Assessing Your Planned Giving Program

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Assessing Your Planned Giving Program

- Institutional factors
- The existing planned giving program
- Planned Giving Marketing
- Office Operations
- Planned Giving Staff

Perspective in viewing planned giving programs

- Some things we expect to see in every program
- Organizations are very different
- Degree of optimum achievement within an organization

A. Institutional Factors/Questions

1. Age of the organization
2. Expected duration, perception of this by constituents
3. Stated vision for the future
4. Planned giving case for support
5. General practices on use of matured planned gifts in the past, future expectations
6. Extent of such receipts
7. Extent of outright stock and bond, property gifts

A. Institutional Factors/Questions

8. Level of leadership interest and support
   * CEO
   * Board
   * Chief Development Officer
   * Senior staff
9. Have any of these made a planned gift
10. Date of last organizational strategic plan
11. Development annual and strategic plans
12. Extent of policies that relate to planned giving—gift acceptance policies, allocation of undesignated planned gift maturities

A. Institutional Factors/Questions

13. How does the organization raise funds?
14. Data systems in place
15. Organizational communication channels
16. Five year trends in fundraising revenue, # of annual donors, overall revenue, net revenue, programmatic statistics
17. Size of endowments and reserves

A. Institutional Factors/Questions

18. Is there a detailed analytics report on the donor database?
19. Size and geographical dispersion of the donor file
20. Who has personal contact with donors and prospects for gifts among staff and volunteers
    *By personal mail
    *By personal email
    *By telephone
    *Face to Face

B. Planned Giving Program

1. Is there a program
2. How long in operation
3. Program description and plan of operation
4. Policies and procedures
5. Annual budget
6. Staffing level, full and part time, budgeted vs. in place

B. Planned Giving Program

7. Amount of prior matured planned gifts attributed to the program, total matured planned gifts (last five years)
8. # and value of known planned giving commitments
    *Bequest commitments, living donors
    *Other revocable commitments, living donors
    *Gift annuities
    *CRT's
    *Other gifts
9. Same info for pg production last three years
10. PG Annual production goal
11. Annual production plan, long range plan
12. Number of annual stock and bond gifts for organization

B. Planned Giving Program

13. Number of planned giving donors
    *Stewardship plan, how, by whom
14. Number of inquirers on record
    *Follow up plan, how, by whom

14a. Same for other identified prospects

15. Is there a list of the top 10 donor/prospects in the PG office with plan and target?

B. Planned Giving Program

16. #, size, type of planned gifts in negotiation/serious discussion currently
17. Budget for planned giving
    *Personnel
    *Benefits, etc.
    *Marketing
    *Travel
    *Training
    *Equipment
    *Consultant/legal counsel
    *Other

17a. Budget management, preparation, variance reports

B. Planned Giving Program

18. Donor database
    *How are planned gift records maintained
    *Leads and inquiries
    *Moves management
    *Calendaring
    *Contact records
19. Technical Software type, users
20. Legal counsel for planned giving
    *Percent of practice devoted to advising charities on planned giving, estate planning practice

B. Planned Giving Program

21. What institution/broker handles stock and bond gifts for the organization
22. Who handles calls for securities and property gifts, who handles internal processing—background, qualifications
23. Management of life income funds and administration, back office
24. Decedent's estates processing—who, what department—access to death notices and estate distribution info
25. Organization's capacity to handle real estate gifts

B. Planned Giving Program

26. Equipment
    *Office and standard furnishings
    *Networked computers
    *Access to main database
    *Notebook computers
    *Remote access
    *Dictation, cell phones, GPS, mapping software
    *Color printer
    *Storage

C. Planned Giving Marketing

1. Marketing budget
2. Marketing annual plan
3. # Targeted mail pieces
4. #, volume of mass communications
5. Planned giving collateral
6. Web, electronic marketing
7. Seminar marketing

C. Planned Giving Marketing

8. Legacy/recognition society
9. Planned gift events
10. Advisor marketing
11. Professional advisory council
12. Lead fulfillment processes
13. What organizational constituents are "off limits"

C. Planned Giving Marketing

14. Referrals
    *Internal—leadership
    *Internal--program staff
    *Internal—other development staff
    *Volunteers
    *Advisory council
    *PG donors
    *Other

C. Planned Giving Marketing

15. Integration with overall Development
    *PG piggybacking
    *Presence in house organs
    *Events strategies inclusion
    *Ability to send PG messages to annual donors
    *Assignment system
    *Cross referrals and consults
    *Regular prospect review
    *PG in development dept plans and meetings
16. Board of Trustees
    *PG presentations
    *Development and/or PG committee
    *Trustees with planned gifts or referrals

C. Planned Giving Marketing

17. Decedent's estates
    *PG communications with fiduciaries
    *PG communications with heirs and beneficiaries
    *Stewardship and condolences practices
18. PR and program communication flow to planned giving

D. Planned Giving Office Operations

1. Data management—pg records and overall development records
2. Lead recording and tracking
3. Contact records practice and maintenance
4. Location of office, proximity to development, program, main office
5. File security

E. Planned Giving Staff

1. Org Chart and personnel roster
2. Job descriptions
    *Full time or part time PG
    *Defined by proportion of time allocated
    *Extent of back office duties
3. Resume, qualifications, experience of staff (certifications—JD, CFP, CGPA, etc.)
4. Performance evaluations of staff
5. Goals and objectives

E. Planned Giving Staff

6. PG Training Completed
7. PG annual training plans
8. Professional memberships, participation
9. Facility with PG software
10. Familiarity with estate and asset transfers, financial concepts, income and estate taxation, property ownership
11. Ability to recognize gift planning issues in the planning process
12. Supervisory responsibility
13. Secretarial, support staff

E. Planned Giving Staff

14. Professional staff time allocation
    *Monthly # donor, prospect personal visits and phone calls
    *Monthly # other constituent connections
    *Monthly # proposals made
    *Monthly days in field connecting with donors/prospects vs. office time
    *Monthly time on meetings, reports, organizational happenings

E. Planned Giving Staff

15. Lead follow up
    *Achievement of consistent timely follow up
    *Degree of persistence—multi follow ups
    *Monthly prospect phone call
    *Lead follow up recording
16. Business miles logged monthly
17. Nights on the road monthly

E. Planned Giving Staff

18. History of achieving goals—last two years
    - *$ Production
    - *Organizational definition of production
    - *# of deferred gifts
    - *# of outright gifts
19. Supervisory capability of director

E. Planned Giving Staff

20. Capacity of staff to communicate complex gift techniques and information in an understandable way
21. Capacity of staff to communicate programs and organizational mission
22. Has each PG staff member made a planned gift

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--Plus Thoughts for the Future--