you make a plan that will accelerate the success of your gift planning program.

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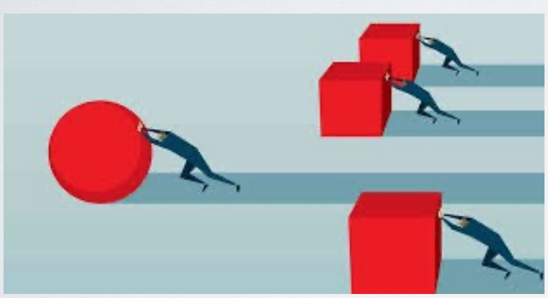
NACGP: NATIONAL STANDARDS FOR GIFT PLANNING SUCCESS



- National standards allow nonprofits to create and execute a strategy:
  - Assess current gift planning program
  - Identify areas that need strengthening
  - Tools to leverage results
  - Path to generate more deferred gifts and augment current gifts

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THE STRUCTURE OF THE NATIONAL STANDARDS

- There are 16 standards divided into three categories:
  - Support From the Top for the Gift Planning Program
  - Strong Operating Platform (the Ability and Capacity to Execute)
  - Donor-Centric Engagement and Management

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MY CHALLENGE TO YOU

- As we walk through these ten best practices, think about your own program.
- Focus on those areas that most need strengthening when making your plan for the year.
- Network to see how others solve any problem you encounter.

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THE TEN BEST PRACTICES

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BP #1: YOUR CHARITY NEEDS A LONG-TERM VISION AND STRATEGY

- Long-term giving requires a powerful, compelling vision for the future.
- Resources (and budgets) as well as annual goals should be aligned to achieve those goals.
- Campaigns should also align with strategy.

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BP #1: YOUR CHARITY NEEDS A LONG-TERM VISION AND STRATEGY

- How does this show up?
  - Current strategic plan
  - Marketing looks ahead with big, bold visions
  - Website addresses vision
  - Visions drive campaign
  - Budgets reflect goals which reflect vision

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BP #2: ORGANIZATIONAL LEADERSHIP MUST BUY IN

- Organizational leadership must buy in:
  - CEO/Executive Team
  - Board
- Key concepts:
  - Diversified revenue
  - Collaborative fundraising
  - Donor-centric gift planning

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BP #2: ORGANIZATIONAL LEADERSHIP MUST BUY IN

- How do foster this knowledge and excitement?
  - Share the business case for gift planning - stats and numbers
  - Ask for time with the board - to help them understand the opportunities, especially in campaign
  - Take senior management with you on donor calls - they are the voice of the organization.

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BP #3: SET GOALS AND METRICS THAT FOSTER SUCCESS

- Activity metrics (leading indicators)
  - Face to face meetings with donors
  - Meaningful communications/conversations with donors
  - Advisor meetings/communications
  - Internal collaborations
- Outcome metrics (lagging indicators)
  - Irrevocable deferred gifts and value
  - Revocable deferred gifts and value
  - Known to unknown ratio
  - Legacy society stick rate
  - Matured gift revenue, by type

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BP #3:
SET GOALS AND METRICS THAT FOSTER SUCCESS

- How this translates:
  - Track contacts and conversations by line of giving to measure integration of the conversation
  - Make sure there are discrete fields to house the data
  - Use training to get everyone in the habit of recording the data
  - Use the data for dashboards that are shared with management and the fundraising team

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BP #4:
DATA IS PRIORITIZED

- Data does not replace eyes, ears, and conversations - but it does focus you on the donors you should be talking with and marketing to.
- Your nonprofit should prioritize data as an effective tool in developing strategy, regardless of size.
- There are no magic wands. If you are not tracking donor affinity, association, and ability, you will not see your prospects.

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BP #4:
DATA IS PRIORITIZED

- How this translates:
  - Discipline in recording data: affinity, association, ability, marketing responses (training and measurement)
  - Access to data: without the ability to generate reports that show patterns, you cannot respond.
  - Use of data to make decisions.
  - Sharing data with management.

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BP #4:
DATA IS PRIORITIZED

Deferred Gift Production

	This Period	2020 YTD	2019	2018
1. New irrevocable deferred gifts				
2. Market value of new irrevocable deferred gifts				
3. New revocable deferred gifts				
4. Market value of new revocable deferred gifts				
5. Number of new non-cash outright gifts				
6. Market value of new non-cash outright gifts				
7. Market value of distributions from matured deferred gifts				

Contact Report

	This Period	2020 YTD	2019	2018
8. Number of face to face/video visits with donors/prospects				
9. Number of substantive contacts with donors/prospects				
10. Number of face to face/video visits with professional advisors				
11. Number of substantive contacts with professional advisors				
12. Number of Proposals for blended or deferred gifts				
13. Dollar value of proposals for blended or deferred gifts				

Key Stats

	2020	2019	2018
14. Stick Rate (Retention Rate) for Legacy Donors			
15. Known/Unknown Rate for Matured Gifts			
16. Number of Members of Legacy Society			
17. Value of Legacy Society Commitments			
18. % of Board Members with Legacy Gifts			

Opportunity

	This Period	2020 YTD	2019	2018
19. Number of Tier I prospects in data system				
20. Number of Tier II prospects in data system				
21. Number of responses to marketing campaigns				
22. Number of attendees at events				

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BP #5:
ACTIVE PROSPECT MANAGEMENT PROCESS

- Whatever the portfolio structure, portfolios are intentionally assembled.
- Portfolios are actively managed.
- Portfolios are "right-sized."

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BP #5:
ACTIVE PROSPECT MANAGEMENT PROCESS

- How this translates:
  - Donors are classified, and constantly moving through identification, qualification, cultivation, solicitation, and stewardship.
  - You've identified Tier I (ready for the conversation) and Tier II (best candidates for marketing) and marked them in all fundraising portfolios.
  - The gift planner is an active coach to insure integrated current gift/deferred gift conversations.

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BP #6: QUALIFIED STAFF IN PLACE TO DO THE WORK

- Qualified staff is in place to engage with donors
  - Relationship-building expertise is more important than technical expertise
  - True interest in donors
- Even where roles are split, time and goals are allocated to gift planning
- There is emphasis on ongoing education

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BP #6: QUALIFIED STAFF IN PLACE TO DO THE WORK

- Job descriptions accurately describe the role and tasks of the position
- Job description is updated regularly
- Education is encouraged, and there is a budget to back it
- Networking with other charities to keep abreast of trends is encouraged

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BP #7: STRONG CASE FOR LONG-TERM DONOR INVESTMENT

- Separate case for long-term investment
- Builds on current case for giving, but is
  - Urgent
  - Compelling
  - Drives towards long-term vision

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BP #7: STRONG CASE FOR LONG-TERM DONOR INVESTMENT

- How it translates:
  - Sets an expectation for "both/and"
  - Incorporates the donor in the solution - the donor makes it possible
  - Is integrated through the marketing materials

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BP #8: STEWARDSHIP IS A PRIORITY

- Stewardship - care of donors - builds long-term relationships
- Stewardship impacts donor retention
- Stewardship positions donors as partners in mission

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BP #8: STEWARDSHIP IS A PRIORITY

- How this translates:
  - Know your donor.
  - Show them the impact of their gifts.
  - Thank them - without holding your hand out in the same communication.
  - Let them know the work you do is not possible without their support.

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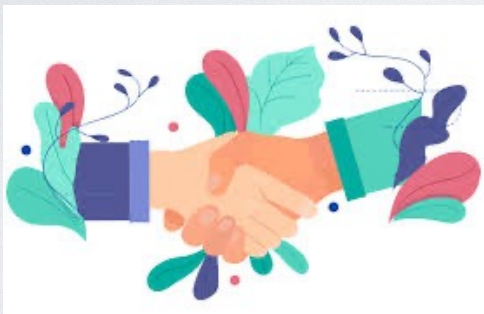
BP #9: MARKETING POSITIONS DONORS AS PARTNERS IN MISSION



- Donors are partners and investors in your mission.
- You could not accomplish your work without them.
- Marketing should make it clear that together you have accomplished mission.

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BP #9: MARKETING POSITIONS DONORS AS PARTNERS IN MISSION

- How this translates:
  - Look at your language. Is it all about your organization, or is it about what you and your donors accomplished together?
  - Look at your program brochures. Do you make it clear the work was possible only with the support of generous donors?
  - Look at your website and social media. What do you tell them about the importance of donors?

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BP #10: THE NONPROFIT IS DONOR CENTRIC

- The nonprofit values its donors as essential partners.
- It's about what the donor wants to accomplish - rather than what the nonprofit wants them to do.
- The nonprofit builds valued relationships with donors - rather than perceiving them as ATMs.

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BP #10: NONPROFIT IS DONOR CENTRIC

- Here's how this translates:
  - Fundraisers want to know more about why the nonprofit's work is so important to the donor.
  - Gift acceptance policies allow donors to contribute assets that best fit their goals.
  - Donors are thanked and recognized as part of the nonprofit's culture.

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MOVING FORWARD TOWARDS SUCCESS

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MAKE A PLAN

- Assess
  - Begin by assessing where you are on each of these BPs
  - Engage the team to review results looking for strengths, weaknesses, and opportunities.
- Plan
  - Identify opportunities
  - Build on strengths and addresses weaknesses
  - Set clear goals

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MAKE A PLAN

- Evaluate
  - Track results
  - Use data to look at patterns
  - Use the self-assessment at year-end to measure progress
- Plan
  - Create a new strategy for the following year
  - Learn from your evaluation
  - Continue to amplify strengths
  - Build new strategies to address weaknesses

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FINAL THOUGHTS

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FINAL THOUGHTS

- Creating a strategy that builds on your strengths, addresses your weaknesses, and identifies opportunities is the single most important thing you will do.
- All nonprofits have fewer staff, and smaller budgets, than in the perfect world.
- It doesn't take money to be more effective - it takes focus!
- Let your strategy drive your tactics - and your program will grow quickly!

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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

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Thank you!

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