

Building / Expanding a Legacy Program

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Key Points

- One-on-one legacy asks are the most important part of most any program
- Persistence over time and support from board / staff / volunteers, is crucial
- You don't need to be a technical wizard to succeed

But First, What's In a Name?

- "Us"
 - deferred giving
 - planned giving
 - gift planning
 - philanthropic planning
- "You"
 - **LEGACY GIVING**

Legacy Status Definitions

Supporter

- One who likes your organization

Prospect

- Long-term supporter with a heart connection

Definitions Continued

Suspect

- Named prospects, individually referred, as someone to approach one-on-one for a legacy ask

Legacy Ask

- The one-on-one question, "Would you consider making a legacy gift?"

Definitions Continued

Qualified Lead

- Raised hand and said, "Yes!" (marketing or legacy asks)

Confirmed Gift

- Committed to revocable gift; made irrevocable gift; previously unknown estate gift

Definitions Continued

Legacy Group Member

- Accepted invitation to join

Stewardship

- Active contact with confirmed gifts, at least annually, usually over decades



Why People Create Legacy Gifts

- Express appreciation to a charity that served them
- Support and sustain organizations they care about
- Reflects a cultural, ethical or religious value
- Meets a need of the community

Why People Create Legacy Gifts

- Memorialize themselves or a loved one
- Serves as an example to future generations
- Accomplishes planning and financial benefits



Tremendous Revenue Opportunity

- Seven out of ten Americans make gifts to charity during their lifetime.
- Yet fewer than one in ten creates a legacy gift. Why?
- Because most people have never been asked!

Why Legacy Gifts Are Important



Why Legacy Gifts Are Important

- Almost everyone is a prospect
- For most people it's the largest gift they make
- It has the lowest cost of fundraising
- Legacy donors make larger annual gifts



Why Legacy Gifts Are Important

- Only a small percentage of donors asked
- Wide variety of options, many easy to create
- Only revenue that increases during recession



Who Are Prospects?

- Planned Giving
 - Donors
- Legacy Giving
 - Long term / heart connection
 - Among donors
 - Smaller donors = MAJORITY
 - Major donors = MINORITY
 - Includes volunteers, community members

Common Obstacles to Starting / Expanding a Program

- Uncertain why it's important
- Subject matter perceived to be too difficult
- Concern it takes a lot of staff time
- Fear that it requires a large budget
- Misconception: only for the wealthy
- Unsure on obtain board / staff support



What Does Your Organization Need To Build A Program?

- Understand why legacy giving is important
- Willingness to talk with others
- Commitment to celebrate legacy gifts and the individuals who create them



Why Haven't You Started / Advanced Your Legacy Program

- 1 minute



Launch Program

- Promote bequests & designations
- Recognition society
 - Personal name / key word
 - Welcome letter, enrollment form, certificate
 - Annual event

Simple & Easy Gifts Via Beneficiary Form

- IRAs / pensions
- Life Insurance policy
- Savings / checking accounts
- Stocks or bonds
- Donor advised funds
- Commercial annuities
- Real estate (coming soon?)

More Complicated Gifts

- Will or living trust
- Life income plans (CGA/CRT/PIF)
- Many others

How Are Leads Qualified?

- Communications/Marketing **AND**
- Legacy asks

What Does Your Organization Need To Make Legacy Asks?

- Understand why it's important
- Willingness to talk with others
- Ability to track moves (data base or spreadsheet)

What Staff Is Involved?

- Planned Giving
 - Planned giving officer, OR
 - Major gifts officer, OR
 - Development director, OR
 - Executive director (when no DoD)
- Legacy Giving
 - Staff and volunteers through relationships
 - Referrers through their relationships

Get Board on Board

- Interviews w/ one-on-one ask
- Response card at board meeting
- Resolution
 - Committee structure
 - Ethics (Model Standards of Practice)
 - Vehicles permitted
 - Gift uses

Identifying Suspects

- Those you know
- Build the list
 - Peer review of staff and key volunteers
 - “Who do you know?” after legacy ask

Identify Five Suspects Now

- Those whom you already know
- Who you can call or email for visit

Visit Questions

- “What are our greatest strengths and weaknesses of?”
- “Why do you support us?”
- “Do you have any suggestions on what direction you would like us to move in over the next decade?”

Visit Questions Continued

- “What do you think are some of our long-term resource needs?”
- “One way an organization can strengthen its future resources is through legacy gifts. Would you consider including a legacy gift in your will or trust to help strengthen our long term needs?”

Visit Questions Continued

- For QLs
 - “Any questions?”
 - “May I get back to you in ‘x’ months / years if we haven’t heard from you before then?”
- (All) “Could you suggest other supporters we might approach about making a legacy gift?”

Combined Solicitation Asks

- Dual Ask
 - Annual first
 - Legacy second
- Triple Ask (in campaign)
 - Campaign first
 - Annual second
 - Legacy last

Start With Staff, Then Volunteers

- Goals for
 - Identified suspects
 - Call / visit to make legacy ask
 - Secured qualified leads
 - Obtain gift commitments
- Support
 - Scripts and cheat sheets
 - Regular check in (2-4 weeks)

Why Aren't More Charities Making Legacy Asks?

- Solicitation used only for current gifts
- Perceived to be too difficult
- Concern it takes a lot of staff time
- Fear of not knowing answers to questions
- Misconception it's only for the wealthy
- Unsure how to create board / staff support

Why Aren't More Charities Making Legacy Asks?

- Some keep putting it off until ...



Why Aren't You Making Legacy Asks

- Group of two
- One minute each

Marketing / Communications

- Print
- Electronic
- Telemarketing

Print

- Direct Mail Response Form
- Newsletter / Annual Report
- Acknowledgment Insert
- Events
 - Poster / brochure / MC announcement
- Testimonial Mailing
- Legacy Newsletter
- Others

Electronic

- Web Site
- E-Newsletter
- E-Blasts
- Social Media
- Others

Telemarketing

- For advanced programs
- In-house add-on to fundraising call
- Outsourced vendors available

Words to Use Cautiously / Avoid

- Planned Giving
- Estate
- Taxes-focused approach
- Bequest
- Charitable Gift Annuity
- Charitable Remainder Trust
- Charitable Lead Trust

Marketing / Communications

- What channels do you want to start with / expand?



Staff Time Issues

- The “Two-fer”
 - Already meeting (whether or not in outright gift solicitation)
 - Five extra minutes
 - ABC / 123 / DoReMe

Initial Qualified Lead Steps

- Prompt Response to Inquiries
- Through QL's preferred medium
 - Email
 - Calling
 - Letter
 - Combination

Qualified Lead Letter & Enclosures

- "Yes" to legacy ask; marketing
- Cover letter
- Enclosures
 - Bequest language (or more specific)
 - Legacy society description

Qualified Lead Follow Up

- Schedule on CRM software
- Call within 1 week
 - "Any questions?"
 - "If I haven't heard back from you by (X weeks / months) may I call back then?"
- Voicemail version (same content)

Calling / Voicemail

- Leave message on first attempt
- 5-10 attempts in next two weeks
 - Vary days, time of day
- Then second voicemail message
- Second round?

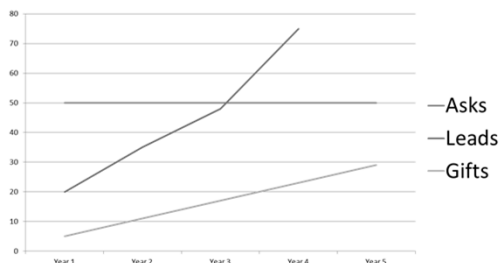
Voicemail Considerations

- Name
- Your phone number (s l o w l y)
- Brief message re letter / prior contact
- "No need to call back ..."
- "However if you wish to reach me, (repeat phone number slowly) ..."
- Avoids phone tag
- Onus is on you, not them

More About Qualified Leads

- About half make a legacy gift ...
- Eventually
 - In 1 month to 10 years or more
 - When the time is right for them
- Continue annual follow up for most
- Use stewardship events to cultivate

Five Year Trend Measurements



Confirmed Gift Letter/Enclosures

- Invitation to join legacy society
- Honoring rather than benefits
- Letter w/ enclosures
 - Legacy society description
 - Enrollment form

Securing Enrollment Form

- Half+ need follow up calls
- 90-95% success
 - Repeated calls
 - In person
 - Second+ form sent

Securing Enrollment Form

- 5-10% get phone call, memo to file
 - Details of name listing
 - Preference for “anonymous” listing
 - Reduce initial 30% rate to 10% with tact

Tracking Moves (basic)

- Where in process
 - suspect (and referrer’s name)
 - legacy ask (one time only) / result
 - qualified lead (source)
 - confirmed gift (type)
 - legacy society member

Next Step(s) in Tracking Data

- Data base or spreadsheet
- Formal moves management
- Major gifts integrated or separate?
- Drop down menu labels
- Better reports
- Others

Legacy Giving Committees

- Have made their own gift
- Identify suspects
- Cultivate and make legacy asks
- Provide stewardship
- Meet 3-4 times / year

Legacy Giving Committee

- Sub-committee of development
- You staff the effort
 - Scripts, cheat sheets, templates
 - Training, coaching, support
 - Contact every 2-4 weeks

Ambassadors

- Not willing to join committee
- Same tasks and support as committee members

First / Next Volunteer Candidates

- Already made a legacy gift
- Will make legacy ask

Overall Measure of Success

Legacy giving is an organizational priority, not solely a development office responsibility



Annual Basic Measurement #s

- “Suspects” pool size
- Legacy asks
- Qualified leads obtained by
 - Legacy asks
 - Communications / Marketing
- New Commitments

Changed Your Mind About
Legacy Asks?

- What's changed?
- Next step

Q&A