Tapping the Baby Boomer/Retiree Market

Factors that influence the strategic importance of the baby boomer/retiree market include:

- **Donor Retention.** More often than not, when someone retires from a company, their United Way contribution retires with them! They may continue giving, advocating and volunteering if they are asked to do so!

- **Continued engagement can help advance United Way’s work.** The older population is an important and growing segment of the United States population with many people retiring early and living longer. Many United Way donors are in or near retirement – engaged conversations are needed now!

- **Loyal donors represent significant bequest potential.** Cultivating boomers for planned gifts or endowed gifts and keeping boomers actively engaged in our work as they retire is an opportunity for United Ways. Particularly in light of the fact that only a relatively small percentage of individuals who have a will have named a charity.

- **It is important for United Way to be a leader in helping to address existing and emerging needs of all older-adults in our communities.** In addition to the focus on this market segment to give, advocate and volunteer; United Way should be a visible leader and advocate in the creation, delivery, and/or connecting to services that promote empowerment, independence and dignity for older citizens; and also utilize their skills so they will continue to see the value of their service and knowledge base.

Develop a localized plan to tap this market segment:
Given the above and other factors it makes sense to develop a plan to tap/help baby boomers and retirees in the local community. Some possible strategies identified by United Ways/United Way Worldwide have been assembled by UWRA and are presented below – please comment on, add to, share lessons learned, upload sample letters, retiree brochures, pledge forms etc. so that we may build a useful resource.

Some Ideas:

1. **Have a Loyal Contributor Program in place**
   - The Loyal Contributor program is designed to identify, thank and cultivate long time donors who often are pre-retirees. United Ways interested in reaching/retaining pre-retirees, should start a Loyal Contributor program to enhance relationships and increase the likelihood of a continued relationship when people retire. The United Way may want to think about engaging community retirees to help build/sustain the Loyal Contributor program. Loyal Contributor toolkit: [http://online.unitedway.org/system/loyal-contributor-toolkit](http://online.unitedway.org/system/loyal-contributor-toolkit) (Other helpful toolkits: Retention [http://online.unitedway.org/system/retention-toolkit](http://online.unitedway.org/system/retention-toolkit) and Recruitment [http://online.unitedway.org/system/recruitment-toolkit](http://online.unitedway.org/system/recruitment-toolkit))

2. **Put a Retiree Giving Program on your website:**
   - Examples: [https://www.gtcuw.org/leaders_in_giving/be_a_leader/retirees/](https://www.gtcuw.org/leaders_in_giving/be_a_leader/retirees/)
3. Develop Volunteer Opportunities Tailored to Various Segments of the Retiree Market.
   For instance:
   - Create a program/volunteer projects geared to taking advantage of retired professionals' experience and expertise. Advertise on your website and encourage your funded partners to also have projects listed on their websites. This will accomplish several things: engaging retired professionals in the community, defraying costs for consultants, and involving people in social service needs. Utilize their skills so they will continue to see the value of their service and knowledge base. Sample: [http://www.unitedwaymilwaukee.org/RetireeProgram](http://www.unitedwaymilwaukee.org/RetireeProgram) (engagement opportunities may include a range of skill based, one time, long-term, etc.)
   - Use senior volunteers to help with outreach – e.g., call donors and thank them for their contribution, help with registration and logistics at special events, train on the planned giving message and assign them to making special gift calls, etc.

4. Corporate Based Giving Programs
   Companies who run a retiree campaign as part of their employee campaign have aided United Ways in successfully retaining a number of givers through this process. The benefit of retiree campaigns is that the company uses those dollars toward their overall company goal. So, the retiree is still contributing to the company's success as a United Way company. Also it fosters connectivity - the retiree still feels linked in to their recent co-workers and is kept in the loop with what is going on with United Way.

   - **Retiree giving programs vary greatly by Global Corporate Leadership Company (GCL).** If a company is currently soliciting its retiree group, the GCL profile should note it in the narrative section at the end under Retiree Program. Here is the link to the GCL Account Profile Page on UWO: [http://online.unitedway.org/system/corporate-profiles](http://online.unitedway.org/system/corporate-profiles)

   - **Work on building the relationship 5 to 7 years away from retirement.** Such as:
     - Approach high level donors within the company that the United Way has a strong relationship with 5-7 years before retiring to discuss their long-term plans and see if a planned gift is a good option
     - Work with your local corporations on a reciprocal commitment strategy and give something back to donors to both help and engage workplace pre-retirees. Such as running pre-retirement sessions/workshops to help people plan for retirement – collaborate with other local entities to offer these sessions. Help people understand the issues involved around retiring (financial and non-financial). This represents an opportunity to involve individuals before retirement and hopefully keep them engaged to Give, Advocate and Volunteer.
     - Develop other touch-points and interactions such as a Lunch & Learn on United Way’s work.
     - Involve pre-retirees on United Way Committees.

   - **Only a small percentage of companies run a retiree program - approach companies and ask if the organization would allow mailings to its retirees.** Think about recruiting a Chair to help orchestrate the program. Each year have the Chair call the companies currently participating to update their list. Also have the Chair work to add more companies to the list of participants each year. Provide the company options such as:
     - The organization provides a list of retirees' names and addresses and the United Way takes it from there (e.g. the information is entered into the United Way database and the individuals are sent correspondence on United Way stationary).
o The organization does not wish to release the names and addresses. Request the company send out a letter for the United Way. This can be on United Way stationary or on company letterhead. Each company decides what letterhead and who signs.

  - United Way would provide the company with solicitation packets, including a letter, campaign brochure, pledge form and return envelope. The organization then completes the process, addressing the envelopes and posting them.
  - Or the company provides labels. The United Way will send correspondence but will not enter any data until they become a donor.

o Ideally, it would be beneficial to identify a Champion (i.e., a company retiree) who would sign the solicitation letters to his/her fellow retirees and request both monetary support for United Way as well as noting volunteer opportunities.

o Ask the company if they do a newsletter for retirees and request including something about United Way.


5. **A Direct Mail campaign is a logical way to build/continue the relationship between United Way and the retiree.**

Recruit Champions and develop a cultivation and solicitation strategy which over time can yield results such as raising new campaign dollars, identifying prospects for planned giving programs, an initial step in getting to know retirees, educating retirees on the important needs of the community and offering volunteer opportunities. Some ideas include:

- Develop a specific retiree packet, brochure, pledge form, etc.
- Work with retirement communities in your area. For instance conduct mailings to residents in retiree communities and neighborhoods, ideally signed by a member of that community.
- Acquire senior lists (e.g., obtain lists with birth dates, purchase lists from vendors). Target areas with a high concentration of seniors using Motor Vehicles Bureau of statistics, voter registration records, etc.
- If you have contact information - do specific targeted letters to people who have retired.
- Do a household self-mailer to pick up new donors.
- Send a newsletter with testimonies about senior/retiree volunteers, deferred or current planned gifts, etc.
- Start a Memorial Gifts Program. Many of the individuals who participate are older donors with small gifts – and these names can be put on a direct mail distribution list for cultivation.

6. **Look for other opportunities to reach and cultivate retiree groups:**

- Such as the retired school teachers associations, the National Association of Retired Federal Employees, Military and Veteran retiree groups etc. Speak at one of their monthly meetings close to campaign or look for other opportunities to connect.
- Work with groups such as the area agency on aging to keep the United Way informed of avenues within your community to engage the retired population.
- Have a United Way representative sit on the advisory boards of retirement communities to get to know key people in the independent living areas to help recruit and solicit for the United Way.
- Engage a retiree to help reach other community retirees. Think about having them send advance drive letters before formal kick-off to all retired persons in the database asking for donation – include a listing of volunteer opportunities with perhaps a “gift” (e.g., sticky United Way pin).
7. Evaluate Giving Programs and Engagement strategies with the baby boomers/retiree segment in mind. For instance:

UWRA ([www.UWRA.org](http://www.UWRA.org)) – THE WAY TO STAY UNITED

An organization serving the United Way family – current professionals, alumni and retirees

Making A Difference: *Those who served are still serving*...
Making Connections: *Communication...connection...camaraderie*...

701 North Fairfax Street, Alexandria, VA  22314-2045
Tel. 800.892.2757  703.836.7112 ext. 624
UWO: Retirees & Alumni Community of Practice: [https://online.unitedway.org//groups/retirees-alumni](https://online.unitedway.org//groups/retirees-alumni)
External Website: [www.UWRA.org](http://www.UWRA.org)
E-mail: uwra@unitedway.org
Endowment and Planned Giving Videos

Need Help with Donor Conversations? We are delighted to put a tool in your hands that can enhance your gift asks. This series of nine role-playing videos has been designed to assist United Way staff/volunteers in framing discussions with donors. We hope you will take advantage of this valuable resource, which is available on United Way Online.

The first six videos focus on different types of gifts/target audience, and each video is brief, providing highlights of how you might develop your conversations with donors. The seventh and eighth videos highlight common donor objections and how you may address these challenges; and the last video in the series offers insights and tips around:

- How to approach major donors, and
- How to make an effective ask for a larger gift from these donors

<table>
<thead>
<tr>
<th>1. Making an Effective Planned Giving Ask</th>
<th>2. Making an Ask for a Transformational Gift</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Making an Ask for an Endowment Gift</td>
<td>4. Making an Ask for a Donor to Endow Their Annual Gift</td>
</tr>
<tr>
<td>5. Making an Ask of a Millennial/Young Leader</td>
<td>6. Helping a Donor Identify the Optimal EPG Vehicle</td>
</tr>
<tr>
<td>9. Insights &amp; Tips</td>
<td></td>
</tr>
</tbody>
</table>

This series of role-playing videos was a collaborative effort between the United Way Retirees Association (UWRA) and United Way Worldwide (UWW); and is part of UWRA’s assistance program to the United Way network to help strengthen Endowment and Planned Giving (EPG) efforts in local United Ways. The EPG program is powered by UWRA volunteers who have had many years within United Way, and who have an expertise in Endowment Development/Planned Giving. UWRA member content developers/actors in these videos collectively have approximately 175 years of United Way experience. Given their extensive experience in dealing with donors, they bring a welcome authenticity to the role plays in these videos - and bring a Value Add to your work as noted by the comments below:

“I watched ALL these videos - they were TERRIFIC!!” Kerri Strauss, ED, United Way of Bradford County, Towanda PA

“Lots of kudos to you, UWRA, and IBM for capturing and presenting some of the best ‘classic’ hits of how to do our job! I will be using a few of the videos in the next two months with both staff and volunteers. These video tools are so much more useful than books and handouts. Please pass along our deep thanks to all the sponsors and ‘stars’ as well as the screenwriters and production people. You have weeks of fundraising best practices and book learning compressed into short, but impactful directions. They are helpful to a wide range of audiences, from newcomer to very experienced people, from younger to more senior ages. Thank you!” G. Paul Didier, CEO United Way of Santa Barbara County

Grant Funding for this project was provided to the United Way Retirees Association (UWRA) by the IBM Community Service Grant Program in recognition of UWRA’s good work and the volunteer service of Monica Estabrooke (former UWRA Board Member and UWW staff member, and an IBM retiree). IBM’s Community Service Grants are based on requests from employees or retirees who have a record of active and ongoing involvement with not-for-profit organizations and schools.
Thanks goes out to the IBM Community Service Grant program, and the UWRA and UWW staff and volunteers who lent their time and expertise to creating these valuable tools.

CREDITS

Introduction/Narration
PAUL DEBASSIO, UWW Executive Vice President, Investor Relations

United Way “Gift Officer”/“Volunteer” and Content Developer
TOM BROWN, UWRA 2014-2015 Board Chair (served in the United Way network for 44 years)

United Way “Donor”/Content Developer
ED JOHN, UWRA Board Member (served in the United Way network for 33 years)

United Way “Donors”
SUSAN GILMORE, UWRA Board Member (served in the United Way network for 25 years)
MIKE McLARNEY, UWRA 2016 Board Chair (served in the United Way network for 39 years)
NANCY PERRY, former UWRA Board Member (served in the United Way network for 23 years)
JENNIFER RING, UWW Director US Network Performance Improvement
LINDSAY TORRICO, UWW Director of Policy and Advocacy

Content Developer/Director
EVELYN MORGNER, UWW Manager, Endowment and Planned Giving Services, Investor Relations

Project Lead
PATRICIA R. SMITH, UWRA President & CEO

Project Manager
MICHELLE CHOU, UWW Intern, Endowment and Planned Giving Services, Investor Relations

Videographer/Video Editor
DOUG VICKERY, Volunteer

Videographer
JUAN TORRES, UWW Manager, Video & Visual Media, Marketing & Brand

Videos Filmed at United Way Worldwide, Alexandria VA (November 2015)

UWRA – THE WAY TO STAY UNITED
Making A Difference: Those who served are still serving...
Making Connections: Communication...connection...camaraderie...

701 North Fairfax Street, Alexandria, VA 22314-2045
Phone (800) 892-2757 or (703) 836-7112, ext. 624
E-Mail: uwra@unitedway.org; Web Page: www.UWRA.org
UWOnline: Retirees & Alumni Community of Practice: https://online.unitedway.org/groups/retirees-alumni