

A nighttime photograph of a city skyline. In the center, a tall, white monument with a statue on top is visible. To the left and right are several tall, modern skyscrapers with many lit windows. In the foreground, there are trees decorated with warm white string lights. The sky is dark blue.

Simply Irresistible:
Demonstrating the Value of Gift
Planning to Decision Makers

NORTON
Philanthropic
Counsel

Dallas Council of Charitable
Gift Planners
January 14, 2020

Dallas, TX

Welcome and Our Goals Today!

- ✓ Understand potential challenges from the lens of the decision-maker
- ✓ Articulate the relevance of gift planning by offering solutions
- ✓ Better understand resourcing stressors and issues
- ✓ Speak the language of decision makers through data and stories
- ✓ Understand and measure program and planner success
- ✓ Develop your program narrative and infographic

- ✓ Informative, interactive and inspiring!

My Life

in graphic detail 2019

1
9
6
8



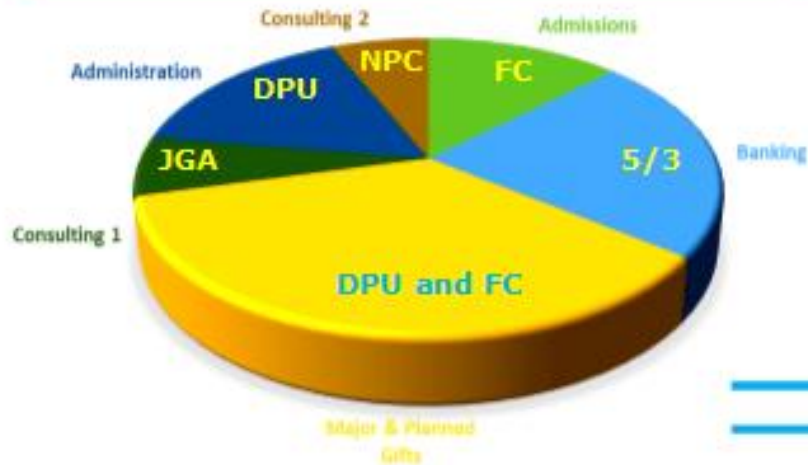
54th Anniversary



39 States
20 Countries
5 Cruises



MY CAREER



My Besties

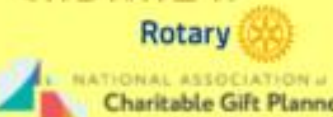
My Work

Est. 2017



My Service

THE CABARET.



& Waterton Lakes—2019

Glacier National Park



Identifying the Challenges of Demonstrating Value

- Gift planning seems complicated
 - People tend to avoid what makes them uncomfortable
 - *What if someone asks a question and I don't know the answer?*
 - *It's so much easier (and less risky) to ask for cash!*

Identifying the Challenges of Demonstrating Value

- Results are needed now
 - Most organizations need operating support today
 - *What is this program really yielding now?*
 - *How do we really value the support we might get down the road?*

Identifying the Challenges of Demonstrating Value

- Resources are scarce
 - *Do we really need this program?*
 - *How do I determine how much money to invest in this area?*
 - *Wouldn't I be better off focusing on annual and major gifts staff and programs?*

Identifying the Challenges of Demonstrating Value

- Gift planner productivity can be hard to measure
 - *What are we getting for all of those lunches Gary Gift Planner is having with our prospects?*
 - *How do I know we are measuring the right things?*
 - *Didn't someone once say "if you can't measure it then it doesn't exist?"*

Identifying the Challenges of Demonstrating Value

- Telling the story simply
 - *How do I value the things we can't measure and tell the story to the CEO/Board?*
 - *How do I succinctly share the benefits of gift planning so that others understand?*
 - *What if I get something wrong? Who can I call on for help?*

Identifying the Challenges of Demonstrating Value

- Program planning and execution
 - *What are the outcomes I should expect?*
 - *How do these outcome expectations compare to those of other fundraising staff?*
 - *How do I know we have the right people on staff?*

Crafting the Solutions

| CHALLENGE | SOLUTION |
|---------------------------------|--|
| Gift planning seems complicated | Make the (sometimes) complex seem easy |
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Making the (Sometimes) Complex Seem Easy

“Out of intense complexities, intense simplicities emerge.”

- Winston Churchill

Describe the benefits of your program in memorable terms

- It's a smart investment in long-term success
 - An investment now in the organization's future
 - Often yield the largest, most impactful gifts a donor will make
- It's one of the few ways to benefit both the organization and the donor
 - Some planned gifts offer a lifetime stream of income
 - Planned gifts are often easier commitments to make
- It is important to relay that some portion of your program must be invested in the future

Reveal donors' three options

- Everyone can be a philanthropist!
 - Loved ones
 - Government
 - Charitable interests
- Creative gift planning can help donors leave more
 - Loved ones can benefit now and/or later
 - Charitable interests can reap the full benefit of your gifts

Stress that there are experts to help

- There are no questions someone can't answer
 - Build a network of professional friends to call on
 - Invest in education and be one of the experts there to help
- Donors should have their own team of experts
 - That means two teams of experts to help with complex gifts
 - Important to always have a disclaimer and avoid conflicts of interest
- Honesty is always the best policy when the answer is in question!

| CHALLENGE | SOLUTION |
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| Gift planning seems complicated | Make the (sometimes) complex seem easy |
| Results are needed now | Show gift planning as part of a balanced fundraising portfolio |
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“A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be.”

- Wayne Gretzky

It is Important to Play to the Future

- Compare the benefits of a program to a personal investment strategy (short, medium and long-term horizons)
 - Diversified institutional/organizational portfolio
 - Benefits of personal savings – what happens when you start saving early? Small steps matter.
- Data will reveal the importance of thinking ahead now
 - Historic transfer of wealth coming
 - You have to be in the game to win the game

Robust Programs Help Now

- Gift planning is smart and prudent
 - A sophisticated program ensures the longevity of the organization and helps ride the waves of economic uncertainty
 - Relying only on annual funds is like living paycheck to paycheck
- Those who invested previously experience the benefits now
 - A great source of organizational support and sustainability
 - A smart way to build endowment funds

Great Potential for Blended Gifts

- Long-term investment = long-term interest
 - Opportunity to encourage blended gifts up front or forward payment of future gifts
 - Sometimes complexity affords current-benefit creativity!
- Gift planning encourages great donor stewardship
 - Your best gift prospect is someone who's already made a gift
 - Legacy societies provide natural opportunities for regular contact

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“An investment in knowledge pays the best interest.”

- Benjamin Franklin

Understand Resource Challenges

- Major stressors include the following
 - Budget
 - Lack of vision or strategic plan
 - Competing priorities
 - Gaps in understanding
 - Time to fruition (results or outcomes)
 - Managing up and down
 - Staffing

Understand Resource Challenges

- Often, increasing resources for your program requires decreasing resources for another
 - Can you identify efficiencies or synergies?
 - Is there a creative partnership that can assist in boosting resources for your program?
- Remember, you are one piece of the puzzle and you don't have all of the information
 - Changes mid-stream
 - Educate, educate, educate

Stand Out From the Crowd

- Speak your supervisor's language
 - Speak and communicate clearly and *concisely*
 - Executive summaries are great!
 - Think of multiple ways to communicate – charts and graphs are helpful
- Time is likely your supervisor's most precious resource
 - Do everything you can to provide exact data in “push-button” fashion
 - Your data must be accurate – you may only get one chance here!

Highlight the Data and ROI

“In God we trust. All others must bring data.”

- W. Edwards Deming

Highlight the Data and ROI

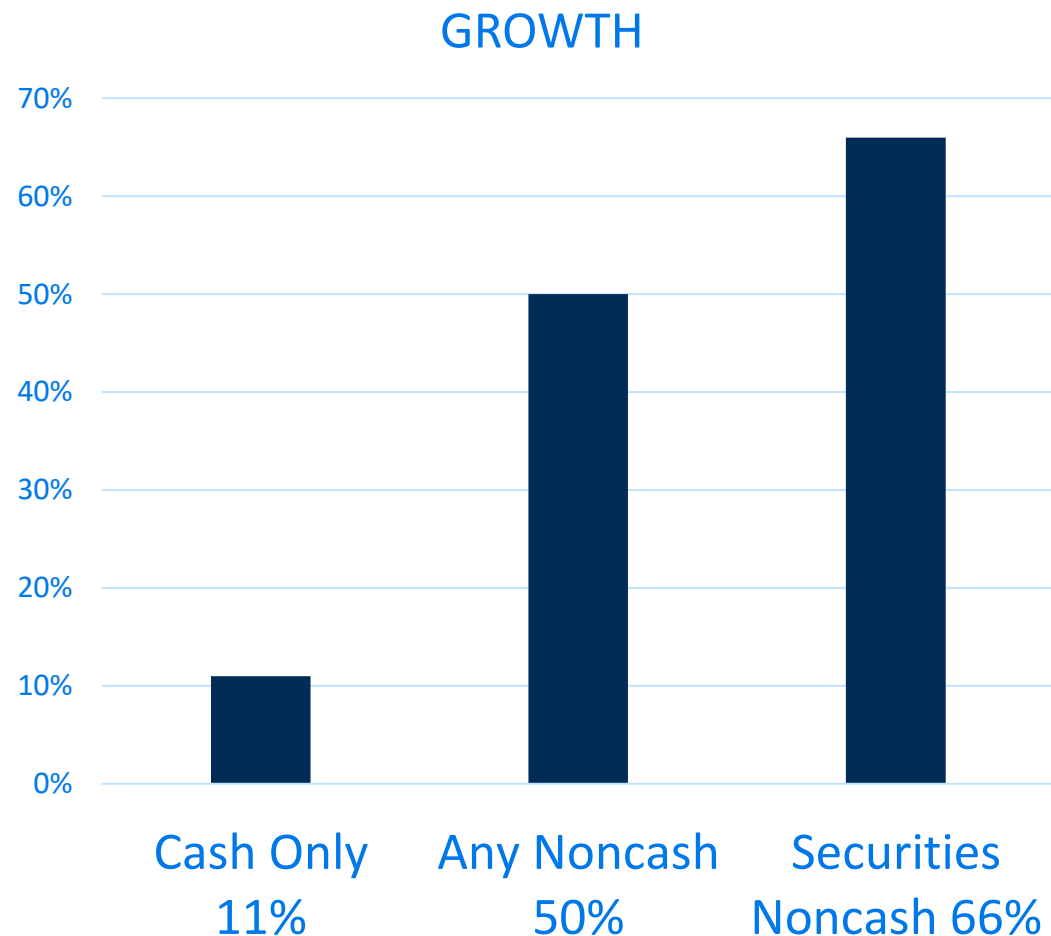
- Giving USA 2019 (for 2018)
 - \$427.71 billion
 - Bequests \$39.71 billion (9%)
 - Individuals + bequests + family foundations = 85%
- 2018 Chronicle of Philanthropy Transfer of Wealth Report
 - Nearly \$9 trillion expected to pass by 2027
 - \$75 trillion in household net worth; 57% in the hands of baby boomers
 - \$97 trillion could pass in estates by 2067

Highlight the Data and ROI

- Bequests are great quests
 - Russell James' research – bequests givers increase giving (75% - 5 years)
 - IRS study – planned gifts average 2.74 times lifetime giving
 - AskRIGHT study: ROI on planned gifts nearly 57:1 (15 times higher than direct mail)
 - Lots of opportunity! Only 34% of planned givers ever notify of intentions

Highlight the Data and ROI

- Russell James to the rescue!
 - Analysis of more than 1 million nonprofit tax returns
 - Noncash gifts predict long-term fundraising growth
 - Applies to nonprofits at all fundraising levels



Highlight the Data and ROI

- Talk ROI (return on investment)
 - Boards and supervisors love it!
 - Calculate this on a short- and long-term basis for your program and yourself

$$\text{ROI} = \frac{\text{Gain from Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}$$

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| Gift planner productivity can be hard to measure | Relay gift planner performance in quantitative and qualitative ways |
| | |
| | |

“In all human affairs there are efforts and there are results, and the strength of the effort is the measure of the result.”

- James Allen

Inputs Are Key

- We can't always influence a donor's timing or gift
 - Focus on the things you can control
 - Activity is the driver, consistency is the key
- Focus on activities that “move the needle”
 - Understand the difference between “must do” and “nice to do”
 - “Stop, start and continue” lens is a great exercise

Identifying and Understanding Performance Metrics

- Number of calls
- Number & dollar value of proposals
- Value of closed proposals
- New documented deferred gifts/legacy society members
- Value of realized bequests
- Return on investment?
- Cost to raise a dollar?
- Average time to close a gift?
- Shared work (referrals)?
- Program and event management mastery?
- Efficiency?
- Institutional knowledge?
- Mentoring?
- Other?

Your Role as Partner

- Build relationships that benefit you and the organization
 - Opportunities to educate and foster trust
 - Share the credit and be a resource
- Our work is getting more challenging every day
 - Longevity is an issue
 - Pressure to meet unrealistic fundraising goals
 - Too little pay and recognition
 - Frustrating organizational cultures

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| Telling the story simply | Simplify the gift planning story |
| | |

“Simplicity is the glory of expression.”

- Walt Whitman

Know Your Audience

- What is most memorable?
- There are data people and story people
 - Know what will speak to those you are speaking to!
 - Boards and executives tend to tilt to “business speak” and data
 - Understand how this should influence your cultivation and proposals
- You need both good data and stories at your fingertips
 - Develop and list of both and share proudly and often
 - Harness the power of peer-to-peer influence!

Know Your Audience

- Understanding and articulating personal motivations for your organization's constituents is key to success
 - Who is interested in what?
 - How does that shape the data and stories you use?



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| Program planning and execution | Develop a strong plan and work the plan |

“Failing to prepare is preparing to fail.”

- John Wooden

Eisenhower Decision Matrix

“What is important is seldom urgent and what is urgent is seldom important.”

| | URGENT | Not Urgent |
|---------------|--------|------------|
| IMPORTANT | | |
| Not Important | | |

Have a Strong Plan and Work the Plan

- Knowledge is always your friend
 - Know your business, inside and out
 - Know your organizational structure and how your program is resourced
 - Know who makes the budget decisions and the competing priorities
 - Know where the organization is headed in the future (is there a strategic plan?)
- Do you have an annual program plan?
- What about a personal work plan?
 - Do you share it with your supervisor and others?
 - How often do you assess your work and effectiveness?

Track Your Data and Stories

- Measure program and planner success
 - Understand the metrics by which you are measured and share the qualitative components that may not be as obvious
 - Benchmark your program
 - If your program is less mature, borrow data from your friends
 - If your program is more mature, analyze what you have
- Capture your data and stories
 - Storytelling is important and it needs to live with your organization
 - Develop a “what is new” system for donor cultivation
 - Using your advocates

Action and Consistency are Key

- No paralysis by analysis!
- Be a good colleague and make good friends across the organization, especially in the business/finance area
- Talk impact
- Keep your professional skills honed

Make it Easy

- Make the focus of your program education and *keep it simple*
- Remember that people tend to avoid the things they don't understand
 - Gift planning may be intimidating to your boss, your donor's attorney, your board, etc.
 - Provide data in summary, tell stories that illustrate the data and inspire
- Own your program
 - Creativity is golden!
 - Do the heavy lifting

Make it Easy

- Be the expert
 - Don't forget that data is our friend
 - Utilize other professionals...the “outside expert” can be a variety of people
 - Provide consistent and relevant data
 - Offer a presentation
- People learn and remember differently
 - Know your audience and speak their language
 - Some will respond to stories, some to data
 - There is no silver bullet and timing is everything!

Make it Memorable

- Develop an intentional and effective planned gift marketing plan
 - Make certain it is consistent and relevant
 - Tickle the trickle
 - Brief but memorable
- Make it easy for the donors and others to find and understand what they need
 - What does your website say about your program and its benefits?
 - What about print material and other?

Make it Memorable

- Use outside assistance if your budget allows
- Creativity doesn't have to cost a lot!
 - Use executive summaries and/or infographics
 - Peers are compelling! Use your advocates to help.
 - Relate your concept to something others likely understand
- Even a passive program is better than no program at all

Make Others Look Good

- Understand they may not understand gift planning
 - If they do understand, they may be all up in your business (it's okay)
 - If they don't, they might pretend they do (which is even worse!)
- Be factual, truthful, and *know when to deliver the message*
- Develop and demonstrate a sense of urgency
- Prepare, rehearse and make others look smart

Make Your Successes Known

- Share the spotlight and give credit to others
 - They will appreciate the acknowledgement
 - They will be more willing to assist again!
- Know and share the impact of gift planning to your organization
 - What is sometimes obvious to you may not be to others
- The advocacy of others speaks volumes

Creating Your Own Gift Planning Infographic

Super University

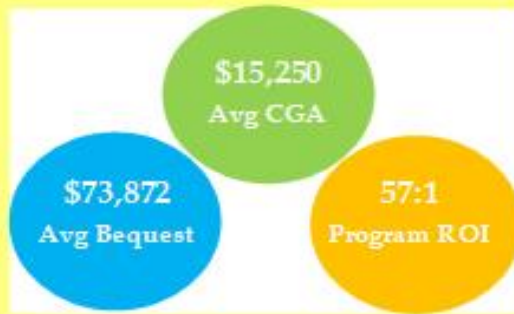
Planned Giving Program Outcomes

2019

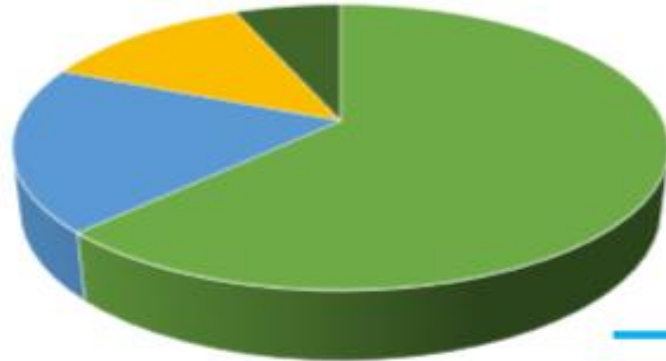


Realized Planned Gifts
\$22,799,654

Current PG Pipeline
\$450,923,224



New Documented Gifts



■ Bequests ■ CGAs ■ Beneficiary Designations ■ CRTs

- 315 Proposals Closed
- 78 Blended Gifts
- 4,142 Donor Visits
- 6 Newsletters Mailed
- 717 E-brochures Downloaded
- 10,688 Active Website Users

By the Numbers

Value of New PG Commitments

\$25,223,879

Top Reunion Volunteers



John '64 & Jane '66 Doe Smith established their 21st CGA!

“We make a living by what we get, but we make a life by what we give.”

- Winston Churchill

Always remember that we work in a noble profession and do good and important work!

Thank you!

Melanie J. Norton, CFRE, MBA
Founder and Philanthropic Consultant
Norton Philanthropic Counsel
Melanie@NortonCounsel.com
PH: (317) 730-6540
www.NortonCounsel.com