

Thank you for supporting this morning's
program on Generational Strategies!



1

Success:

Generational Planned Giving Strategies

With Chuck Underwood

2

Generation

3

**Generational Study Emerges:
The Decade Of The 2000s**

4

**The New Mis-Information Century:
Generations That Aren't**

Gen Y

**Sandwich
Generation**

**Echo
Boomers**

**App
Gen**

i-Gen

**GEN
NEXT**

5

**Generational
Training, Knowledge, Strategies**

**Business.
Government.
Education.
Religion.
Politics.**

6

The Permanent Principles

4 Truths

1. Formative years mold core values.
2. Five living generations.
3. Core values guide our decisions.
4. Classroom years are PRE-generation

7

The Holy Grail

Generational Gearbox

8

Generational Workforce Strategies

Recruit	Communicate
Onboard	Lead
Train	Inspire
Manage	Retain

9

MD Anderson Hospital

18-month onboarding program

10

Generational Workforce Strategies

Recruit	Communicate
Onboard	Lead
Train	Inspire
Manage	Retain

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America's Living Generations

NAME	BIRTH YEARS	AGE, 2023
G. I.	1901 - 1926	97 +
Silent	1927 - 1945	78 to 96
Boomer	1946 - 1964	59 to 77
Gen X	1965 - 1981	42 to 58
Millennials	1982 - 2000	23 to 41
Gen Z	2001 - 2005	18 to 22

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Generations tend to be nation-specific

13

"The Changing Face Of America"

**Immigrants: how many formative years
did you spend in the U.S.?**

14

**Everyone is an individual.
Don't unfairly stereotype.**

15

A lighthouse to guide us.

16

**Denver Foundation:
Philanthropic Criteria And Values**

	<u>SIL</u>	<u>BOOM</u>	<u>X</u>	<u>MIL</u>
Volunteerism	yes	yes	weak	yes
Religion	trad'l	seek	seek	seek
Parent message	yes	yes	weak	yes
Make difference	yes	yes	weak	yes

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**Denver Foundation:
Philanthropic Criteria And Values**

	<u>SIL</u>	<u>BOOM</u>	<u>X</u>	<u>MIL</u>
Long-term cause	yes	yes	no	no
Trust organiz'n	prove	prove	prove	prove
Tax advantage	yes	yes	yes	later
Sense of cmnty	yes	yes	weak	yes

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Silents

Birth Years: 1927 – 1945
Age in 2023: 78 to 96
How Many Born: 46,582,000
Formative Years: '30s to early '60s

19

Silents

**“Surprise! The graying of the workforce
 is better news than you think”**

20

Silents

**Most-Involved
 Grandparents**

21

Depression Bread Line

Silents

D – Day: WWII

Formative Years: 1930s – early '60s

22

Formative Years: 1930s-early '60s **Silents**

Air Raid Drill The Happy Days

23

Silents**Soviet Military and Cold-War Threat**

24

Silents**“Never had American youth been...”**

25

Silents**A Time Of Extreme Conformity**

26

Silents**White men:
smooth sailing****Women, minorities:
not so smooth**

27

Silents**“The book that defined a generation”**

28

Silents**The PBS
Television Special*****“The Silents”***

29

G. I.s’ War
WW II - Victory**Silents’ War**
Korea - Stalemate**“Somehow, we had lost OUR war”**

30

Silents

**“A vague
dissatisfaction...”**

31

Silents

**Jean Kirkpatrick:
Former UN Ambassador**

**“We are the generation of women
born too soon”**

32

Silents

***“It’s so nice to have a man around the house,
A knight in shining armor...”***

33

Silents

The Sexual Revolution Of The 1960s

34

Silents

**Silents influence the
before-and-after of the
Women’s Movement**

**Gloria
Steinem**

35

Silents

**Silents influence the
before-and-after of the
modern Civil Rights Movement**

36

Silents***“Generation Rich”***

Wealthiest retirees to date

Free spenders

Pent-up desire to live

37

Sony

38

Generational Marketplace Persuasion

1. Identify target generation.
2. Identify their current life stage(s).
3. Select one or more Core Values.
4. *Message* to core values & life stage.

39

Silents

**Grandkids. Think Young.
Travel. And More.**

40

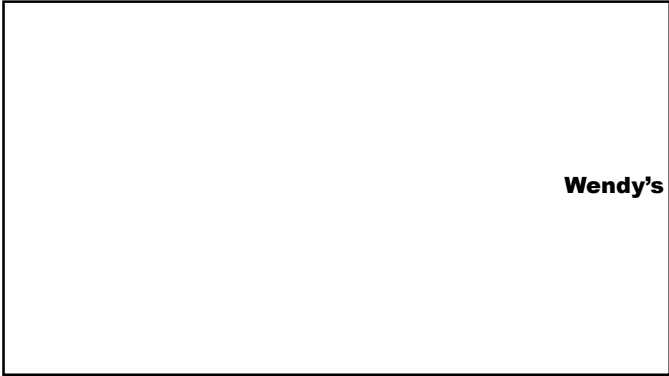
Disney

41

Silents

**Wendy's
stretches its
target demo to
reach Silents**

42



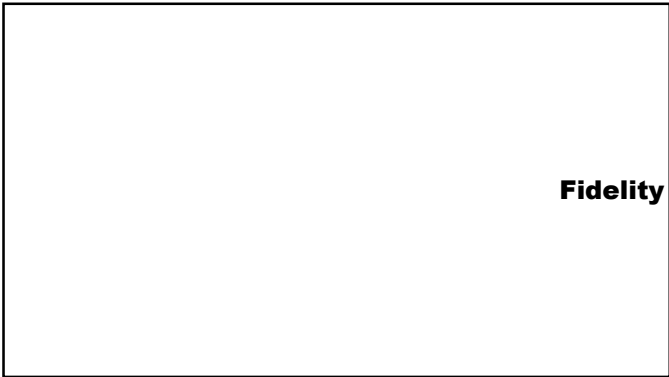
Wendy's

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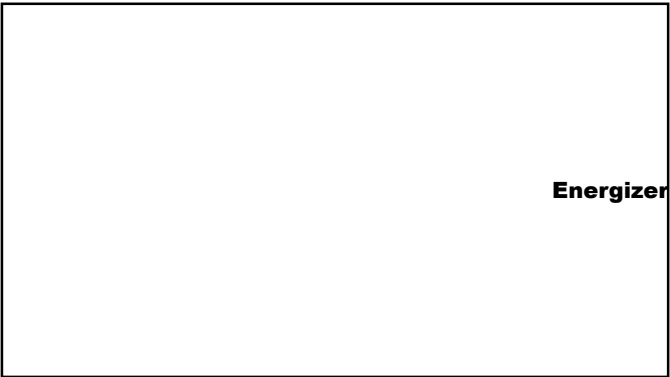
Celebrate the Silents!

44



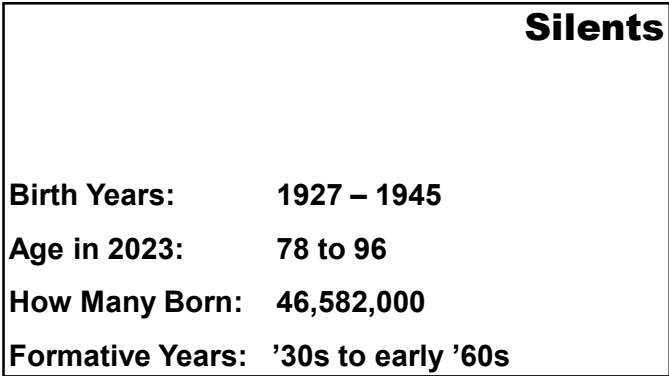
Fidelity

45



Energizer

46



Silents

Birth Years: 1927 – 1945
Age in 2023: 78 to 96
How Many Born: 46,582,000
Formative Years: '30s to early '60s

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**Silents come of age during
the glory days of American cars**

48

BUILDING A RELATIONSHIP

- They grew up less rushed than you.
- There was more courtesy.
- Conversation: more leisurely pace.
- Let them talk. You listen.
- If they're talking, you're winning.

49

BUILDING A RELATIONSHIP

- Use this seminar as conversation start
- Discuss their "generation": it's safe
- Take them back to their formative yrs.
- They want a warm chat before "biz"

50

BUILDING A RELATIONSHIP

- Empathy: they want to be understood
- So, read books about their generation.
- Demonstrate that you understand their unique life passage.

51

BUILDING A RELATIONSHIP

- They are wary of solicitations
- Targets of many unsolicited hustles
- They've been form-lettered to death
- Do whatever it takes to earn their trust

52

BUILDING A RELATIONSHIP

Be sensitive to their age:

- Hearing loss: read body language.
- Enunciate and project! Don't yell!
- Eliminate all extraneous noise.
- X'ers and Mils: talking too fast?
- Slow down, especially on phone.

53

BUILDING A RELATIONSHIP

- Don't call Silent couples "you guys"
- Silent women are NOT guys!
- Phone: does a human answer your phone?
- Use land-line phones, not mobiles!

54

Your Marketing Collaterals

- **Use English language properly**
- **Make print pieces reader-friendly**
- **Put the important stuff first**
- **Get to the point, but tell whole story**

55

Your Marketing Collaterals

- **Type size and color contrast**
- **Attractive graphics, but not overdone**
- **Create Silent-specific mailers**
- **Create Silent page(s) on your website**

56

Understanding Silents

- **Donor surveys: can you capture their age or generation?**
- **Any Silents on your staff?**
- **Silent advisory committee?**
- **Bring me in for a Q/A or to train your entire team.**

57

**Silents
at 70**

58

Boomers

Never give up. Never too old. Dream. Team.

59

Boomers

**U.S. drops 2 atomic bombs on Japan.
WWII ends a month later: Sept. 2, 1945.**

60

**WE
WIN !**

Boomers

61

Boomers

**THE
\$3 BILLION
WEDDING
BUSINESS
!!!**

62

Boomers

Birth Years: 1946 - 1964
Age In 2023: 59 to 77
How Many Born: 79,907,844
Formative Years: '50s-early '80s

63

Boomers

America is getting so much RIGHT!

64

**“It is, I believe,
the greatest
generation
society has ever
produced.”**

Tom Brokaw

65

Boomers

Jonas Salk:
polio vaccine

USA: first
on the moon

G.I. Leadership Era: Bold, Ethical

66

Boomers

G.I. Core Value:
"We're all in this TOGETHER."

67

Boomers

Americans finally confront
 their own worst prejudices

68

America:
 The World's
 Noble
 North Star

69

America: as magical as magical gets....

70

Boomers

Optimism
 Idealism
 Empowerment
 Engagement

Right-Wrong
 Patriotism
 Make USA Perfect
 The Power To Do It

71

Kent State - 1970**Boomers**

The Consciousness Movement: 1961 - 1975

72

Kent State - 1970

Boomers

The Consciousness Movement: 1961 - 1975

73

Boomers

"Tin soldiers and Nixon's
comin'..." 

We're finally on our own.

This summer I hear the
drummin'...

Four dead in Ohio." 

Crosby, Stills, Nash, & Young

74

The Consciousness Movement

CIVIL RIGHTS	Movement
WOMEN'S	Movement
WAR PROTEST	Movement
ECOLOGY	Movement
SEXUAL	Revolution
DRUG	Revolution
RELIGION	Revolution
YOUTH EMPOWERMENT	

75

Boomers

2nd-Wave Boomers

Some don't feel like
Boomers

Miss the social protests

Some values different,
most similar

76

2nd-Wave Boomers

The Seventies:
"sex, drugs, and rock 'n roll"

77

Boomers

Forever Young!

78

Boomers

- ✓ Exuberant
- ✓ Outgoing
- ✓ Assertive
- ✓ Aggressive
- ✓ Comfy in spotlight
- ✓ Forever Young !

79

Boomers

Walt
Disney
World

80

Boomers

Vietnam: America is
at war with war

81

Boomers

Anheuser
Busch

82

Boomers

Fort
Worth

OO-RAH!

83

Boomers In Adulthood

- The Career Generation
- Skyrocketing Divorce Rate
- Permissive Parenting
- Brilliant In The Workplace
- Continue The Quest...

84

Boomers

Retire? *WHY?!*

85

“Scientists are on the brink of radically expanding the span of a healthy life.”

86

Boomers

Ameriprise

87

AS DONORS, VOLUNTEERS Boomers

- Possess all basic giving core values
- “We want to save the world”
- Control 50%+ of U.S. wealth
- Don't know how long they'll live
- How much \$ do they need to retire?
- Bailing out adult kids, grandkids

88

AS DONORS, VOLUNTEERS Boomers

- Wellness-oriented
- Personal touch, courtesy important
- Emotional appeals work
- Boomer Advisory Committee?
- (Giving USA): faith-based+education

89

AS DONORS, VOLUNTEERS Boomers

- Assertive about use of their funds
- Demanding, selective, creative
- Want to make smartest decision
- Anticipate/answer questions fully
- Can you help them create new ideas?

90

AS DONORS, VOLUNTEERS Boomers

- Have increased online giving
- Have increased giving via website, smartphone, tablet
- Giving via text messaging is growing
- Direct mail is persuasive
- Prefer to give occasionally, not monthly

91

AS DONORS, VOLUNTEERS Boomers

- Want efficiency, skill, courtesy, thoroughness
- Demonstrate your knowledge of their generation
- Remind them: they care for less fortunate
- Younger consultants: talk slower
- Use language properly

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THE NEW WORKPLACE REALITY

- There is no "normal retirement age"
- Will work past traditional retirement
- Love to work: "The Perennials"
- Want to remain productive, vital

93

THE NEW WORKPLACE REALITY

- They'll stay put or launch Career Next
- Fulltime, parttime, project, consulting
- Younger bosses: confront your ageism

94

THE NEW WORKPLACE REALITY

- Want to help company and younger workers
- Not enough Xers to replace Boomers
- So: recruit and retain Boomers

95

THE NEW WORKPLACE REALITY

- Excellent work ethic; go the extra mile
- Care about organization, coworkers
- Ethics are important
- Assertive, aggressive; expect same from you
- Will play by rules, but will challenge them

96

THE NEW WORKPLACE REALITY

- Usually willing to try new things (AARP)
- As mentally quick as younger gens (Sloan Mgt.)
- Waste less time on the job (Salary.com)
- Motivation is increasing w/age (Towers Watson)

97

THE NEW WORKPLACE REALITY

- Create a pro-Boomer culture
- Respect their track record
- Respect their knowledge, values, work ethic
- Don't shut them out

98

The Boomer Leadership Era: 2010s through 2020s

**"The country
is starved
for integrity."**

Boomer
Colleen Rowley

99

THE BOOMER LEADERSHIP ERA: 2010s and 2020s

100

The leadership culture
Boomers inherited from
Silents

101

What Boomer leaders
have done thus far

102

Boomers

Birth Years: 1946 - 1964
 Age In 2023: 59 to 77
 How Many Born: 79,907,844
 Formative Years: '50s-early '80s

103

GenX: 58,541,842 Armies Of One

Birth Years: 1965 - 1981
 Age In 2023: 42 to 58
 How Many Born: 58,541,842
 Formative Years: 1970s to early 2000s

104

GenX Leaders Will Have To Handle The Worker Shortage

1. Retain Boomers.
2. Recruit All generations... and immigrants... better.
3. Help Higher Education to prepare students for your industry by using Generational Education Strategies.

105

**The GenX Formative Years:
 extreme highs, extreme lows**

106

GenX

"A New Breed of Whiz Kids"

107

GenX

**Women, minorities advance.
 Household income rises.**

108

GenX**All About Survival**

1. Divorced parents
2. Time-poor parents
3. Permissiveness
4. Mobile Society
5. Poor Leadership
6. Middle Class ravaged

109

GenX

**Divorce
Rate
Skyrockets**

110

GenX

***“Adult Children of
Divorce and the
Healing of Our
Pain”***

111

GenX

**Career Moms Join Career Dads
And So: Latchkey Kids**

112

GenX

**The
Momentous Loss
Of
The Nightly Family
Sit-Down Dinner
At Home**

113

GenX

**Guilt-ridden,
permissive parenting**

114

GenX

**Our more mobile society and
the uprooting of many X'er kids**

115

GenX

Leaders, Heroes Fall In Disgrace

116

GenX

America begins to unravel

117

GenX

Whom, and what, can we trust?

Nobody. Nothing.

118

GenX

CORE VALUES

- Independent and self-reliant
- Cynical and distrustful
- Weaker sense of nation, patriotism
- Self-focus: what's in it for ME?
- Survival of the fittest
- Not a "joiner" generation

119

GenX

**Membership and Volunteerism Crisis:
They don't "participate"**

120

“This is so us!”

GenX

121

**More Isolation. Less Sharing.
And So: Stronger Self-Focus.**

GenX

- **Low birth rate: fewer brothers and sisters**
- **More household income: bigger houses**
- **Unshared bedrooms**
- **Multiple: bathrooms, phones, TV's**
- **The loss of the nightly family dinner**
- **The early video games are solitary, not group**
- **Latchkey: “home alone”**

122

1970s video arcade

GenX

Females: surging.

Males: searching.

123

 ***“I am woman, hear me roar”*** 

124

**“You
taught us
How
to
kick butt.”**

GenX

125

TV spot – Secret Deodorant

GenX

126

GenX**TV spot – Hummer**

127

GenX**TV spot – Chevy Monte Carlo**

128

GenX**Print Ad – Miller Beer**

129

GenX**African-American X'ers**

- **Post-Civil Rights**
- **Better jobs**
- **Better income**
- **Suburbs**
- **Legislation**

130

GenX

Busing: Not Easy
But it intermingles X'ers

131

GenX*The Jeffersons**Sanford & Son**Good Times**Soul Train**A Different World*

132

"I have a dream!"

**1986:
Congress creates a national MLK holiday**

133

GenX



***We finally got
a piece of the pie...***



134

GenX

**The guys
try to
figure it out**

135

GenX

**The hard-earned celebration of
women and minorities**

136

GenX

The Family-First Generation

137

GenX

**Generational core values
influence employer perks**

138

It's An Experimental Era With Perks

139

AS DONORS, VOLUNTEERS**GenX**

- **Must earn their trust**
- **Self-focus: what's in it for me?**
- **Appeal to their pragmatism, sensibility**
- **They'll do their homework**

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AS DONORS, VOLUNTEERS**GenX**

- **Might not like chit-chat, small talk**
- ***Remember Family-First core value***
- ***They like choices***
- ***All generations like matching grants***
- ***GIVING USA: strong in Faith-based and U.S. Health/Medical***

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AS DONORS, VOLUNTEERS**GenX**

- **Many are still time-poor**
- **But oldest are empty-nesting**
- **Your collaterals: brief and visual**
- **Your skill and knowledge are vital**
- **Use technology fully**

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COMMUNICATING WITH THEM**GenX**

- **Husbands, wives are equal partners**
- **Speak to both, equal eye contact**
- **Let them see you "get" their passage**
- **Give them big picture, let them talk**
- **Ask how they plan to empty-nest**

143

X'ers As Your Employees

- **Creative, entrepreneurial**
- **Self-reliant, independent**
- **Don't need a lot of guidance**
- **"Give me a target & leave me alone"**
- **Adaptive, handle change well**
- **Excellent at finding solutions**

144

X'ers As Your Employees

- **Results-oriented**
- **Efficient**
- **Linear mind-set: can be good or bad**
- **Can you earn their loyalty?**

145

X'ers As Your Employees

- **Work-life balance has always been important**
- **High-risk, high-reward jobs in earlier career years**
- **But now: stability, security look good**

146

X'ers As Your Employees

- **Seek bosses who let them self-manage**
- **Seek bosses who delegate authority**
- **Have never seen long-term security**
- **So, they like constant training in hard and soft skills**

147

X'ers As Your Employees

- **Prefer advancement based on merit**
- **Women seek mentoring, equal pay**
- **Women: demonstrate MeToo sensitivity**
- **They seek creative opportunities**

148

X'ers As Your Employees

- **Help them with the Human Factor**
- **Compassion, interpersonal skills**
- **Patience, especially with Millennials**
- **Strengthen their outward focus**
- **Strengthen team/group performance**
- **Beware "efficiency to an extreme"**

149

X'ers As Your Employees

- **Assure them space to grow**
- **Reward individual achievement, not just team**
- **Key benefits have been cash and flextime**
- **But now? Retirement savings and healthcare**

150

**GenX will lead America in
the 2030s and 2040s.
How will they lead?**

151

Mils

The New World

Birth Years: 1982-2000
Age in 2023: 23 to 41
How Many Born: 74,191,948
Formative Years: 1980s to (c.) 2018

152

Mils

**“Overparenting got way out of control
in the past generation.”**

153

Mils

Blackhawk Parents

154

Mils

Parents:
 > More “present”.
 > More guidance.

155

Mils

**U.S. Army
recruitment ad**

**“The most important
decisions start with
the most important
people.”**

156

Mils

TV Spot – todaysmilitary.com

157

Mils

- **Team players**
- **Community active**
- **Declining teen social pathologies**

158

Mils

**The TIMES change,
so the CORE VALUES change.**

159

Mils

**The TEACHINGS change,
so the CORE VALUES change.**

160

Mils

**59 of the 60
7th & 8th graders
made it up the hill**

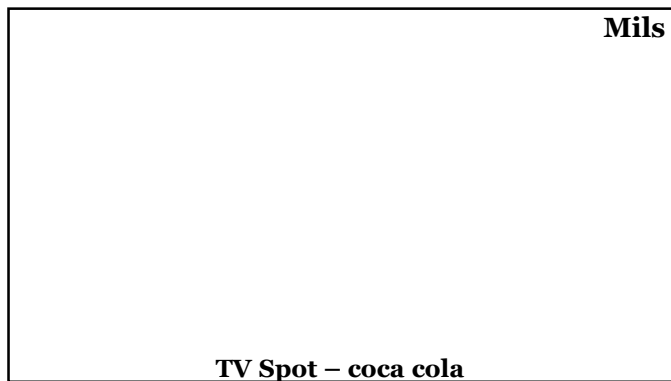
**Dr. Todd Marrah - Superintendent
Tree Of Life Christian Schools - Ohio**

161

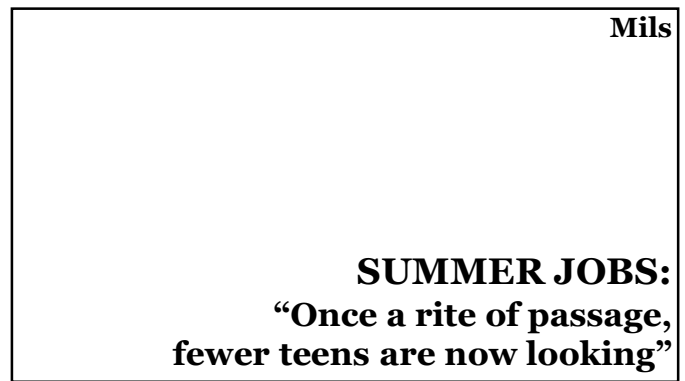
Mils

- ✓ **Optimistic and enthusiastic**
- ✓ **Less certain about their nation**
- ✓ **Respectful of elders' wisdom**
- ✓ **Focused on their education**
- ✓ **Close relationship with parents**

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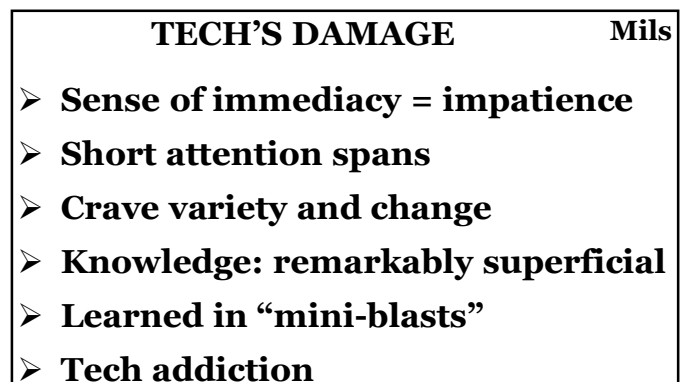
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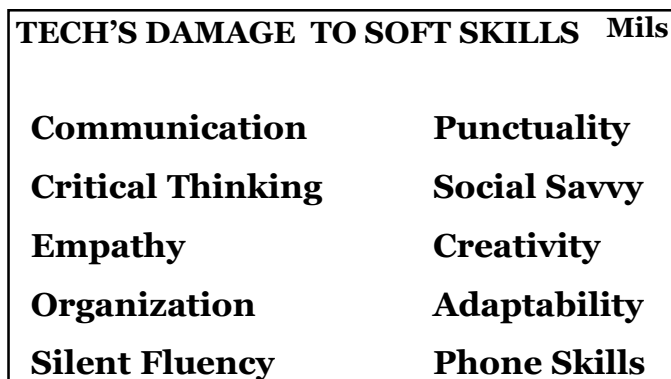
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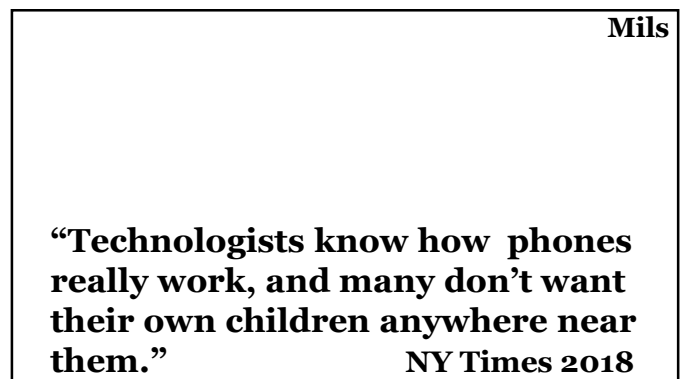
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166



167



168

Mils

“On the scale between candy and crack cocaine, tech is closer to crack cocaine.” Chris Anderson, *WIRED*

169

Mils

“A wariness that has been slowly brewing is now turning into a Silicon Valley consensus. The benefits of screens as a learning tool are over-blown.” NY Times – Dec. 2018

170

Mils

9/11: ages 1 to 19

171

Mils

Katrina: Mils are age 5 to 23

172

Mils

**“33 Killed,
15 Wounded;
Killer walked into
classroom and
opened fire....”**

The School-Shootings Generation

173

Mils

Tsunami

**Gulf
Oil Spill**

**Haiti
‘quake**

174

Mils

Our Boots On The Ground

175

Mils

- Patriotic
- Empowered
- Engaged
- Participate
- Compassion
- Group-Think

**“They really care about
their community.”**

Robert Bisi – Director, Youth Service America

176

Mils

**“Extended Adolescence”
Job Sampling
Try various professions
Work for different employers
Have fun, travel**

177

Mils

**Fewer are marrying.
Marry later: around age 30.
Have children later.
Women bear children, don’t marry.**

178

Mils

**Graduated college with highest-ever
credit-card debt and college debt**

179

Mils

Mils’ experience with corporations, executives

180

Mils

***“Sorry, corporate America.
We’re just not interested.”***

181

Mils

***“We saw how you treated our
parents, grandparents, and the
Bottom Percents...”***

182

Mils

“That sucks.”

**RADIO SPOT:
anti-smoking
and
anti- executive**

183

Mils

- ✓ **Executive greed and crime**
- ✓ **Big fines**
- ✓ **Poor treatment of employees**
- ✓ **“Executives rarely take fall”**

184

AS DONORS, VOLUNTEERS Mils

- ✓ **Possess key core values for giving**
- ✓ **Few have money to give now**
- ✓ **But they will give their time**
- ✓ **A “group-think” joiner generation**
- ✓ **Giving USA: Have surpassed GenX
in average household giving**

185

AS DONORS, VOLUNTEERS Mils

- ✓ **45% attend religious services
regularly**
- ✓ **Like all generations, are giving less
to places of worship**
- ✓ **But giving strongly to faith-based
organizations & nonprofit hospitals**

186

AS DONORS, VOLUNTEERS Mils

- ✓ Most likely generation to respond to direct mail
- ✓ Younger generations like at least a monthly letter from charities
- ✓ Will respond to direct mail & email
- ✓ Social media motivate younger generations more than older ones
- ✓ Same with use of QR codes

187

AS DONORS, VOLUNTEERS Mils

- ✓ Might want to “give” differently
- ✓ So, listen and be open to their ideas
- ✓ Remind them: their generation thinks big and philanthropy is big

188

AS DONORS, VOLUNTEERS Mils

- ✓ They’re dabbling with crypto
- ✓ Crypto is viewed by minorities as an “opportunity”

189

COMMUNICATE WITH THEM Mils

- ✓ Very heavy users of mobiles
- ✓ Less use of desktop computers
- ✓ So, “mobile-optimize” your messages and platforms
- ✓ Website: make it easy and fast to navigate

190

MILS’ RECRUITING HOT BUTTONS

- ✓ Prefer a team/group culture
- ✓ Prefer entrepreneurial culture
- ✓ Collaborative: like to share info
- ✓ Prefer decisions by consensus
- ✓ Seek challenging roles
- ✓ Seek advancement opportunities

191

MILS’ RECRUITING HOT BUTTONS

- ✓ Work-life balance influences job choice and loyalty
- ✓ So does benefits package
- ✓ Key benefits: health insurance; paid vacation
- ✓ Retirement savings plan must wait until debt is erased

192

MILS' RECRUITING HOT BUTTONS

- ✓ **Stress organization's stability**
- ✓ **Stress commitment to individual**
- ✓ **Stress civic involvement**
- ✓ **Stress culture of transparency**
- ✓ **Be ready to involve parents**

193

MILS' RECRUITING HOT BUTTONS

- ✓ **Stay in touch with Mils who leave**
- ✓ **Provide access to senior management**
- ✓ **Don't let social media replace eye-to-eye contact**

194

MILS' RECRUITING HOT BUTTONS

- ✓ **Can you offer rotations?**
- ✓ **Mentorships? (Mils: do your part!)**
- ✓ **Special Projects?**
- ✓ **Offer a career "tree"**
- ✓ **Offer strong candidates a path to leadership**

195

ONBOARDING MILS

- ✓ **Be alert for "ghosting" (young Mils)**
- ✓ **Fast start to immerse them in the process**
- ✓ **Make their first day unforgettable**
- ✓ **Clear instructions for their tasks**

196

MANAGING MILS

- ✓ **Enable them to contribute asap**
- ✓ **Reward them with more responsibility**
- ✓ **Lots of feedback, lots of training**
- ✓ **Allow them to give input and listen**

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MANAGING MILS

- ✓ **High levels of supervisor attention**
- ✓ **High levels of performance feedback**
- ✓ **High levels of positive reinforcement**

(From research by
Government Business Council)

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MANAGING MILS

- ✓ Give them clear job expectations
- ✓ Make training vibrant and relevant
- ✓ Give freedom within DETAILED framework

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MANAGING MILS

- ✓ U.S. crisis: incivility. Confront it.
- ✓ Mils are not combative, might need protection/help
- ✓ Flextime can cause resentment

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So That's How This Works:

1. Understand unique formative years.
2. Understand unique core values.
3. Connect with each generation in the workplace, marketplace, and living room.

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No Control

1. No control over year we were born.
2. No control over parents to whom we were born.
3. No control over the years that would be our formative years.
4. No control over the generation to which we belong.

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What ALL Employees Want

1. Ethical, compassionate, smart leaders
2. Stimulating, meaningful work
3. Opportunity for advancement
4. Or, opportunity to stay put
5. Security, stability, relevant benefits
6. Quality of life

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What ALL Employees Want

7. Flexible work arrangements
8. Multigenerational input on policies
9. Give them a voice
10. Positive relationship with co-workers
11. Respect, recognition, transparency from boss
12. Inclusion and sense of ownership
13. Pride in their organization

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What ALL Generations Of Donors Want

1. Make a positive difference.
2. Know that, when they're gone, their philanthropy – and their name - will be alive and carry on their core values.
3. Hope that their charity will influence others to do the same.

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Unstoppable...

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Additional Content



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CONTACT ME AT ANY TIME.

And Thank You!

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