

Building donor relationships



**FORMS**

Planned Giving Operating Plan Template

PGB2-1001

**Viken Mikaelian, CEO, PlannedGiving.Com**

**Brian Sagrestano, JD, CFRE**

**Meredith Sossman, Esq, CFRE**

*Editorial Revisions by*

**Camilyn Leone, JD**

**Patrick O’Donnell**

Copyright 2018 © PlannedGiving.Com, Inc. All Rights Reserved.

Contents licensed only to the nonprofit who purchased it.

1288 Valley Forge Road, Unit 82, Phoenixville, PA 19460

🕿 800-490-7090 🖂 Success@PlannedGiving.Com

WEEKS 10-11

Planning for Next Year

|  |  |
| --- | --- |
| **BACKGROUND** | Where You Are and Where You’re Going (Module I) |
|  | Where You Are and Where You’re Going (Module II) |
|  | Where You Are and Where You’re Going (Module III) |
| **PROJECTS** | Draft an Operating Plan for Next Year |
|  | Draft an Operational Timeline |
| **DOCUMENTS** | PGB2-1001 – Planned Giving Operating Plan Template |
|  | PGB2-1002 – Planned Giving Operational Timeline Template |

**Time required:** 2 hours

**What it covers:** Operational Plan for Next Year

**Why:** Now that your program has gotten started, you don’t want to let it slide – plan for year two and beyond.

**How to get it:** [www.PlannedGivinginaBox.Com/PGB2-1001](http://www.plannedgivinginabox.com/PGB2-1001)

[www.PlannedGivinginaBox.Com/PGB2-1002](http://www.plannedgivinginabox.com/PGB2-1002)

BACKGROUND

The Box is divided into three separate modules, each of which should become a core element of your year-to-year plan for planned giving. Whether you are nearing completion of all three modules of The Box, or you are only working on Module II – *Back Office Operations*, now is the time to plan for the future.

If you completed **Module I – *Marketing and Outreach***, you have a comprehensive plan that you can follow again in year two, adding some new elements and eliminating those elements which perhaps did not work well for your charity in year one. You will find that you can repeat most planned giving marketing for up to three years before you need to reinvent it, as the program is diverse enough that it will not get stale or old in that timeframe.

If you want new materials or ideas, consider content and tools you can download at [www.PlannedGiving.Com](http://www.PlannedGiving.Com). We are always adding new marketing materials based on a donor-centered approach.

Alternatively, for a modest fee subscribe to the Users Forum for a second year. When you re-subscribe, you maintain your access to all of the content materials in any module that you have purchased. we are constantly updating the marketing materials for Planned Giving in a Box and you’ll have access to the latest and greatest. Plus, you’ll retain access to all of the other users so you can continue to share ideas and solutions.

In completing **Module II – *Back Office Operations***, you have developed the core infrastructure necessary for a successful planned giving program. As you plan for the next year, include areas that you were unable to complete this time around. For example, your gift acceptance policies might not be quite finished, or you may have more procedures to document in a procedures notebook.

Complete your policies, have the Board approve them, and draft written procedures to effectuate them. Educate your staff about the procedures and provide tools for ease of administration. Over time, the policies and procedures become the backbone of your program, always growing and evolving.

*Keep in mind that a program is not a program when it is inside of your head and not written down for others to use, follow and enhance over time.*

You will also need to complete a program budget, which is also part of your core infrastructure.

In your multi-year plan:

* Note additional program offerings you may add in future years, including some of the more exotic life income gifts such as:
  + Gift annuities
  + Charitable remainder trusts
  + Charitable lead trusts
* Include proposed budget and staffing levels to ensure the Board is informed of the future investment required to grow the program.

If you completed **Module III – *Building Donor Relationships***, you have the tools to identify the best prospects to approach about planned gifts. You now need to create a program plan that emphasizes meeting these donors and forging a relationship between the donor and your organization. Planned gifts are completed when a donor realizes that he/she can meet a personal planning objective while also supporting your charity to meaningfully enhance your mission.

Sometimes the personal planning objective is the direct support of a particular program you offer, often through a current gift. However, planned gifts contemplate that for many donors, the personal planning objective involves creating a meaningful future for your organization, the donor’s family, or both.

*If you can communicate how donors can create immediate impact and long-term outcomes for your organization and society, while also meeting a personal planning goal, you will be much more successful in raising planned gifts.*

PROJECTS

**Project 16: Draft an Operating Plan for Next Year**

Planned Giving in a Box made year one of building your program easy. Writing and implementing your own plan for year two is **even easier**.

Download the plan template from: [www.PlannedGivinginaBox.Com/PGB2-1001](http://www.plannedgivinginabox.com/PGB2-1001), then customize it to meet your own needs. Include the things that worked during year one of The Box (which we hope are *all* of them!) and adjust or eliminate those which did not.

The template should provide an effective guide for putting together your plan for the coming year.

**Project 17: Draft an Implementation Timeline “At-A-Glance”**

While it is nice to have an operating plan, many individuals find it easier to stay on course by having an implementation timeline or grid for the plan. That is why throughout The Box we have used “At-A-Glance” grids. These grids helped you to know what do and when to do it, each week for 52 weeks.

Now it is time for you to put together your own grid from your plan. To help get you started, download the template from [www.PlannedGivinginaBox.Com/PGB2-1002](http://www.plannedgivinginabox.com/PGB2-1002). It is an Excel spreadsheet, so you can easily manipulate it to meet your own needs.

With the grid and the operating plan both in hand, you will be “go for launch” for the coming year.

DOCUMENT PGB2-1001

Planned Giving Operating Plan Template

MISSION STATEMENT

**[Insert Mission Statement Here]**

PHILOSOPHY AND OVERVIEW

**[YOUR CHARITY]** seeks to build and maintain both internal and external relationships to increase individual philanthropy to support our mission through donor-centered planned giving. We collaborate with donors and their advisors to integrate their philanthropy into their overall tax, estate and financial planning, to make their charitable gifts as meaningful as possible. To achieve this goal, we use all of the tools available, including outright gifts of many types of assets, life-income gifts and planned gifts such as bequests. This donor-centered, service based approach, balancing the needs of **[YOUR CHARITY]** with the donors’ goals, is designed to build lasting, long-term relationships and lead to ultimate gifts.

**Marketing and Outreach**

* + - 1. Website – Update with at least three new donor stories
      2. Brochure – Review and add a new donor story for this year
      3. Solicitation Letters – Repeat two letters from last year
      4. Display Ad – Repeat ad from last year
      5. Postcards – Repeat three postcards from last year
      6. Editorial/Flyer – Repeat three editorials/flyers from last year
      7. Stewardship Newsletter – See section on stewardship
      8. Year-End Giving – Repeat from last year

## Back Office Operations

1. Staff Training and Education
   1. Maintain membership in the Partnership for Philanthropic Planning (PPP) and local planned giving council
   2. Attend at least four planned giving council meetings per year
   3. Attend National Conference on Philanthropic Planning
2. Estate Administration
   1. Maintain systems for the proactive administration of all pending estates and outside trusts
   2. Administer complex estates and trusts, accountings, receipts and releases, in cooperation with counsel
   3. Produce and review monthly reports of estate and trust gifts
3. Gift Administration
   1. Process, track and report all complex outright, life-income and estate gifts
   2. Produce processing letters and acknowledgements for all complex outright, life-income and estate gifts
   3. Update planned giving manual with all policies, procedures and guidelines
4. State Registrations
   1. Registration to Do Business: Register in appropriate states
   2. Registration to Solicit: Register in appropriate states
5. Gift Agreements
   1. Manage the gift agreement process
   2. Maintain gift agreement templates and supervise their use
   3. Train front-line fundraisers and their administrative staff on the use of gift agreements on an on-going basis for new employees/review for existing employees
   4. Shepherd gift agreements through the approval process and obtain appropriate signatures
   5. Work closely with counsel to ensure gift agreements varying from the templates are reviewed in a timely and efficient manner
6. Life Insurance Gift Portfolio
   1. Create and maintain list of current policies and premium due dates
   2. Determine if any policies should be cashed in, sold, or allowed to expire
   3. Update process for managing existing life insurance policies, including:
      * 1. Payment of premiums
        2. Collection of proceeds on maturity of policies
        3. Sale or surrender of policies when in **[YOUR CHARITY]**’s best interest
   4. Evaluate all proposals for the use of life insurance in alternative gift arrangements as appropriate, using PPP guidelines for life insurance
7. Policies and Procedures
   1. Complete bi-annual review of guidelines
   2. Update policies as appropriate
   3. Update and add to procedures
8. Office Management
   1. Department budget
      * 1. Process invoices, purchase orders and financial forms
        2. Create monthly reconciliations and reports
   2. Office management:
      * 1. Maintain phone and vacation coverage
        2. Provide orientation to all new employees
        3. Employee recognition – develop new recognition ideas and procedures
        4. Annual retreat – organize planned giving section of annual retreat
        5. File management – review and archive closed estate files and those of deceased donors

**Building Donor Relationships**

1. Broaden Responsibility for Planned Giving
   1. Maintain planned giving performance goals (both revocable and irrevocable commitments) for annual and major gift staff, volunteers and Board members to ensure all get credit and recognition for generating planned giving leads and new bequest intentions
   2. Track all Society qualifying asks and create/maintain reports on progress.
   3. Philanthropic Planning – Create/maintain culture of donor-centered fundraising and utilize with high net worth prospects to meet personal planning objectives and maximize gift potential
2. Donor Activity Goals
   1. Number of planned giving visits with prospects
   2. Number of quality contacts with planned giving prospects (including those through the marketing program)
   3. Number of marketing responses and to which marketing pieces
   4. Number of professional advisor meetings
   5. Number of legacy society qualifying asks
   6. Number of collaborations to discuss planned gifts
   7. Number, type and amount of planned giving commitments
   8. Number, type and amount of matured planned gifts
3. Moves Management
   1. Assign all existing Society members to staff/volunteer manager
   2. Assign all other active planned giving prospects to staff/volunteer manager
   3. Create strategies for all assigned prospects
   4. Assist prospect managers in creating strategies for prospects on their ask pipelines
   5. Review with staff, volunteers and Board lists of prospects identified through planned giving screening, to determine if any should be added to their existing prospect lists
4. Stewardship
   1. Planned Giving Society
      1. Events
         1. Annual event at a location where we can provide real life examples of the benefits matured gifts have produced
         2. Special tent or gathering spot for members at other existing events (i.e. alumni or homecoming weekends at higher education institutions or galas for hospitals)
         3. Special treatment at events (i.e. wear a special medallion or pin, preferential seating or parking)
      2. Annual Gift
         * 1. Special giveaway reserved exclusively for Society members
   2. Newsletter
5. Stewardship piece, not a solicitation piece
6. Include donor profiles, telling the story of what motivated the donor to make the gift, not highlighting the vehicle, tax benefits or mechanism. The purpose of this piece is to immortalize the donor
7. Include articles that are genuinely helpful to the donors, such as “important documents in your estate plan” or “how to arrange your affairs before you travel overseas”
8. Give donors a chance to write in and share their views
9. Provide tax updates on both non-charitable and charitable changes to the law
10. Foster the relationship with our planned giving staff, so donors feel they know us when we visit or call on the phone
11. Send to all Society members, plus anyone who has inquired about a Society qualifying gift in the last 3-5 years (those rated 1 and 2).
    1. Brochure – Update with new membership list to include all new and deceased members
    2. Birthday Card Program
    3. National Philanthropy Day/Thanksgiving Day/Holiday Card program