

***RespectAbility* in America: Promising Practices in Civic Engagement among Adults 55+**

Final Report

Prepared by:

RespectAbility, National Council on Aging
Washington, DC

In collaboration with

Holmes Research & Consulting LLC
Phoenix, AZ

Supported by The Atlantic Philanthropies

August 24, 2006

ACKNOWLEDGEMENTS

Staff of NCOA's *RespectAbility* initiative and Holmes Research and Consulting sincerely thank the many applicants for their contributions to this foundational piece of work (see the list of participants at the end of the report). The knowledge collected in this report will enable others to adopt successful approaches that will benefit their organizations, their adults age 55+ in service, and the community at large. A first of its kind, this initiative looks at what's working and how in diverse programs and communities. However, it is only a start to building a foundation upon which increased commitment and investment can create necessary public policy and infrastructure capable of mobilizing the Boomer asset for meeting social needs. We hope that from this beginning the field of civic engagement can help define the new third age and establish continuing contribution as a hallmark of later life. At the same time we recognize there may be other programs that are successfully changing the landscape of civic engagement through promising practices and documenting their achievement of outcomes. We invite others to contribute their promising practices and evidence of achievement for possible inclusion in future versions of the promising practices report via e-mail at info@respectability.org.

Advisory Panel

We also wish to thank the following individuals for their contributions and counsel.

- Joy Banish, Executive Director, RSVP of Greater Cleveland
- Adam Brunner, Director, Family Friends
- Donna Butts, Chief Executive Officer, Generations United
- Mal Coles, Regional Director, Senior Corps
- Maureen Curley, Chief Relations Officer, Bridgestar
- Judy Goggin, Senior Vice President, Civic Ventures
- Brian Kaskie, Associate Professor, University of Iowa's Department of Health Policy
- Alina Molina, Director, Community Service Society
- Pam Smith, Director, Aging and Independent Services
- Rob Tietze, Program Director, Temple University Center for Intergenerational Learning
- Kay Wallick, Executive Director, Shepherd's Center

PREFACE

National Council on Aging (NCOA)

Founded in 1950, the National Council on Aging (NCOA) is dedicated to improving the health and independence of older persons and increasing their continuing contributions to communities, society, and future generations. NCOA is a 501(c)3 organization located in Washington, DC.

At the heart of NCOA is a national network of more than 14,000 organizations and leaders that work with us to achieve our mission. NCOA's 3,800 members include senior centers, area agencies on aging, adult day service centers, faith-based service organizations, senior housing facilities, employment services, consumer groups and leaders from academia, business and labor. More information about NCOA can be found at www.ncoa.org.

NCOA's five core competencies guide its work on behalf of the nation's seniors:

- Fostering and **diffusing innovations** – In its long history, NCOA has shaped many innovative programs such as Meals on Wheels, Family Friends and Foster Grandparents.
- Being a powerful **national voice and advocate** – NCOA often leads advocacy campaigns to help older Americans, especially the most frail and vulnerable in our society. It is also a founding member of the Leadership Council of Aging Organizations.
- Creating and leading **strategic alliances and partnerships** – NCOA uses alliances with corporate sponsors, national non-profits and hundreds of community-based organizations as well as ongoing partnerships with key federal agencies to further its organizational objectives.
- Developing, managing, and activating a **nationwide network** of collaborating organizations and leaders -- NCOA has become expert at building national and local networks to accomplish important objectives, such as helping Medicare beneficiaries with limited income and resources find prescription savings, improve the health of seniors or a meaningful life in the third age.
- Building and deploying **interactive expert systems** – NCOA's BenefitsCheckUp Web-based service (found at www.BenefitsCheckUp.org) has been the leading destination for seniors, families and community organizations interested in finding needed benefits programs.

RespectAbility

The RespectAbility initiative is a collaborative initiative, funded by The Atlantic Philanthropies, designed to help community organizations and decision-makers find ways to empower the growing population of older Americans to use their abilities, their experience, and their energy to help address community problems through volunteer work and employment. *RespectAbility* is managed by the National Council on Aging.

The core goal of *RespectAbility* is to increase the numbers of older Americans involved in civic engagement thereby enriching personal and community health. The central challenge is to increase the capacity of community-based non-profit organizations to take advantage of increased numbers and more highly skilled older volunteers through:

- Raising awareness of older adults as an outstanding untapped resource;
- Fostering knowledge development and learning nationally by generating publicity and broadly disseminating information about each outcome or product produced;
- Learning about current attitudes and practices among national and local non-profit leaders, and cataloguing and assessing emerging promising and best practices at the community level—and raising this information to a national level; and
- Bringing about changes in public policy that remove barriers and create more incentives for the increased engagement of adults 55+ in paid and unpaid work.

This four-pronged approach is one that facilitates change at all levels – individual, organizational, community, and national.

RespectAbility has achieved its goals by:

- Conducting **rigorous research** to deepen the understanding of structural, policy, and programmatic barriers to engaging older adults in volunteer and employed positions to meet community needs;
- Launching a **documentary film** about the personal dimensions of aging, retirement, and civic engagement;
- Learning through the development of a **compendium of promising practices** undertaken by organizations and communities to involve older adult volunteers; and
- Developing a **public policy** framework of major new provisions to promote and increase civic engagement by older adults to address critical social issues of national and community concern.

More information can be obtained about *RespectAbility* at www.respectability.org, by email at info@respectability.org, or by phone at 888-665-6885. For information about the documentary film, go to www.theopenroadfilm.com

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	1
Advisory Panel	1
PREFACE.....	2
National Council on Aging (NCOA).....	2
RespectAbility.....	3
Promising Practices in Civic Engagement of Adults 55+ Initiative.....	6
Methodology	6
Key Outcomes	7
Reports.....	7
Award Finalists.....	8
OUTCOME #1: INCREASING PARTICIPATION	9
A. Raise General Community Awareness to Build Public and Partner Support	9
B. Develop Communication Methods and Messages that Attract Adults 55+	10
C. Employ Proven Recruitment Strategies to Attract Older Adults	12
D. Customize Recruitment Strategies for Special Target Groups.....	16
Strategies for Engaging Boomers	16
Strategies for Engaging Professionals	17
Strategies for Engaging Participants from Culturally Diverse Populations.....	17
E. Foster Commitment to Ongoing Participation in Civic Engagement	19
F. Address Differing Motivations and Provide Incentives for Engagement.....	21
OUTCOME #2: MEANINGFUL NEW ROLES	24
A. Design Programs with Attention to Participant Assets.....	24
B. Systematically Plan the Organization’s Approach to New Role Development ..	25
C. Engage and Train Key Leaders for New Civic Engagement Roles.....	27
D. Provide Training to Prepare Older Adults for New Roles	28
E. Build Communication and Learning Systems to Retain Participants	31
OUTCOME #3: IMPROVED QUALITY OF LIFE	33
A. Offer Opportunities for Meaningful Involvement and Ways to “Give Back”	33
B. Create Opportunities for Personal Development and Lifelong Learning.....	34
C. Empower Adults to Build Self-esteem and Increase Commitment	36
D. Evaluate the Impact of Service on the Quality of Participant’s Lives.....	36
OUTCOME #4: ENHANCED ORGANIZATIONAL CAPACITY ...	38
A. Create Action Plans Driven by Assessed Community Needs	38
B. Build Sustainable Programs by Tapping Leadership Skills of Older Adults	39
C. Make Marketing and Public Relations Integral to Capacity Building	43
D. Establish a Neighborhood Presence and Involve Trusted Local Leaders	44
E. Use a Team Approach for Peer Support and Accountability to Outcomes	45
F. Develop Partnerships that Provide Mutually Beneficial Exchanges.....	45

OUTCOME #5: ENHANCED COMMUNITY IMPACT	49
A. Foster Strategic Partnerships to Transform Attitudes toward Aging.....	49
B. Cultivate Inter-agency Collaboration to Meet Community Needs	51
C. Tap Institutions of Higher Education for Training and Evaluation Consultation	52
D. Pool Resources to Expand Program Reach and Increase Service Capacity.....	53
E. Establish Non-traditional Partnerships to Reach Special Target Groups.....	55
F. Build Collaborative Relationships using a Purposeful, Planned Process	57
G. Publicize Achievement of Outcomes to Build Community Support.....	59
 Programs Contributing Promising Practices	 61

Promising Practices in Civic Engagement of Adults 55+ Initiative

The National Council on the Aging's *RespectAbility* initiative, funded by The Atlantic Philanthropies, launched a national campaign in June 2005 to identify and catalogue “promising practices” in the field of civic engagement with adults (55 years of age and older). The goal of the “Promising Practices in the Civic Engagement of Adults 55+” Initiative is to learn "what is working" and "how it is working" from the local organizations and community-wide initiatives experiencing demonstrable success in engaging adults (age 55+) in service to their communities.

Methodology

In June of 2005, the *RespectAbility* Initiative issued a national call to identify the most promising practices¹ in civic engagement² among adults 55+. The potential applicants were asked to register their interest on-line, allowing the *RespectAbility* team to assemble a database for future communications. A total of 251 organizations registered and were invited to apply for the Promising Practices national award. Forty-two percent (42%; n=105) submitted a six-page application. Applicants that could demonstrate the following were encouraged to apply:

- They recently developed innovative approaches to civic engagement among adults 55+ that achieved tangible outcomes in one or more of the five outcome areas.
- They could clearly identify key elements of success for the promising practices they implemented.
- They had documentation of their success in achieving results such as improved ratios, percentages, numbers, etc. derived from survey results, evaluations, program assessments, impact valuations, expert observations, and status reports to boards or funders.

A team of experienced evaluators from NCOA staff, Holmes Research & Consulting, and the Promising Practices Advisory group reviewed the applications and selected 34 civic engagement initiatives as semi-finalists who then participated in structured telephone interviews. The 10 finalist organizations were selected and the team conducted daylong site visits. Seven programs were selected as award winners and received their award at the ASA/NCOA Annual Conference in Anaheim California in March of 2006.

¹ We are using the word “promising” rather than “best” because there is a lack of definition, documentation, and consensus about recent developments and innovations in the field of civic engagement that focus on adults 55 years of age and older.

² We define civic engagement as creating opportunities for adults 55+ to renew their communities. We use the term “civic engagement” rather than “volunteerism” to reflect developments in the field with regard to 1) changing societal structure (incorporating adults 55+ as the next generation of adults in paid and unpaid service positions); 2) the increasing diversity of opportunities for adult contribution; and 3) the broader range of opportunities from completely unpaid service to service for stipends, to alternative compensation (e.g., health benefits, transportation reimbursement), and to part-time and full-time work.

Key Outcomes

The award winners were selected on their ability to document evidence of success in one or more of following five key outcomes:

1. **INCREASED PARTICIPATION:** Improved participation through successful methods to increase the recruitment, the support, the commitment, and the diversity of adults age 55+ in service to your organization.
2. **MEANINGFUL NEW ROLES:** Enhanced the quality of and/or established meaningful new roles or more diverse service opportunities for adults age 55+, drawing on existing skills, interests and professional expertise, or on the desire and capacity to learn new skills and roles.
3. **IMPROVED QUALITY OF LIFE FOR ADULTS IN SERVICE TO THEIR COMMUNITIES:** Improved the quality of life of contributing adults age 55+, such as achieving better health, more social connections, or an outlet for their desire to give back to the community.
4. **ENHANCED ORGANIZATIONAL CAPACITY:** Increased the capacity of your organization to achieve your mission and meet your goals through successful methods of engaging and utilizing adults age 55+.
5. **ENHANCED COMMUNITY IMPACT:** Demonstrated a greater impact from the service contributions of adults age 55+ to your clients, your partners and/or the community at large.

Reports

The **Promising Practices Report** highlights the methods and approaches the 34 semi-finalist organizations used to achieve successful outcomes. The information was collected from the original written applications submitted July-August 2005, telephone interviews from the 34 semi-finalists conducted September-October 2005, and nine site visits with finalists conducted from November 2005 through January 2006. When considering adoption of ideas in this report, other organizations are encouraged to weigh the value of the activity or strategy in light of their own situations, structure, management capacity, clients, and partnerships.

The **Profile Report** highlights the finalist programs and some of their most promising practices in achieving success in the civic engagement of adults 55+. This report is intended as a brief look at the Programs of Excellence and Exemplary Programs that were chosen to receive monetary awards based on the information provided in site visits, telephone interviews, and applications.

Award Finalists

“Programs of Excellence” Award Winners

Four winners received “Programs of Excellence” awards based on the strength of their promising practices and the evidence produced that demonstrates achievement in one or more of the five outcomes. Other factors such as effective organizational characteristics; strong infrastructure; sound marketing and communications strategies; diversity of engaged adults; exemplary outreach to special populations; broad range of community partnerships; and evidence of sustainability were also key factors in the final decision.

Legacy Leadership Institutes, University of Maryland Center on Aging,
College Park, MD

Contra Costa for Every Generation, John Muir/Mt. Diablo Community Health
Fund, Walnut Creek, CA

Person to Person Program, St. Louis Regional OASIS, Clayton, MO

Philadelphia Experience Corps, Temple University Center for Intergenerational
Learning, Philadelphia, PA

“Exemplary Programs” Award Winners

Three finalists were selected as “Exemplary Programs” based on the strength of their promising practices related to one or more of the five outcomes of interest, with more limited success than Programs of Excellence at documenting and demonstrating achievement of success. Exemplary programs often demonstrated noteworthy strengths in selected areas that merited national recognition.

Care Team® Program, Interfaith CarePartners®, Inc., Houston, TX

Generations Together, Jewish Community Housing for the Elderly,
Newton, MA

Performance Coaching Practice, Executive Service Corps of Chicago,
Chicago, IL

“Noteworthy Programs”

Two finalists were recognized as “Noteworthy Programs” based on the promising practices contributed to the initiative.

Faith in Action Care Program, Shepherd’s Center Of Greater Winston-Salem,
Winston-Salem, NC

Center for Healthy Aging, Senior Friendship Center, Sarasota, FL

OUTCOME #1: INCREASING PARTICIPATION

Increased participation through successful methods to increase the recruitment, support, commitment and diversity of adults age 55+ in service to the organization.

Nearly an eight-fold increase in public and private investment is needed to successfully channel 10 percent of the 55+ population into meaningful roles and productive activities that will improve the public welfare and solve critical social problems. In addition, if active participation in community life and contribution to the public good is to be a hallmark of the cohort experiencing 20 to 30 years of productive living after traditional careers and childrearing are complete, then greater reforms will be necessary. A fundamental transformation is needed in our societal view of aging including a monumental change in attitudes, ideas, and approaches about what it means to live longer, healthier, and fuller lives. Meaning, purpose, self-actualization, and working toward the ideal of our democratic way of life will be guideposts of the transformation.

As the RespectAbility team reviewed the responses to our national call for Promising Practices about “what is working in engaging adults 55+ and how to increase opportunities and service,” we found exciting approaches that were engaging increasing numbers of older adults in activities that impact and strengthen their communities. Not only did we discover an increase in the numbers of those serving but an emerging difference in the nature and intensity of their commitment.

A. Raise General Community Awareness to Build Public and Partner Support

All too many of existing volunteer programs are taken for granted, hidden from public view, or dismissed as nice but not necessary activities. Programs with the most promising practices employ multiple methods to overcome the status quo by increasing community awareness about their programs among potential recruits as well as organizational and community partners. The recommendations that follow include practices for Internet, e-mail, print materials, special events and the most powerful tool of all – showcasing participants as “the face” of the program and having them ask others to join in. The common characteristics among discrete methods are clarity of purpose and message, frequency of exposure, openness to ongoing community input, and attitudes of inclusiveness toward all members of the community.

- Stimulate and engage the community in open dialogue regarding the impact of shifting demographic profiles and changing aging characteristics of your community as the best way to raise awareness of impending trends and needs the community will face. Planned community dialogues allow an inclusive net to be cast that ensures all groups are represented in the dialogues regarding solutions. Public dialogue also creates a platform for engaging numerous local organizations and institutions that are not traditionally involved in aging issues, e.g., private industry groups, big box stores such as Target and Home Depot, neighborhood groups, local politicians, and local newspapers. (Contra Costa for Every Generation)

- Conduct community change study groups in various locations to increase awareness of opportunities to participate and also ensure that participation is representative of the population of adults 55+. Seek out and convene community members through issuing a specific invitation, in a context that is civil, broadly engaging, and sets a high standard and expectation for personal involvement and accountability. The purpose is to help individuals think about what role they can play in creating new possibilities for the community. *“Our processes empower participants to become involved in community issues for which they have a passion and work together to create change. We provide the context and tools for this to occur. We have increased the numbers of community members actively participating in community issues and have engaged over 1500 residents in our processes. In surveys of past participants, over three-quarters felt that what they had accomplished in the study process would make a difference in the community.”* (Sarasota County Openly Plans for Excellence)
- Bring the issues concerning your target audience to the table to encourage community dialogue to build understanding and brainstorm potential solutions.
 - Ask a local official to identify a topic they care about and invite people to participate in a public conversation about the topic. Ask the participants to consider solutions and encourage them to commit to helping make the change. (Sarasota County Openly Plans for Excellence)
 - Bring together a network of older adult advocates who are willing to stand up and talk about the things that they need in order to improve the quality of life for themselves and other older adults in the community. (Mental Health/Aging Advocacy Project, Mental Health Association of Southeastern Pennsylvania)
- Regularly and consistently share information about your program, your activities, and your outcomes with your stakeholders and the community at large. Contra Costa for Every Generation promotes and uses their public web site to keep all constituents and stakeholders engaged and up to date. All key steps in their program development process including research, strategic planning, partnership development, organizational development, work plans, and progress reports are posted as a way to inform the entire community on the progress of the project. (Contra Costa for Every Generation)

B. Develop Communication Methods and Messages that Attract Adults 55+

Promising practices for attracting adults 55+ happen on two levels: the organization’s communication approach and the messages and language that are used to market the program. Successful programs have developed communication strategies and enlisted outside input from leaders and marketing experts. Key messages that speak to the values and benefits sought by potential participants are the most compelling. Pay attention to language that suggests respect for leadership skills and abilities, opportunities for making meaningful contributions, personal development, and continuing education.

- Establish a media advisory committee of specialists and cultivate media relationships. Recruit committee members who have experience marketing to 55+ adults to help develop a comprehensive, cohesive and strategic marketing plan, including a new or revitalized organizational brand image, and key media messages and images that show the changing faces of adults 55+ engaged in service. Also, cultivate ongoing media relationships with editors and reporters of publications whose core readership is 55+. Encourage regular stories or opinion-editorial pieces that promote active community participation and volunteer service among those 55+ and which highlight contributions to meet pressing social service and community needs. Showcasing the development of important, compelling service opportunities within community organizations that need their services sparks interest and increased participation among older adults. (Coming of Age, Greater Philadelphia)
- Issue a call-to-action through a variety of communication vehicles that conveys a shared vision for your organization, your volunteers, your partners, and your community. The public visibility of the communications campaign for CCEG was enhanced with a simple call-to-action that resonated with people from all walks of life. The rallying call was “*Contra Cost for Every Generation – Making our Community Aging-Friendly.*” This shared vision communicates the nature of the call that many individuals and community organizations could grab hold of and make part of their mission, goals, and work agendas. (Contra Costa for Every Generation)
- Convey the mission and organizational image through the development of appropriate terminology and program naming. The “Legacy Leadership Institutes” name is an excellent example of how attention to language makes a critical difference in attracting high caliber, committed adults. “*Legacy*” speaks to the motivations of potential participants who are interested in contributing or “giving back” to their communities and who may not be attracted by traditional words such as “volunteer.” “*Leadership*” highlights the type of opportunities participants are seeking – meaningful roles with substantial impact to the organizations they are serving and, in a broader sense, to their communities. “*Institutes*” underscores the partnership with higher education that suggests a well-designed and executed approach to learning. (Legacy Leadership Institutes at University of Maryland)
- Communicate a consistent message across all public and internal venues, and follow this by putting your key messages into action in your organization. Decide what your organization stands for and use these principles in all your presentations, workshops, newspaper stories and opinion-editorials. For instance, Coming of Age communicates that 55+ service opportunities in the organization are substantive, volunteers can be involved in the design of the service activity, and the opportunities that are available are responsive to the volunteers’ availability. (Coming of Age, Greater Philadelphia)
- Attract participants through a high impact mission statement that conveys a goal every community member can relate to and take ownership in. The one used by Contra Costa for Every Generation (CCEG) is a prime example: “To make our local communities good places to age - supporting our aspirations to stay healthy, live

independently and lead full and productive lives.” Their strategies for fulfilling this mission are two-fold and complementary: 1) actively promote existing practices, programs, policies, leaders that are best practices or models of aging friendly; and 2) train, mobilize and organize volunteers in a variety of venues to advocate for aging friendly polices, practices, and programs. These strategies are designed to achieve the desired result as well as offer volunteers opportunities to learn new advocacy skills. Adults 55+ can join a movement that enables them to be a powerful voice for change, and to become leaders in their own community. The CCEG Steering Committee characterizes this aging-friendly movement this way: *“A cause is at the core of all movements and a movement is a school for new leaders.”* Thus, people continue to be attracted and recruited to this effort because it offers the opportunity for them to do something they cannot do by themselves and they think will not get done unless they organize to make it happen. (Contra Costa for Every Generation)

- Appeal to core values when presenting opportunities for adults 55+ to give back to the community. Older adults want to make a meaningful difference in their later years. When conducting recruitment, emphasize that the opportunities will use their life experiences and skills and allow them to work collaboratively with others committed to similar goals and ideals. The recruitment process for one program reaches out to parishes, community organizations, government and corporate transition programs, and other groups and programs for 55+ adults to seek out others who share similar values and interests. (Ignatian Lay Volunteer Corps)
- Communicate the excitement of participation to potential participants regarding how adults will be “involved” and “engaged” as change agents, policy makers, project managers, and program developers. They will be out in the community engaged in meaningful roles, and giving back in ways that fit their passions, talent, skills, interest, availability, and their skills. (Third Age Initiative, Leadership Greater Hartford)
- Describe the possibility of a chance to have a new job or new career. They will have opportunities to develop skills that allow them to fulfill the job they may have wished for, but could not attain, in their life prior to their civic engagement experience. (Institute For Senior Action, Joint Public Affairs for Older Adults)

C. Employ Proven Recruitment Strategies to Attract Older Adults

Promising practices for recruitment often make current participants an integral part of recruiting peers using both word of mouth and organized strategies, many of which are described below. Speaking of their own experiences, seasoned participants become outstanding ambassadors and advocates for the benefits of volunteering. Other approaches involve networking within the community and through partner organizations.

- Train participants to be program ambassadors, advocates, and organizers, and offer incentives for fulfilling these roles. In one organization, trained, experienced

participants provide information to attendees of “info Plus” outreach sessions, which are held twice a month. These program “graduates” are trained not only to increase community awareness about their program activities, but to share information about other service options available in other community organizations as well. (55 Plus Yonkers Connections)

Similar Promising Practices following this general approach are:

- Create formal teams of volunteers, a “recruitment task force,” to assist staff in managing the recruitment process and increasing awareness through presentations in the community. Or create a “recruitment and intake team” that manages the recruitment process, ensuring the smooth intake of hundreds of new volunteers each year. (Experience Corps at Temple University)
 - Develop leadership volunteers to assist staff in recruiting new volunteers. They attend community events, sit at booths, deliver literature to various community locations, hang posters, do speaking engagements, and make phone calls to potential volunteers. (Cleveland Experience Corps)
 - Engage experienced participants as effective advocates and organizers of peers. They can organize and educate their peers at nursing homes, senior housing facilities, senior community centers, and senior congregational-based programs. They also are liaisons with diverse communities (especially Latino and Asian communities) and generate interest among older adults to become members of the program. (Mental Health/Aging Advocacy Project, Mental Health Association of Southeastern Pennsylvania)
 - Develop a member referral incentive to engage members in recruitment. In one intergenerational program if a member refers another older adult to the program, and they become a new tutor, then the member’s name is entered into a raffle contest. The winner receives a large gift basket. (Cleveland Experience Corps)
 - At community meetings and discussions, encourage participants to extend an invitation to community members, especially minority representatives, to become a part of a community change initiative. (Sarasota County Openly Plans for Excellence)
 - Hold a “Café Sunday” where engaged adults can socialize with other adults in the community (55 Plus Yonkers Connections), or a “Mentor Mixer” where engaged adults can connect and share their service experiences. (Central Florida Community College Pathways to Living, Learning & Serving Program)
- Encourage engaged professionals to actively recruit peer to peer from among other professionals in the community. Physicians recruit peer to peer especially at the weekly Grand Rounds at a local community hospital. Approximately 50 percent of physicians have been recruited in this manner. Other publicity, including past articles in national medical journals has attracted retired physicians. Dentists recruit through the local dental society as well as through personal social interaction. (Center for Healthy Aging/Senior Friendship Centers) Executive Coaches are recruited by retired

executives and experienced consultants throughout Chicago for the Executive Service Corps. (Executive Service Corps, Chicago)

- Encourage dialogue among organizational and programmatic silos to make staff and volunteers knowledgeable ambassadors for each other as part of cross-program recruitment efforts. When members of one program discuss the opportunities in their own program, they can also find opportunities to promote the benefits and activities of other programs as well. (Cleveland Experience Corps)
 - Adults participating in one other internal program of the organization such as Organizational Consultants are a valuable resource to assist in recruiting peers for other compelling programs of the organization. This is how the Executive Coaching Program was initiated. (Executive Service Corps, Chicago)
- Provide a menu of program introductions for potential participants, including opportunities to meet currently engaged adults and trial engagements as a way of showcasing the benefits of engagement and overcoming resistance.
 - Support adults 55+ who are not confident in their service abilities by introducing them to current participants who can speak of the experience, share the impact of their service contributions, and assure them that they can do it. Along with training, the personal encouragement of staff and peers is critical to engaging some adults who have not been involved before and are not confident in their ability to contribute. (JCHE Generations Together)
- Create opportunities for adults 55+ who are not engaged to observe the dynamics of engagement activities. One intergenerational program hosts onsite residential activities such as exercise classes with preschoolers and group discussions with college students. (JCHE Generations Together)
 - The buddy system at RSVP in Marion County allows a prospective volunteer to shadow an engaged adult at detention centers or prison settings. This provides an educational venue for the volunteer who is hesitant and allows the veteran volunteer an opportunity to share their passion for service. (Central Florida Community College Pathways to Living, Learning & Serving Program)
- Simply asking is a tried and true approach to recruitment. As the simplest, longest standing and most effective method, this technique is in broad use across Promising Practices programs.
 - The Transition Network bases their philosophy on studies that show many people who become involved as volunteers got started “because someone asked me.” (The Transition Network)
 - Participants are encouraged to reach out and invite their friends, neighbors, and family to join them in the program. Their inspiring stories help others decide to become a part of a team of knowledgeable, experienced leaders. (Experience Corps at Temple University, JCHE, OASIS, Shepherds’ Center)
- Don’t hesitate to ask “busy” people already engaged in other programs to become involved. Individuals who have a demonstrated commitment to an existing

community group (e.g., a senior center, a union retiree group, tenant organization) are also likely candidates to become engaged in service to your organization. Based on a positive experience, they, in turn, can attract the interest of others in the group. For example, the Institute for Senior Action recruits new participants with the agreement that they will apply their learning to their own community group when they graduate from the leadership training course. (Institute for Senior Action, Joint Public Affairs for Older Adults)

- Become a resource for pre-retirement planning sessions in local community businesses and corporations. Speak to employees who are retiring or near retirement about the benefits of civic engagement and the variety of opportunities available in your organization. Joint Public Affairs for Older Adults (JPAC) reaches out to individuals who are near-retirement through a variety of approaches. JPAC members and past Institute for Senior Action (IFSA) graduates set up meetings and are present at street fairs and community events with flyers and information about the upcoming semester. Its graduates are encouraged to invite neighbors, friends, and community representatives to their graduation ceremony. IFSA graduates also notify JPAC of pre-retirement meetings at their unions and community-based groups and request time for a quick presentation on opportunities at JPAC and IFSA. Materials on the course, applications, and sample curriculum are provided. Following the meeting, staff members call the representative or leader of the group to inquire about interested members and reach out to any potential students. (Institute For Senior Action, Joint Public Affairs for Older Adults)
- Host a mature workers job fair in partnership with a local staffing agency to showcase your program. This allows participants the opportunity to assess their interest and fit for becoming engaged while hearing first-hand from participating peers. (McKesson Transition Training Program)
- Hold routine information sessions at faith-based organizations to reach prospective volunteers looking for outlets to express their call to service. A PowerPoint presentation, testimonial by a current volunteer, and question and answer period were developed by a marketing intern funded through a grant to conduct outreach to local congregations. (SCOV Faith in Action Program)
 - Utilize existing structures, committees and teams within partner organizations, such as churches, to recruit a corps of dedicated volunteers seeking to serve others as their ministry. Transform an interest or desire to serve into sustained engagement through structured training, education, and supervision. Because the nature of the engagement allows for volunteers of any background and skill level to contribute, team members span the socioeconomic, cultural, and educational spectrum representing a rich resource of knowledge, experience, and desire to serve. (Interfaith CarePartners)
- Invite volunteer managers from community groups to a monthly Volunteer Manager's Network meeting to learn recruitment strategies and share successful practices. In year one, the network started out with eight managers attending on a regular basis and

in the third year, attendance had risen to 30 managers. Using strategies learned and implemented from the monthly trainings, organizations have seen an increase in civic engagement in some targeted areas such as Mentoring, Health Services and Public Safety. (Central Florida Community College Pathways to Living, Learning & and Serving)

D. Customize Recruitment Strategies for Special Target Groups

One size does not fit all! Promising Practice Initiative semi-finalists have learned that to tap the resources of diverse populations it is important to make bona fide efforts to respond to their different interests and unique needs as well as different motivations for becoming engaged. Three key groups receiving the most attention in today's most promising civic engagement organizations are: 1) the huge wave of new older adults born between 1946 and 1964, called "Baby Boomers"; 2) participants with professional training and expertise; and 3) the growing ethnically and culturally diverse populations.

Common themes that emerged across these three groups include: understanding the cohort's unique needs by actively listening to them; engaging them directly to fully participate in the planning and implementation processes for creating change for their communities; tapping into their self interest through challenging messages about taking personal action and responsibility for creating desired community change; and developing culturally appropriate approaches and materials for minority outreach.

Strategies for Engaging Boomers

Flexible scheduling and a menu of service options are essential to allow Boomers and older adults to align their community service commitments with their busy lives. This includes paying attention to making time commitments that work around everyday social and family commitments, medical appointments, other regular monthly engagements, and annual travel plans.

- Allow for alternative service methods for those with limited mobility or those who travel part of the year. Performance coaching is an example of service that is not place bound. Executive Service Corps often conducts coaching over the phone for limited periods of time. (Executive Service Corps, Chicago)
 - At a program enlisting medical professionals volunteering their services at a health clinic, volunteers' schedules are flexibly accommodated even for members who spend months away. (Center for Healthy Aging/Senior Friendship Centers)
- Provide an array of opportunities for short-term, episodic service engagements, especially on weekends and evenings. One program partners with congregations and corporate groups to have teams do weekend projects, such as home improvements for the elderly. This is appealing to those who are not willing to commit to the traditional weekly service for a year but would like to be called on as part of a team for short-

term, episodic activities. (Shepherd's Center of Greater Winston-Salem and Sarasota County Openly Plans for Excellence)

- Provide opportunities for participants to connect with like-minded peers to help fulfill their desire for socialization. Sponsor a "Boomer's Night Out" to start community dialogue about life's transitions in partnership with local businesses. (Coming of Age, Greater Philadelphia) Or consider developing a program like "Successful Aging and You" in which experts discuss various topics concerning aging and opportunities for engagement. (Life Options South Bay)

Strategies for Engaging Professionals

Organizations effectively engaging adults 55+ understand that many of them are accomplished professionals who want to apply their knowledge, skills, and wisdom in satisfying new ways. They seek retirement transition support and want to forge new professional bonds. They value challenging and rewarding opportunities that offer continuous learning, skill trainings, and relationship development. Engaging them effectively creates new demands and requirements. The participation strategies below are designed with professionals' needs, interests, and values in mind:

- Create a professional organizational structure and work environment that appeals to highly skilled and experienced adults. Build a program that is professionally run to attract and retain members who were accustomed to that type of work environment. These professionals are looking to apply their knowledge, skills, and expertise in new ways, receive retirement transition support, forge new professional bonds, and enjoy opportunities for continuous learning. (Executive Service Corps, Chicago)
- Provide resources and support tools the professionals are accustomed to in a work environment. For physicians volunteering their time, access to the latest technology, links to professional training, and a state-of-the-art facility have been key factors in attracting and retaining them as volunteers. (Center for Healthy Aging/Senior Friendship Centers)
- Remove serious barriers to continuing medical practice in retirement, such as exposure to malpractice claims, for older adults who wish to continue to work in a professional capacity in the community. For example, a volunteer medical clinic obtained sovereign immunity for engaged health professionals through a collaborative affiliation with the county Public Health Department. Through the Florida State Department of Health, sovereign immunity is provided for all properly registered volunteer personnel. This type of "Agreement" is vital to encouraging professionals to serve in a volunteer capacity. Additionally, a waiver for all licensure fees and D.E.A. (Drug Enforcement Agency) certificates for volunteer licensed physicians are obtained. (Center for Healthy Aging/Senior Friendship Centers)

Strategies for Engaging Participants from Culturally Diverse Populations

The most promising approaches to multicultural recruitment engage culturally diverse populations directly at the neighborhood level where people live, work, socialize, and worship. Promising Practice Initiative semi-finalist organizations invited local gatekeepers and influencers from neighborhood associations and faith communities to join planning groups, steering committees, and boards. These representatives understand the needs of their populations and open doors that allow respected organizations to reach their community in authentic and meaningful ways. Listed are some specific examples of programs and strategies:

- Bring together a board of people from different agencies that are working with the targeted community or population. This collaborative process creates opportunities to seek feedback from partners and advisors, share goals, ask questions, and discuss struggles and successes. It also facilitates sharing of ideas and suggestions on topics such as cultural sensitivity, locating good sites for recruitment, and providing services. As partnerships form, participating organizations contribute by offering other community contacts and their organization's knowledge, offering their facilities for program activities, providing participant referrals, and supplying additional information for the volunteer training curriculum. (OASIS Person-to-Person Peer Support Network)
- Ensure that the culturally diverse populations are fairly represented on the organizing and governing bodies of the organization. An organizing committee for CCEG business, government, and non-profit sectors used census data to plan recruitment that reflected the county's diversity along racial, ethnic, gender, generational, employment, and geographic lines. An initial organizing committee generated the first list of potential volunteers and invited their participation. The new volunteers, in turn, generated another list of potential volunteers who met the strict criteria for representation. Again, personal contacts from trusted friends and colleagues preceded a formal invitation, helping to guarantee successful enlistment. Partners from community-based service organizations were also asked to recruit a set number of participants from their community creating unparalleled levels of access and high levels of credibility. (Contra Costa for Every Generation)
- Adapt or develop new approaches for cultures that do not respond to the concept of volunteerism. One program, with the goal of increasing the civic engagement of multicultural community members, started with an initial historical and literature review of worldwide concepts of volunteerism to better understand homeland practices of civic engagement. A multicultural assessment of the underserved populations surrounding the senior center led to concept mapping to create an image of values held in the community. Focus groups (organized around language using expert translators and equipment) discussed needed services and determined ways to contribute to quality of life. A community-wide survey administered by participants and neighborhood associations helped to raise awareness of civic engagement opportunities and led to the development of culturally sensitive volunteer training and new, meaningful roles. (Daly City ACCESS Multicultural Volunteer Program)

- Develop a tiered approach to recruitment using cultural representatives who can influence others to participate because they are trusted multilingual outreach workers from that community. For one program, community assessment began through trusted multilingual outreach workers who brought in the first group of participants then reached out to other neighborhood networks. Then, with structured conversations about the needs of the program, participants volunteered to do the second round of outreach in their own neighborhoods. Outreach materials were adapted, including a written survey in four languages (Tagalog, Spanish, Cantonese/Mandarin, and English), which facilitated communication, built trust, and increased the number of completed surveys. (Daly City ACCESS Multicultural Volunteer Program)
- Conduct a specialized recruitment strategy to recruit trainees with built-in skills and experiences. Include those who have experience working with groups in the community and who personally know the community, e.g., members of the same sorority, fraternity, or congregation. Offer an attractive engagement role and convenient training for adults living in targeted areas where the services are to be provided, thus expanding the reach of services in culturally sensitive and economically challenged areas. (OASIS Person-to-Person Peer Support Network)
- Communicate in culturally appropriate ways that demonstrate a respect for other languages and cultures. Provide culturally competent mental health services by translating the training program into Spanish and making presentations in the Latino community to recruit older adults as peer-to-peer mental health educators. (Mental Health/Aging Advocacy Project, Mental Health Association of Southeastern Pennsylvania)
- Initiate “start-up” activities that are culturally appropriate to engage immigrants with limited English-speaking ability. In one program, service activities include knitting, sewing, and art projects that utilize their skills, require no speaking, yet encourage interaction as they work together to serve others. Participants learned from one another non-verbally and began to teach each other basic language skills. (JCHE Generations Together)
- Match adults 55+ with their cultural and linguistic peers to create a sense of community. Show older adults how the program builds on the assets and traditions of the community, and engage them in discussions about what is needed and how they can become involved. The program developed successful activities to attract women who traditionally have remained in the home while the men engaged in community activities. (Southeast Asian Senior Services Program, Catholic Charities of the East Bay)

E. Foster Commitment to Ongoing Participation in Civic Engagement

Once participants are on board, the next challenge is to provide an environment that will foster a personal commitment to the organization, its mission and its people. The most

successful organizations build in processes and activities that give the volunteers a sense of ownership and empowerment, thereby encouraging them to take personal responsibility for helping to create the organization to best serve their clients and their community.

- Create a competitive application and interview process as a prerequisite for participation. A competitive application and screening procedure that mirrors the process of applying for a professional paid position will convey the message that this is an activity to take seriously. (Legacy Leadership Institutes)
 - Structured interviews and skill/interest assessments using established criteria ensure a good fit between the interested individual and the program. For the ESC Coaching Practice, volunteers are selected based on competencies outlined in established international coaching criteria. They participate in intensive, required training (regardless of prior professional training and experience) that is designed and overseen by a practicing, certified professional coach. (Executive Service Corps, Chicago)

- Empower participants to create community change by giving them necessary tools, e.g., information, networks, educational materials, and leadership training to be effective change agents. Shift the dialogue away from finger pointing and what someone else “should” be doing to a conversation about the role of the individual within the organization and how to take personal responsibility for change. Make it clear that in order to create the kind of community in which they wish to grow old they need to be actively involved in making the change they want to see effected. (Sarasota County Openly Plans for Excellence)

- Expect a long-term commitment of volunteers to ensure the engagement of serious candidates. This will benefit the volunteer, the host organization and the populations served through the relationship that is built on trust and deepening knowledge and skill levels that come with longevity.
 - In one program, volunteers work the equivalent of two days a week for ten months a year in community-based partner agencies. For the partner agency, this commitment amounts to having a skilled part-time staff person who is internally motivated and externally supported to serve over time. For the people served by the partner agency, the commitment creates a patient and stable relationship through which change and growth can occur. (Ignatian Lay Volunteer Corps)
 - Requiring that prospective leadership volunteers make a commitment to complete a minimum of 250-400 hours of combined instruction and community service over a one-year period further underscores the seriousness of the job. Program research from Legacy Leadership has shown that given meaningful roles, continuing education, and avenues for purposeful social networking, adults 55+ will commit to participation in long-term civic engagement activities. (Legacy Leadership Institutes at University of Maryland)

- Provide opportunities for older adults to enter a program at several different junctures and pursue goals they wish to achieve. Through “Boomervision!” a lecture and community dialogue series of WHYY in Philadelphia, adults serve as media advisors, conference planners, attendees, etc., and then determine additional roles they want to assume. The most critical feature of this phenomenon is the degree to which volunteers, by becoming involved in the Coming of Age community, “make it their own” by proposing and pursuing their own volunteer opportunities. Volunteers have initiated and are engaged in the following projects: developing a section of their Web site on “creating community,” helping to organize area college and university alumni associations to provide age 50+ transitional programming, and designing a program for women 50+. (Coming of Age, Greater Philadelphia)
- Allow engaged adults to choose the level of their commitment, depending on their interest and availability. A tutoring program provides different paths for involvement. Members selecting the Semester of Service option commit to a minimum of five hours per week over a period of four months, supplementing literacy tutoring provided by the full-time (15 hours a week) tutors, while others can commit to a few times a year, engaging in such activities as storytelling, read-aloud, and other creative activities that help children develop a love of reading. (Experience Corps at Temple University)
- Develop and promote a new model of retirement that combines all types of activities – education, recreation, family, work, civic engagement, and volunteerism. To appeal to a broader range of people, task groups offer a wide array of flexible engagement opportunities that allow different levels of intensity and length of commitment. (Contra Costa for Every Generation)
- Allow volunteers to have some control over their placement by choosing their partner agency placement through site visits and personal interviews. Volunteers report that the opportunity to choose the service site is an important factor in their success in the program. In cases where the initial placement is not successful, volunteers work with the regional lead volunteer or director to either correct the situation or find another partner agency. (Ignatian Lay Volunteer Corps)

F. Address Differing Motivations and Provide Incentives for Engagement

It is critical for program planners and organizers to understand the reasons older adults become involved in civic engagement activities. Successful program managers are skilled at identifying and addressing the short- and long-term motivations for involvement, including recognizing life circumstances (such as the need for benefits or transportation) as well as the personal interests and gains.

- Motivate individual members of the community to actively support and become involved by personalizing the outcomes. Organizers of CCEG understand that a community response to changing aging demographics is about appealing to the

personal future of each individual in the community. Community members are encouraged to work with their personal self-interest in mind because they will be motivated, engaged and supportive of community-building efforts. (Contra Costa for Every Generation)

- Recognize the need of some adults 55+ to seek additional income and provide opportunities and links for paid work. Bringing older adults back into the workplace meets the demands for an age-diverse and experienced workforce while addressing a key need of many – to secure additional income to bridge the gap between retirement income and living expenses.
 - Success in making a worker-employer match requires a mechanism for connecting them efficiently. For adults seeking employment and companies seeking age-diversity, a coalition of agencies was set up to address adult 55+ needs for job and career counseling, information, and referrals. Agencies include 55 Plus Yonkers Connections, the Yonkers Employment Center, and the Yonkers Senior Employment Council. The talent/skills bank with labor force descriptions gives companies a source for recruiting older workers. (55 Plus Yonkers Connections)
 - Expanding paid work positions for adults 55+ encourages them to apply the skills they learned and used earlier in their careers. This has payoffs for both the older adult and the organization into which they bring a wealth of experience and knowledge. Over 60 percent of the volunteers who have participated in the Pro-Bono Consultant Program indicate that they have not volunteered in the past five years. After their Pro Bono service, 20 percent of the program participants have remained engaged in community service within the organization they originally assisted. (Montgomery County Volunteer Center Pro-Bono Consultant Program)
- Call on and prepare retired workers with specialty skills to fill gaps in services in industries needing more skilled workers. In collaboration with community agencies, one program offers a variety of professional development seminars for retired social workers who are interested in being trained in a new area related to their field of expertise and experience – counseling active older adults. They created “back-up pools” of professional social workers that work part time for local agencies on an as-needed basis. (Retired Social Workers)
- Thoughtfully designed incentives that are valued by adults 55+ can offer short-term motivators that ensure day-to-day involvement. Emphasizing the long-term benefits of participation by highlighting the impact participants can make in their lives and the lives of their communities is also critically important – and motivating to some.
 - Partner organizations can often offer desirable incentives, access to new networks, and community recognition that may draw attention to your cause and your need for increased numbers of participants. To promote service, they will often donate desirable incentives, such as refreshments and grocery store gift cards. (OASIS Person-to-Person Peer Support Network)
 - Partner with Retired Senior Volunteer Program (RSVP) so volunteers over 60 years of age can qualify for insurance and stipends to cover mileage. This

practice allows volunteers to receive free accident insurance while volunteering, provides for a meal stipend as well as limited reimbursement for mileage. The approach reduces the cost of insurance to the organization since it is provided at no cost through RSVP. The stipends for meals and mileage provide incentives for volunteers on fixed incomes, offsetting the increase in gas prices. (Shepherd's Center of Greater Winston-Salem)

- Provide an incentive in the form of a monetary stipend as the entrée for engaging adults 55+ who would normally be isolated from their community. For example, in one program a stipend of \$2.65 per hour and reimbursement for gas and meals was offered to Vietnamese elders who contributed their time. The stipends, while meager, reinforce the self-esteem of older low-income Vietnamese who felt useful and contributed to the financial well-being of their families. (Southeast Asian Senior Services Program, Catholic Charities of the East Bay)

OUTCOME #2: MEANINGFUL NEW ROLES

Established meaningful new roles and more diverse service opportunities for adults age 55+ or enhanced the quality of existing roles by drawing on existing skills, interests and professional expertise, or on the desire and capacity to learn new skills and roles.

One of the greatest challenges to effectively tapping the resource potential of adults 55+ is creating service opportunities that simultaneously satisfy the needs and interests of organizational leaders and those of potential participants. Promising Practice organizations are successfully meeting this challenge to understand and align the interests of both organizational leaders and participants. Additionally, nonprofit leaders are realizing that for engaged adults to be instrumental in meeting organizational goals and community needs they must be fully integrated into the fabric of the organization. Trained adults 55+ become “counterparts” with staff members, assisting with fundraisers, improving administrative and management systems, contributing to strategic planning, and coordinating and managing programs. We envision from the work of the Promising Practices organizations the emergence of a new programming paradigm, one that is rooted in a holistic, integrated systems approach with a more explicit understanding of the inter-dependence between organizations and the needs of the community and adults 55+.

A. Design Programs with Attention to Participant Assets

Developing programs through a philosophy of abundance enhances the asset potential of older adults, encourages increased commitment and participation, and ensures a better match or alignment between participant interests and the requirements of effective service. This approach establishes a positive cooperative framework that increases the satisfaction of organizational leaders and participants. The values, work ethic, knowledge, and life experiences of adults 55+ are assets that cannot be taught but which have an immediate and immeasurable impact on organizations and programs. Programs that are developed with an attitude of abundance see higher levels of participant commitment regarding intensity and length of service. Assessments of volunteer assets and interests help organizations develop customized service opportunities that match the assets of adults 55+ and identify those with the expertise to fill existing organizational needs.

- Systematically administer an Asset Survey when potential participants join the organization to catalog the interests, talents, passions, and life experiences of interested adults 55+. For a housing-based intergenerational program, asset surveys are done as a routine part of the enrollment process for new residents. Survey responses are used to suggest existing service opportunities and provide a framework for developing new engagement opportunities. The goal is to engage as many residents as possible. (JCHE Generations Together)

- Create a skills inventory checklist to match adults to service activities. A handyman program has volunteers complete an inventory of their skill level in different areas. This helps staff determine whom to call when they get a request for help. In some cases, a novice who has indicated an interest in gaining more experience in an area, such as plumbing, is teamed with a professional-level volunteer on a plumbing service request. (Shepherd's Center of Greater Winston-Salem)
- Tailor service opportunities to members' particular training and substantive organization and leadership experience, and draw on this knowledge and experience to help develop professionally challenging assignments. For example, former school administrators and professional librarians work with schools in disadvantaged areas to establish and/or enhance school libraries. (The Transition Network)
- Develop and support meaningful, productive roles with a comprehensive array of interrelated approaches fashioned to meet participants' needs and interests. For example, the Transition Network relies on multiple approaches to fulfill their need to attract and engage older adults:
 - Identify activities of interest to members through discussions and surveys;
 - Provide a range of volunteer initiatives to attract members' interests;
 - Offer flexible scheduling that fits members' lifestyles;
 - Communicate regularly with members about the programs through the Web site;
 - Hold monthly meetings;
 - Enlist a project liaison to manage volunteer logistics;
 - Ensure that activities are aligned with the organization's priorities;
 - Develop a "team concept" in which pairs or groups of volunteers work together so they can benefit from each other's expertise; and
 - Create the opportunity to encourage the development of new relationships. (The Transition Network)

B. Systematically Plan the Organization's Approach to New Role Development

A few of the Promising Practices organizations have found ways to formalize a comprehensive planning process that aligns community needs, the priorities of the organizations served, and the assets older adults bring to the organization. Using a systematic planning process ensures that a broader range of interesting opportunities are made available; the rate of appropriate matches goes up; retention rates of service participants rises; and the satisfaction levels are higher for engaged adults 55+, as well as the clients and community served.

- Enlist host organizations in developing new roles and training for adults 55+ to take on capacity building roles. It became clear that strong participation from the host organizations from the inception was essential in accommodating the special interests of the organizations and the participants. As a result, in a number of Promising Practice organizations, community and organizational partners are integrated into the planning and implementation process; they help define specific, high performing

roles; assist in determining ways to make organizational adjustments (e.g., shift in staff responsibilities) to accommodate the highly capable, experienced, and trained volunteers; and provide guidance in the development of the training curriculum and process. (Legacy Leadership Institutes at University of Maryland, Interfaith CarePartners, Executive Service Corps of Chicago, OASIS)

- Plan and manage how professional volunteers are introduced and supported in host organizations to ensure successful placement. One program provides the outreach, publicity, and training to the host organization's volunteer manager and advocates for effective volunteer management practices. This direct communication and support allows host organizations program staff to share information about volunteer talents, service guidelines, expectations, and clarify any need for continuing training in support of defined roles. More professional planning and management enhances successful placement and aids transition of experienced adults 55+ into the organization. (Life Options South Bay)
- Develop specialized professional roles to tap the expertise from professional fields such as nursing, social work, ministry, counseling, and business. Specialized professionalized roles can sustain and foster growth and reduce the cost of volunteer support. These volunteers may serve as staff counterparts to professional staff of the organizations, complementing and supplementing the expertise of organizational professionals. (Interfaith CarePartners)
- Use a request for proposal (RFP) process to add prestige and a sense of importance and uniqueness, and to help community-based organizations clarify the types of assistance they need to advance the organization's purpose and strategies. One Promising Practice organization gives the host agency an assessment tool designed to assist in identifying their unmet needs and to describe how highly skilled transitioning adults 55+ can help meet those needs. Adults 55+ are then identified and matched to projects based on their professional expertise and interest. Prospective volunteers meet with the submitting organization to clarify the scope and nature of the proposed project before the commitment is made. (Montgomery County Volunteer Center Pro-Bono Consultant Program)
- Work with community educational partners to design courses based on specific learning needs that, if met, will help make the participants and the programs successful. Service-learning courses developed for Osher Life Long Institute (OLLI) members were based on the expressed needs of community-based organizations for assistance and provided challenging learning and service opportunities. For instance, responding to the request from Portland Adult Education, an OLLI service-learning course was created to train OLLI members to become classroom aides for the English for Speakers of Other Languages courses serving the refugee and immigrant community. (Osher Lifelong Learning Institute Service Learning Program at University of Southern Maine)

C. Engage and Train Key Leaders for New Civic Engagement Roles

New roles for adults 55+ abound in organizations that have discovered older adults have a wealth of skills, a desire to contribute in meaningful ways, and a strong personal motivation to achieve. The most promising organizations are welcoming adults 55+ with open arms, carefully learning what they need to make the commitment, and treating them as professional colleagues – with huge payoffs. The result is a well-managed, volunteer workforce doing work that is critical to the organization’s effectiveness and a significantly increased capacity of the organizations to achieve their goals and fulfill their missions. The highly successful organizations realize they must invest in leadership development and training so staff can concentrate on new program development, organizational expansion and evaluation of processes and outcomes for continual organizational improvement. Moreover, older adults in service roles that are challenging and fully engaging are more satisfied and fulfilled, and they are more likely to stay with the organization. Adults 55+ who have been leaders in their work and community lives seek similar roles in their civic engagement work.

- Offer opportunities for skilled professionals to contribute at the leadership level of the organization and to assume leadership roles. Executive Service Corps of Chicago offers adults 55+ a range of positions as consultants, project managers, performance coaches, meeting and retreat facilitators, trainers, marketers, fundraisers, and administrative staff. Older adults are an integral part of managing the Web site, the *Connections* newsletter, and the annual luncheon. (Executive Service Corps, Chicago)
- Use volunteers to chair all program committees and ensure all segments of your greater organization have representation on the planning and advisory committees. For a faith-based program, all supporting congregations have representation on the advisory council. Adults 55+ also plan, coordinate, and teach classes in the “Adventures in Learning” program that is three 8-week sessions of classes and quarterly luncheons. (SCOV Faith in Action Program)
- Be opportunistic – create new leadership roles or fill existing roles as your volunteers gain experience or when skilled volunteers enter the program. One program recruits adults 55+ to be Care Team leaders, whose responsibilities involve conducting the day-to-day coordination of team activities. For example, they convene monthly meetings, match and assign team members to care partners, motivate volunteers, recognize and praise individual and team successes, and assist in publicity and recruitment activities. (Interfaith CarePartners)
- Offer participants leadership training that purposely prepares graduates to assume new leadership roles. Examples of these roles include serving as committee chairs, setting meeting agendas, writing actions, leading peers in visits to legislators, serving as liaisons to coalition groups, attending forums and conferences on behalf of the organization, and acting as spokesperson at press conferences, events, and rallies.

(Institute for Senior Action, Joint Public Affairs for Older Adults) Other examples of leadership programs follow:

- OASIS volunteers are trained to assume peer leader roles. They serve as conveners, bringing older adults together to explore important and interesting topics. They facilitate monthly discussion groups for older adults on emotional wellness issues and coping with life transitions. They encourage the exchange of knowledge, ideas and experiences among participants, creating opportunities for meaningful member participation and social support. (OASIS Person-to-Person Peer Support Network)
 - In the “Seniors Club” in Southeast Asian Seniors program, volunteers manage the peer support program activities in their senior centers and work with groups of older adults to advocate for immigrant, refugee resettlement, and other senior services. (Southeast Asian Senior Services Program, Catholic Charities of the East Bay)
- Develop a more standardized approach to leadership training by creating a Leadership Institute within the program. Select applicants to attend four leadership seminars over the course of the year that prepares them to assume leadership roles within the program. Trainees have the opportunity to explore their leadership style, learn about conflict management, and take a lead on special projects they consider important to the community. (Experience Corps at Temple University)
- Formalize the process for volunteers who want to assume leadership roles within the program. For example, implement an annual New Leadership Recruitment and Orientation event. Members who indicate an interest in taking on a higher level of responsibility can attend a half-day session with community leaders for an in-depth look at current activities and a chance to step into a co-chair or other leadership role. (The Transition Network)
- Involve volunteers in leadership roles to assist with recruitment, training, program development, marketing, and fundraising. In a community initiative, engaged adults planned, developed, and administered the “55+ Volunteering – The Wave of the Future” Conference. In addition, adults 55+ have provided expertise in both conceiving and developing the life planning program and Web site and participated in developing a community leadership program, “Recasting Our Community.” In the pilot of this program, 10 adults age 55+ were trained to apply their leadership skills to pursue self-directed initiatives or provide service to existing community organizations. (Coming of Age, Greater Philadelphia)

D. Provide Training to Prepare Older Adults for New Roles

Most of the leadership or professional level roles for each civic engagement assignment require specific skills and roles that are often unique to each organization. However, a common thread observed across the Promising Practices programs was attention to educating all participants about the culture of service and promoting participant

development through different levels and types of training. The most comprehensive programs offer a general orientation to volunteering that prepares the adult 55+ to undertake a volunteer service opportunity in any nonprofit organization. Following a basic orientation, specific training was offered that directly related to the specific program and role to be assumed. In this phase of orientation or training most models ranged from a half-day meeting to intensive training modules of several days or a week. Many Promising Practice organizations offer a third dimension to training to develop the leadership and relationship-building skills of the participants. The following examples illustrate the breadth of offerings:

- Offer courses in a formal learning environment that comprise all three components of service learning: education, service, and reflection to attract more adults 55+. The more than 500 Lifelong Learning Institutes throughout the U.S. offer service-learning opportunities to older adults in a formal academic setting, where learning is a fundamental part of the volunteer service. The service learning initiative at OLLI allows members to give back to the community in meaningful and vital ways through learning that develops new skills or refreshes previously learned ones. Adults 55+ write about their educational and service experiences in their reflection journals, and then share with one another. Learning happens through a mix of theory and practice, thought and action, observation and interaction. Reflection allows students to identify for themselves the meaning and value of the experience. (Osher Lifelong Learning Institute Service Learning Program at University of Southern Maine)
- Customize different levels of training to prepare participants for diverse roles. A well-orchestrated program that includes service and learning components attracts adults 55+ to assume new roles. In general, core curriculum often prepares adults for volunteer service. Legacy Leadership Institutes are designed to prepare participants for one specific role in the nonprofit sector. The leadership training uses a transformational leadership model that teaches non-positional leadership skills that can be applied in many situations. Topic-specific training prepares participants with the knowledge to function proficiently in their defined roles. (Legacy Leadership Institutes at University of Maryland)
- Prepare older adults to be technically proficient with intensive training for program-specific roles. In an intensive two-week training program, 55+ adult peer-to-peer educators learn to present a five-session curriculum that covers a comprehensive set of topics such as the basics of advocacy, communicating effectively with doctors and insurance companies, appealing insurance company decisions, choosing a Medicare HMO, and comparing Medicare and Medicare HMOs. Peer educators receive stipends for conducting “successful aging” presentations at community-based sites. (Mental Health/Aging Advocacy Project, Mental Health Association of Southeastern Pennsylvania) Other examples include the following:
 - Provide a rigorous training program using community experts as trainers for pre-service as well as in-service training and coaching throughout the year. A tutoring program recruits professional literacy and child development experts to provide the technical training to volunteers. (Experience Corps at Temple University)

- Using a 16-hour coach training curriculum, unpaid peer “Life Coaches” help pre-retirees create a plan for their future, discover and explore possible new directions, set goals, and locate community resources to meet these goals. (Central Florida Community College Pathways to Living, Learning & Serving Program)
 - One program offers a 10-week leadership training course for interested participants, including classes on public speaking; writing; senior benefits and entitlements; city, state, and federal legislative processes; and organizing in a multi-cultural community. This prepares them to become a voice for the needs of adults 55+ at hearings and in meetings with legislators and public officials. It also encourages them to support their other affiliations by taking on leadership roles. (Institute for Senior Action, Joint Public Affairs for Older Adults)
 - Forty-six hours of basic training, including English-As-A-Second Language (ESL) instruction, and a minimum of four hours of continuing education per month, gives older adults the knowledge and skills to provide health education to their peers as well as extend assistance to help monolingual elders in their community. (Southeast Asian Senior Services Program, Catholic Charities of the East Bay).
- Enlist community experts as trainers to ensure the quality of the instruction and to maximize the learning experience. Examples of such experts include elected officials, members of the press corps, and leaders of influential community-based organizations. In organizing the classes, a project director could adequately teach a class on the state legislative process, but it does not compare to an intimate dialogue with an elected representative who gives advice to his or her constituents. The same is true for public speaking, writing, or other issues of prime interest to your organization. Class participants are given an opportunity to meet face to face with newspaper editors and leaders of community organizations and learn multiple ways of achieving their goals. Tapping community leaders and experts builds credibility, raises the status of initiatives, and demonstrates the importance and seriousness of the undertaking. (Institute For Senior Action, Joint Public Affairs for Older Adults)
- Develop peer-training sessions that support adults in new roles and eases transition into positions. One program conducts think-tank group sessions on cutting-edge topics as a way for professionals to polish their skills, transition to a new work environment, and re-enter the workforce with up-to-date knowledge, skills, and confidence to counsel older adults. (Retired Social Workers)
- In addition to in-depth training, peer mentoring is provided to help the new volunteer feel comfortable in the job and answer questions that arise as the volunteer experience ensues. This supports the volunteer in assuming a new role and eases the transition into the position. (Shepherd’s Center of Greater Winston-Salem)

E. Build Communication and Learning Systems to Retain Participants

Promising Practice programs are using training to develop important skills such as communication, partnership, and leadership. In addition, they are developing communication systems that address the need of skilled volunteers to have exposure to and ongoing information about the organizational mission, vision, goals and activities. Programs are using professional approaches to providing intensive training specific to new roles such as fundraising and advocacy. Ongoing training, continuous learning, communication about the value of their contributions, as well as avenues for connecting with colleagues and developing peer support are all keys to retaining adults 55+ in service.

- Engagement of employed adults 55+ offers an entrée to a whole new group of adults looking for ways to contribute prior to retirement and ways to ease the transition from work to retirement. Contra Costa for Every Generation (CCEG) realized that employed community members have the same wants and hopes as adult volunteers and bring many valuable assets to the table. Working adults want to retain the quality of life in their community as they age, and their involvement helps to overcome prevailing negative images and stereotypes about older adults. They seek to shift attitudes toward recognizing and valuing the wisdom and talents adults 55+ bring to bear on the challenges the county faces as its population ages. As peers they also had ongoing connections with community “mover and shakers” from the corporate, government, and philanthropic sectors. (Contra Costa for Every Generation)
- Some opportunities may not present ‘new’ roles but a ‘renewal’ of roles, opening pathways to renewed engagement among older adults in later life, those with limitations or routine activities of daily living, and mono-linguistic immigrant populations. For example, one program developed projects that brought residents together to sew hearts to remind medical students of their personhood and humanity when dealing with difficult medical situations. Others knit blankets for patients of the Children’s Hospital. The project sparked interaction among very diverse and/or isolated populations and built understanding despite nonverbal and basic communication. (JCHE Generations Together)
- Create advancement opportunities and a career ladder within your organization that encourages continuing development and increased commitment to your mission. After at least one year serving in primary roles as tutors, encourage interested members to become program leaders, part of recruitment team, or assume a host of other additional roles available throughout the program operation. (Experience Corps at Temple University)
- Keep participants “in the know” through monthly meetings that include interactive, growth- and communication-oriented activities. The hands-on practice, learning, sharing and consultation with peers increases commitment to service, increases retention, and motivates participants to consider new roles or assume new responsibilities. For example:

- In a coaching practice, monthly meetings allow coaches to practice their skills with their peers, get constructive feedback and support, and receive updates on techniques and changes in the practice itself. (Executive Service Corps, Chicago)
 - The Ambassador Program requires trained volunteer “Ambassadors” of an outreach program to attend monthly meetings to receive on-going in-service training, updates, and information to take back to their groups regarding upcoming workshops and other educational opportunities. During these monthly meetings, they also share their successes and seek ideas from others in dealing with issues that are common to their jobs. (The Ambassador Program)
 - Develop on-going monthly trainings that include topics to increase members’ knowledge in particular content areas such as child development, child behavior, learning disabilities, and literacy skills. Trainings also include team-building activities and time for members to share their experiences and offer advice. (Cleveland Experience Corps)
 - The Center for Healthy Aging encourages engaged professionals to continue their training and remain active in their fields by reading journals, writing articles, and going to conferences. (Center for Healthy Aging/Senior Friendship Centers)
- Provide specialized support for volunteers serving people in difficult assignments. In these situations, develop role options and provide regular opportunities for learning and sharing. A volunteer support program at Ignatian Lay Volunteer Corps includes monthly one-on-one meetings with a personal spiritual reflector and monthly meetings with other volunteer members, both informed by specific readings and directed by a trained facilitator/reflector. Three retreats/workshops each year are designed to deepen the participants’ sense of community and include daily personal reflection time and journaling. The volunteer support program helps members gain a deeper understanding of the human dignity of those who are materially poor or disenfranchised; develop a strong appreciation of the gifts and talents they personally offer and the role they play in their communities; and develop sustained relationships and commitments to their partner agencies, the individuals they serve, and the other volunteer members. (Ignatian Lay Volunteer Corps)
- Create and offer Volunteer Manager’s Network meetings to provide a forum for managers of volunteer programs to explore how to more effectively tap the resources of older adults and expand their organization’s capacity to recruit, screen, train, and retain this age group. Invite CEOs of organizations so they can realize their capacity for impact. (Central Florida Community College Pathways to Living, Learning & Serving Program)

OUTCOME #3: IMPROVED QUALITY OF LIFE

Improved the quality of life of contributing adults age 55+, such as achieving better health, more social connections, or an outlet for their desire to give back to the community.

Engaged adults describe the impact their civic involvement has on their lives in glowing terms. Many mention positive gains in personal growth, outlook on life, relationship building, social networking, intellectual stimulation, continuing education, and the ability to impact the populations they serve. It is now generally accepted that, like good nutrition and exercise, participation in meaningful, purposeful activities contributes to physical and mental well-being.

A. Offer Opportunities for Meaningful Involvement and Ways to “Give Back”

Engaged adults discover how involvement with others around important causes adds meaning and purpose to their lives.

- Recognize that the successful engagement of adults 55+ in one activity often leads to increased involvement in other aspects of your organization. In one program, members began to teach cultural dancing, ESL courses, karaoke Chinese singing, etc. Most importantly, as time went on and experience was gained, the volunteers observed other needs and stepped forward to take positions of leadership, such as acting as advisory board members, translators, and guides for those who were unable to communicate without help. (Daly City ACCESS Multicultural Volunteer Program)
- Create opportunities for engaged adults to share their experiences with each other and communicate the importance of their involvement. In a team-based care giving program, engaged adults learn new ways of caring and improve their relationship-building skills. They develop new perspectives on illness, death, and their own lives. They learn about the aging network and become advocates to help their own family and friends. These interactions and exchanges are described as mutually beneficial. (Interfaith CarePartners)
- Adults 55+ engaged in faith-based programs serve in civic engagement roles as an expression of their faith. Civic engagement is a natural way for congregation members to live their faith through local mission work. As communities and congregations age, there is an increasing interest and need for elder care services. When offered the opportunity to be part of a service or ‘care’ team, people with similar commitments are brought together for shared service. Participants bond by working together on meeting the needs of frail or at-risk peers. Team members benefit from sharing the camaraderie in performing meaningful service without the full responsibility of service falling on an individual. In this way

members feel confident that they can rely on other team members when they need to be absent. (Interfaith CarePartners)

- Inspire adults 55+ to share their knowledge and wisdom with others. One intergenerational program has participants tell their life stories to youth. This “retelling” in an intergenerational setting allows these adults to gain perspective on their lives and enhances self-esteem and well-being. At the same time, it provides a living history experience for youth. (Mary Jane Brown Good Samaritan Intergenerational Programming)
- Capitalize on intergenerational interactions to motivate residents to become re-engaged in life and their communities. Interactions with younger people impart joy and a sense of fun that older adults in their 70s and 80s might not otherwise experience. Many residents have been marginalized over the years and have not viewed themselves as contributing members of society. In this program, residents reinvent themselves and reconnect to the community as valuable resources with a lifetime of experience to contribute through intergenerational activities. (JCHE Generations Together)

B. Create Opportunities for Personal Development and Lifelong Learning

Lifelong Learning is a strong incentive and fulfills a longing to be challenged and to grow throughout life. Programs that understood this and built learning experiences into the older adults’ orientation and training were very successful. Many have become a “one-stop-shop” for lifelong learning by offering a variety of opportunities for both learning and service.

- Create a menu of integrated services under one umbrella program to engage older adults in multiple activities (e.g., life planning, health education, lifelong learning, work opportunities, social activities, and service opportunities). Adults may decide to engage in service in addition to attending health education lectures and vice versa. (Central Florida Community College Pathways to Living, Learning & Serving)
- Build on the wisdom that comes from life experiences by training participants to use their life skills and interpersonal abilities to better serve the target audience of your organization. Students of Life offers training for engaged adults in communications skills then actively includes their participation in campus programs, seminars, and classes. (Students of Life at Institute for Creative Aging, William Paterson University of NJ)
- Adults 55+ given the chance to learn about the goals, activities, challenges and needs of the program and the organization will be stronger, more committed partners in the organization. The more information given to volunteers the more invested they are, and the more powerful allies they become. They do not want to be recruited to play a defined, limited role and do routine tasks that do not require some degree of autonomy. They want ongoing education and training that will enable them to

reinvest in themselves and in the program. The organizational challenge is for staff to encourage and accept this higher level of involvement from older adult volunteers. (Experience Corps at Temple University)

- Co-sponsor lectures and discussion sessions on topics of interest to professionals. Include “skill-building” continuing education sessions, lectures, and work sessions to keep engaged professionals informed of new knowledge and developments in their field. These advertised discussion sessions also increase the community visibility of the organization and helps establish the organization as committed to contributing to the quality of life of the older adult community. (Shepherd’s Center of Greater Winston-Salem and Center for Healthy Aging/Senior Friendship Centers)
- Include social networking experiences in program training and implementation designs to address the social and friendship needs of adults 55+. One of the benefits of the workplace is the immediate access to a naturally occurring social network of people with whom you have at least one thing in common – your work. One of the personal needs participants in civic engagement programs seek to meet is their need for socialization and friendship in a setting where there are common interests around which to build meaningful relationships.
 - Planned events and activities that fulfill other goals can also greatly enrich volunteers’ lives and build a social support network. Offer interactive workshops, a residential retreat, a team development process, and ongoing interaction and involvement of the participants to develop new friendships across communities and across racial and economic lines – adding a powerful and valued dimension to adults’ lives. (Third Age Initiative)
 - Design programs that attract diverse populations and offer cross-cultural experiences and interactions. By building positive intercultural bridges among participants, the programs meet their needs for better understanding and more appreciation among diverse groups. Participants also enrich their lives, continuing their relationships outside of the classroom and outside of the organization. (Institute For Senior Action, Joint Public Affairs for Older Adults)
 - Offering support, guidance, ongoing opportunities for interaction, and personal reflection encourages and sustains volunteers in their work and can contribute significantly to the quality of life of older adults. Encourage participants to share their experiences and verbalize the impact of their participation with others. Verbal and print (e.g., newsletter) recognition of the value and impacts of their contributions helps engaged adults improve their sense of accomplishment and self-worth and sustain or increase levels of involvement (JCHE Generations Together)
 - Once participants have formed supportive social networks, ongoing activities help keep the networks alive to serve the ongoing needs of participants for socialization. California Senior Leaders developed a new role of peer mentors and, at the request of participants, facilitated reunions in different geographic regions of the state among all classes. They partnered graduate students with senior leaders by shared interest areas to provide opportunities for

intergenerational understanding and mentoring. (California Senior Leaders Program)

C. Empower Adults to Build Self-esteem and Increase Commitment

Empowerment is a multidimensional construct that includes, among other things, having decision-making power, open access to information and resources, the ability to make one's own choices, possessing a feeling each person can make a difference, and opportunities to be involved in activities that increase positive self-image and help to overcome stigmas. Examples of empowerment strategies in the most Promising Practice organizations follow:

- Empower grassroots community members to join the community improvement initiative. Go to where people live, work, or worship and find out what they and their communities need; how to structure solutions and activities; how best to get the word out; and how to get the community engaged in the community solution-generating and implementation process. Ask them, “What is needed to make life better? How would you design a program to meet that need? What can we do differently? What can we do better? Will you join us?” When people understand the program's motivation and benefits, and feel listened to, they become more active, engaged, and empowered. (OASIS Person-to-Person Peer Support Network)
- Connect engaged adults with influential community leaders to give them a sense of empowerment and to “level the playing field” by reducing differences in social-economic standing or class. Engaged adults have benefited from contact with centers of influence, motivating them to extend themselves in other areas and become more involved in community events. They gain a sense that one person can make a difference. (OASIS Person-to-Person Peer Support Network)

D. Evaluate the Impact of Service on the Quality of Participants' Lives

The most Promising Practice organizations were cognizant of the need to know if the programs in which older adults were engaged were making a difference in their lives. While few had formal processes, outcome assessment tools, or evaluation programs in place, some were taking strides in that direction. These programs attempted to identify the influence of the program on each participant's quality of life. They applied customized and/or standardized evaluation tools in the following ways:

- Plan an integrated evaluation process to determine program outcomes and attainment of established goals. OASIS measures their discussion group project outcomes using: 1) a survey to track satisfaction of those served, as well as perceived changes in level of mood, isolation, and coping skills; 2) an annual volunteer satisfaction survey; and 3) a satisfaction survey of staff/site managers. (OASIS Person-to-Person Peer Support Network)

- California Senior Leaders Program uses post-program surveys and interviews to determine the influence of the program on participants' quality of life. Graduate students and program staff document participants' assessment of how the recognition they received, the relationships they established, the new skills they gained, and/or the overall experience of being involved in the program enhanced their lives and provided renewed inspiration for continuing their community service. (California Senior Leaders Program)
 - The Cleveland Experience Corps conducts an annual survey to assess program participants' satisfaction with the program, feelings of social connectedness, and sense of usefulness to the community. (Cleveland Experience Corps)
 - A leadership program conducts ongoing follow-up surveys with graduates to determine if they are involved in the community and to what degree they attribute their involvement to their participation in the program. (Third Age Initiative, Leadership Greater Hartford)
- Use measurement tools based on standardized instruments to do assessments in order to produce scientifically sound, credible results. Legacy Leadership does data collection at baseline, after field experiences, and on an ongoing basis to measure each participant's sense of involvement with the community, their self-efficacy, and their health and mental status. (Legacy Leadership Institute at University of Maryland)
- Periodically administer a "quality control" survey that monitors key indicators of general program success and that are determined as important by the organization. Experience Corps tracks such indicators as members' satisfaction with the training and support system, understanding of the program, level of use of curriculum materials, tutoring needs, and general attitudes toward the program. (Experience Corps at Temple University)
- Regularly collect data to assess key indicators that can link participant improvements to the activities and outcomes achieved in the program. For assessing improvement in physical health, the JCHE fitness program monitors and maintains records of the exercise activities and fitness achievements of each participant engaged in an intergenerational fitness program. (JCHE Generations Together)
- Use qualitative anecdotal information to help the team assess progress and satisfaction with the program until quantitative methods can be implemented. Hold team meetings for members to share their activities, concerns, and successes with each other. Conduct focus groups and one-on-one meetings to determine quality of support provided to engaged adults. (Cleveland Experience Corps) During weekly meetings, conduct informal research on the impact of service on engaged adults. (Center for Healthy Aging/Senior Friendship Centers)

OUTCOME #4: ENHANCED ORGANIZATIONAL CAPACITY

Increased the capacity of your organization to achieve your mission and meet your goals through successful methods of engaging and utilizing adults age 55+.

RespectAbility's phase one research revealed: Nonprofit organizations by and large are not building the "aging asset" into their strategic plans or considering how demographic change will impact their organization and services. Even though leaders are aware of changing characteristics of Boomers and believe that adults 55+ possess qualities with the potential to help their organizations succeed, they are not taking this potential seriously nor are they preparing to make it reality.

Promising Practices organizations recognize that adults 55+ have the ability – and the desire – to work productively in paid and unpaid roles well beyond today's "traditional" retirement age, and that they expect service opportunities to reflect the professional environments and leadership roles from which they came. Adults 55+ bring a broad variety of skills developed through formal education, in-service training and life experience that can be cultivated as a valuable resource to the organization when channeled effectively. The most successful organizations have incorporated leadership development into their programs to fully utilize the interest, commitment, and skills adults 55+ bring which leads to new roles that add capacity to the organization to meet its mission. Fostering and developing buy-in from all segments of the community increases organizational capacity and sustainability.

When serious consideration is given to taking on any new initiative, the effective engagement of older adults can result in significantly enhancing the success of new initiatives and/or vastly increasing and strengthening the capacity of existing ones. Engaging older adults can also help organizations transform themselves to meet the challenges of the dramatic, impending demographic change.

A. Create Action Plans Driven by Assessed Community Needs

To capture the attention and imagination of leaders and communities regarding the effects of demographic change, the challenges and opportunities must be made real. Only irrefutable evidence will drive change and motivate leaders and others to take action. The most Promising Practice organizations achieve piercing clarity about the impact aging will have on their communities. In response, they work to develop a shared a vision of a community in which people would like to live and grow old as a means to build and strengthen the capacity of the organizational effort.

- Transform community awareness into collective action in support of capacity building. Conduct informal community assessments through group discussions to build ownership and recruit participants to implement solutions. Encourage neighborhood associations to hold discussions about the specific needs of

the people in the neighborhood and the different ways people can meet these needs as they become engaged as volunteers. (Sarasota County Openly Plans for Excellence)

- Conduct a survey with a representative sample of the population of your community to assess community needs. A scientifically sound study will produce credible evidence for rallying community-wide support and developing a compelling organizational and community vision. Contra Costa for Every Generation (CCEG) used a customized, comprehensive community survey as a tool to drive action to produce a two-year strategic plan. A 50-member representative leadership group assembled key stakeholders to participate in the nine month planning process from which emerged six priority issue areas: Involvement in the Community, Housing, Transportation, Health Care and Wellness, Neighborhood Quality of Life, and Support Services. The workgroups in turn formed task forces charged with achieving specific objectives related to their particular initiative. The plan’s goals and objectives described what they wanted the community to look like and showed where they wanted to go. Dissemination of survey results and sharing the resulting strategic plan captured the imagination of the community and rallied support and organizing capacity from all sectors of the community. (Contra Costa for Every Generation)
- Use the strategy of “managed, representative growth” to ensure all groups, community sectors, and organizations are equitably represented. CCEG created a representation planning grid to ensure all types of people and community segments would be represented and to keep the group to a manageable size of about 300. The planned growth matrix established a screen of racial-ethnic, socio-economic, geographic, public, non-profit, and profit sector characteristics that were applied to everyone nominated so that all segments of the county are adequately represented over the evolution of the life of the group. Managed representative growth attracted attention, established credibility, and resulted in buy-in by a broad stakeholder base which was necessary to sustain motivation and build organizational capacity. (Contra Costa for Every Generation)
- Invest in expert resources to guide organizational capacity building processes and to help your organization focus on both short- and long-term success. Each of CCEG’s Work Groups participated in 12 hours of facilitated meetings to create vision statements, three-year goals, and six-month strategic objectives for their issue area. The resulting visions, goals, and objectives coalesced into a transformative strategic plan that calls for collaboration and a “cascade of partnerships” throughout Contra Costa County to build and maintain a thriving community of aging adults. (Contra Costa for Every Generation)

B. Build Sustainable Programs by Tapping Leadership Skills of Older Adults

The most Promising programs learned to integrate older adults into their plans and core operations as a way to expand and sustain the initiatives while responding to other community needs. Because of higher training levels and more experience, older adults were able to take major responsibility for initiatives and function semi-autonomously with minimal direction and support from paid staff. This allowed paid staff to do

program expansion and future program development, as well as focus on systems development and monitoring to maintain the quality of the existing programs.

- Design programs to become self-sustaining and member led to enhance member commitment and allow for program expansion and growth. Graduates of the Legacy Leadership Institutes, after serving for a period of time, develop a strong commitment to the concept and want to continue their service with new challenges. Becoming part of the Leadership Council that takes over the Institute provides participants an avenue for increased responsibility, learning, and commitment. Thus, trained Legacy Leaders increase the organizational capacity in two ways: Their work helps to sustain the Institute itself and helps to expand services by developing new agencies that serve additional participants and organizations. Other examples include:
 - Provide multiple roles from which older adults can choose as a means and an outlet for their talents. Members in one organization have presented monthly and special events, welcomed and incorporated new members, raised funds, planned new programs in advocacy and wellness, broadened the civic engagement program to increase the number of non-profit and public partners and increased the number of peer groups. (The Transition Network)
 - Encourage senior leaders from previous leadership classes to become peer mentors for subsequent classes. Graduates develop a sense of ownership and willingly invest in nurturing new talent in the organization. This strategy enhances the capacity of the Senior Leaders Program to sustain itself and become a self-perpetuating organization. (California Senior Leaders Program)
 - To continue the growth of an organization, develop critical roles that can be filled by drawing on previous occupational experience among adults from diverse professional fields (e.g., such as nursing, social work, ministry, counseling, business, and other arenas) that build upon the life experience of older adults. The professionals bring a wealth of skills and knowledge and, in turn, find gratification in using their skill base to help others. (Interfaith CarePartners).
 - Create marketing assistant roles to help enthusiastic, high-energy older adults raise program awareness in the community. They can represent the organization by attending health fairs, writing letters to community organizations, making public presentations, and maintaining relationships with agencies and individuals interested in seniors' health. The most powerful impacts were seen when organizations recruited volunteers that resided in, and were known by members of, the target communities. (OASIS Person-to-Person Peer Support Network)

- Include a self-sustaining fundraising mechanism. Located in the City of Tempe Public Library, a non-threatening, age-neutral place, the Tempe Connections space was developed specifically with the Baby Boomer population in mind. The space consists of a coffee shop adjacent to meeting rooms where services and programs are provided. Participants in the Connections Program operate the coffee shop, and revenues produced help to support the space and programs. Proceeds from a volunteer-

operated coffee shop sustains Tempe Connections, a Boomers program, which includes programs on life planning, social engagement, wellness classes, lifelong learning and community-based volunteer opportunities aimed at Boomers. (Tempe Connections)

- Empower members to take direct responsibility for the daily operations and sustainability of the program. Create a management structure in which multiple leadership opportunities are made available. In one program, the council co-chairs are the program leaders; they set the agenda, make decisions, and structure the work of the Council. Council members recruit members to serve on committees developed to address specific issues, such as hiring a director for the library café. The operations subcommittee developed the job description, qualifications, pay range, reporting structure, and became the interview panel for the final selection. (Tempe Connections)
- Decentralize the planning, administration, and management of outlying programs to empower leaders to create and manage their own local initiatives. When individual congregations are empowered to have ownership of their own service activities, participants take on increased responsibility and more people receive eldercare support. Once established, this frees the organization's central staff to recruit additional congregations while it maintains supportive services to existing congregations. This also increases the visibility of the services offered and enhances the reputation of the congregation's ministry. With continuing support and direction from staff, trained volunteers serve competently which increases their self-confidence to act without direction unless a crisis or novel circumstance develops that requires immediate consultation with staff. Decentralization increased commitment by the volunteers to their service project that is the key to growth and success. (Interfaith CarePartners)
- Increase organizational capacity – and personal ownership – by encouraging participants to influence the direction of the initiative, regardless of their role in the organization. Create opportunities for volunteers to share their experience and expertise by seeking their input on how to improve the programs. For example, in the provision of direct, personal care the process of identifying needs and creatively responding to them is a learning laboratory out of which new and improved methods emerge. Relationships are unique and caregiving cannot be reduced to a series of prescribed tasks. Volunteers, by necessity, should be encouraged to use their intellect and resourcefulness to contribute to the design and operation of the caregiving program. (Interfaith CarePartners)

Other organizations follow this capacity building practice:

- Engage volunteers in designing service activities, demonstrating their interest in accepting challenges and adeptness at applying their professional skills. For example, the Health Advocacy Committee is creating a series of workshops, monthly programs, and action plans for individuals focused on practical and creative approaches to exercise, healthy eating, and preventive health maintenance. (The Transition Network)

- Use older adults' professional expertise to expand internal systems that support services offered to clients by paid staff. Give them opportunities to improve internal systems by drawing on their professional skills and talents, such as database tracking or human resource management. (Executive Service Corps, Chicago)
 - Involve engaged adults in the planning and operation of continuing education conferences throughout the year. This will encourage them to suggest new approaches and initiatives based on their personal and professional experience. (Interfaith CarePartners)
 - Use committees as an effective vehicle for utilizing and developing volunteers' commitment, skills, and interests to operate and improve the program. Teach team-building and problem-solving skills to committees or workgroups organized to take on specific tasks. The new skills empower members to provide constructive contributions to the improvement of all areas of the organization. (Executive Service Corps, Chicago)

- Empower volunteers to become first-hand experts and useful sources of information for feedback regarding issues of aging within the community. In addition to the Ambassadors' primary roles of information and referral and outreach education, they are the eyes and ears of the agency in terms of feedback from the community and being a vehicle for generating advocacy for aging issues. Feedback has been instrumental in giving the organization the ability to constructively participate in community dialogues and respond to identified needs. (The Ambassador Program)

- Many adults 55+ bring business and organizational contacts that enhance the program's outreach to the community and increase the capacity of the initiative to fulfill its purpose. One current class member has undertaken the development of a community seminar series on successful aging. Another graduate became a member of the Board of Directors for a partner organization. Several trained graduates are serving on leadership committees of community organizations. (Third Age Initiative, Leadership Greater Hartford)

- Utilize engaged adults' professional skills, such as strategic planning and managerial skills, to benefit all areas of the organization. Montgomery County achieved this outcome by engaging professionals in developing an outcome assessment program, coaching and mentoring, serving as a board advisor, redesigning an organization's communication plan, conducting an organizational analysis, and developing a business plan. (Montgomery County Volunteer Center Pro-Bono Consultant Program)

- Tap participants as resources for fundraising efforts and in developing strong relationships with funders and donors. Once members are engaged with a program, they naturally want to support that program. They see the day-to-day needs and understand the importance of sustainability. They, as well as their spouses, become inspired as engaged professionals to become active fundraisers and to financially support the program. At the Center for Healthy Aging, half of the capital to build their newest facility was donated by volunteers. Additionally, four years later it was

endowed by one of the physicians. Fundraising social events have also developed with volunteers wanting to chair events such as galas, fashion shows, and tennis tournaments. The events serve many purposes: to raise money and cultivate more donors, to raise community awareness of the programs, and to offer volunteers satisfying ways to participate socially. (Center for Healthy Aging/Senior Friendship Centers, Shepherd's Center Faith in Action).

C. Make Marketing and Public Relations Integral to Capacity Building

Smart marketing strategies and good public relations tactics are a hallmark of the most promising organizations. These organizations understand that a comprehensive approach for communication with their community is essential. They work to establish and communicate a brand image built around the needs of the community. They craft messages in positive, action-oriented terms that convey inclusiveness and invitations to participate on whatever terms the older adults choose. They acknowledge, celebrate, and communicate back to the community a plan for action that is built on community input. Finally, they understand the need for and foster community ownership in the program by encouraging, acknowledging, and supporting local leaders who emerge to take the reins.

- Develop multiple outreach approaches to increase program capacity. Participants often serve as “good will ambassadors” assisting recruitment efforts and public relations within the community by offering their personal experiences. One program enlists Ambassadors to distribute copies of the AAA newsletter each month to social service organizations, reducing mailing costs and ensuring that elders in the community receive them. Ambassadors place articles about the program in newsletters of the organizations to which they are assigned. Ambassadors are given information to distribute/publish about upcoming workshops and presentations of interest to seniors and their caregivers. Through relationships developed with housing organization leadership, Ambassadors also arrange for speakers and informational sessions to bring services on site at senior residences. (The Ambassador Program)
- Engage older adults in public relations activities to free up more time for staff to run the program efficiently and at optimum capacity. JCHE residents offer weekly coaching sessions focused on improving reading skills in children in 15 different Boston area schools and organizations. The success of these programs has reinforced with the community that JCHE residents are valuable resources, and word-of-mouth has spread so they are now asked to participate with other groups on a regular basis. (JCHE Generations Together)
- Build a comprehensive media strategy that communicates the core values and guiding principles of the program to enhance organizational capacity. In Contra Costa, a front-page story and a lead editorial publicly applauded the group’s effort in the most widely circulated newspaper in the county. In addition, the carefully constructed Contra Costa for Every Generation Web site (www.foreverygeneration.org) won a

Wilmer Shields Rich Gold Award for Excellence in Communication from the National Council on Foundations. Media communication has been a significant factor in sustaining the volunteer effort and keeping the progress and accomplishments in the minds of the general community. (Contra Costa for Every Generation)

- Encourage volunteers to become “the face” of the program when they are with their peers. This will expand program visibility and trustworthiness in neighborhoods that were previously unaware of the program opportunities and services. This tactic has saved staff time and improved effectiveness in reaching out to targeted neighborhoods. (OASIS Person-to-Person Peer Support Network)
- Publicize the accomplishments of the older adults to influence donors. The various civic engagement activities are highlighted in JCHE publications, newsletters, annual reports, and in local media. Potential donors and community partners are pleased that their donations and neighbors help such a vibrant community. The community itself sees the impact made by the volunteer efforts of older community members – encouraging both older adults and the community to become more involved. (JCHE Generations Together)

D. Establish a Neighborhood Presence and Involve Trusted Local Leaders

By engaging neighborhood leaders and influencers and establishing trusting relationships within the community, organizational presence and capacity is increased in targeted neighborhoods and communities. Increasing the local visibility of the organization as a trusted community resource increases neighborhood participation in programming opportunities and expands the use of needed services.

- With the help of multicultural volunteers, conduct quarterly multigenerational health fairs to broaden access to the underserved minority communities. Members of the community who attend the health fairs are introduced to the center in a neutral environment, learn about services that may benefit them, and learn about opportunities to become involved in the program as volunteers. (Daly City ACCESS Multicultural Volunteer Program)
- Recruit older adults to help expand an organization’s presence in an African American community that has been historically underserved. In one community, successful marketing and facilitation of discussion groups by one organization has increased the demand for all of its programming and services. (OASIS Person-to-Person Peer Support Network)
- Create greater visibility in surrounding communities by showing that engagement and impacts go beyond the walls of the organization’s own sites. In addition to their own service program, JCHE also facilitates a collaborative with three other housing service providers. The requests that JCHE cannot handle are shared with other

housing communities that have fledgling intergenerational programs—thereby sharing a successful civic engagement model and, at the same time, providing greater visibility for JCHE services. (JCHE Generations Together)

E. Use a Team Approach for Peer Support and Accountability to Outcomes

The most successful Promising Practice organizations adopt a participative and inclusive management model where volunteer participants share leadership responsibilities. In a leadership-oriented program, teams often function as mini-organizations, sometimes independently and most often in partnership with organizations that benefit from their talent, expertise, and commitment. Through these team projects, adults 55+ become change agents, policy makers, program developers, and project managers to reach target groups of all ages. For example, successfully implemented team projects at the Third Age Initiative include piloting a “History and Heritage through the Arts” program for elementary school children, developing a “Readers as Leaders” project for middle school students, refurbishing a park, and improving services and programs for adults 55+. (Third Age Initiative, Leadership Greater Hartford)

- Teams allow for shared responsibility that boosts confidence levels, strengthens bonds, provides peer support, motivates ongoing participation, and prevents burn out. Teams allow for continuity of service while affording engaged adults flexibility with their time. (Interfaith CarePartners)
- Establish a team of volunteers that fosters camaraderie, accountability to each other, and peer support. Once trained, literacy tutors operate both individually and as a team, working in tandem with teachers, school staff, fellow corps members and family members to achieve academic objectives. (Experience Corps at Temple University)
- Create “circles of participation” by bringing members together in groups to support each other in achieving personal and group goals. In one program, members become part of a community of like-minded women where they find intellectual stimulation with peers and plan and execute projects for which they share similar passions. Many women move from participating in strictly social activities to meaningful and continued civic engagement. Each community volunteer project is designed as a team effort, with more experienced members supporting newcomers to build their confidence and acknowledge their contributions. The team approach allows for episodic and flexible scheduling and fosters collegiality among women. (Transition Network)

F. Develop Partnerships that Provide Mutually Beneficial Exchanges

Effective community-wide recruitment involves the development of partnerships with key organizations and individuals from businesses, government agencies, and other non-

profit organizations that share the goals of your organization and support your mission. Participants from these partner organizations can bring their personal skills, knowledge, and the resources of their organization to the table. They can serve on advisory boards and operational committees, offer pro bono professional and occupational services, lead special events and process teams (e.g., membership, fundraising, building campaigns, etc.), and open doors to the movers and shakers your organization may need to involve to achieve its goals. Promising practices from multiple organizations are described below.

- Establish a volunteer steering committee of well-connected individuals to connect your organization to key resources and people in the community. Steering committee members reach out to opinion leaders, influencers, and political leaders to engage a strong, highly committed volunteer base. Steering committee members for Contra Costa for Every Generation include the dean of a local community college, the chief of staff for the area's state senator, a University of California professor who is a nationally recognized expert on aging issues, the chair of a private industry group, city mayors and the County Executive, and executive directors of local non-profits. (Contra Costa for Every Generation)
- Create an advisory council that enlists well-connected citizens, partner organizations, and staff to promote the program. In one program, two citizen co-chairs lead the advisory council, which is responsible for the focus, direction, planning, development, oversight, and promotion of their programs in the community. Each person is selected based on their interest in the effort as well as the resources and connections they can bring to the table to enhance the goals of the organization. (Tempe Connections)
- Develop strategic partnerships with key players in the community to share resources, access volunteers, and increase community awareness related to strategic initiatives. For example, the Coming of Age initiative enlisted four partners to market the civic engagement initiative. The university serves as the base of operations and provides technical support. The media partner leads the public awareness campaign and community education efforts by producing public service announcements and managing and hosting the "BoomerVision!" community education series. The United Way staff helped develop the "55+ Volunteering – The Wave of the Future" conference to recruit 55+ volunteers. And, AARP underwrites a portion of the public awareness campaign (print media story placement, two-minute video, short film and a call for stories) and sends information to its members. (Coming of Age, Greater Philadelphia)
- Partner with colleges and universities to create mutually beneficial programs. The community organization receives first-rate program and evaluation advice and the university gains access to real-world placement sites to advance students' work experience and serve as learning laboratories. In developing an intergenerational mentoring program, universities provide the student interns who learn from and support the work of health professionals at the Center. Currently the Center for Healthy Aging accepts medical physicians' assistants and nursing students from five

universities. Because the interns often are in the final stages of their programs, they can actually do histories and physicals and follow-up visits with oversight from a doctor. This helps to expand the professional base of volunteers, especially during the summer months when a good number of participants travel to their northern homes. Physicians have often commented that the "students" are stimulating to them, and they truly enjoy sharing their knowledge. (Center for Healthy Aging/Senior Friendship Centers)

- Enlist the support of elected officials and governmental agencies to raise awareness of recruitment efforts. For example, a New York state senator sent a mailing out to her constituents to recruit a diverse group of adults 55+. The city commissioner promotes the program by mentioning it in his public presentations. The New York City Department for the Aging and the New York Public Library system created a link on their Web site for older adults looking for opportunities for advocacy and community involvement. (Institute for Senior Action, Joint Public Affairs for Older Adults)
- Affiliate with city or local government departments to benefit from the increased visibility, credibility, and shared resources. Located in the City of Tempe Public Library, a non-threatening, age-neutral place, the Tempe Connections space was developed specifically with the Baby Boomer population in mind. The space consists of a coffee shop adjacent to meeting rooms for services and programs. Participants in the Connections Program operate the coffee shop, and revenues produced help to support the space and programs. Although the primary goals are to promote civic engagement and leadership opportunities, the program also provides a venue for socialization, lifelong learning, and information and referral. (Tempe Connections)
- Seek partnerships with faith-based institutions that share similar missions and goals. Experience Corps members often work directly with their church's leadership to recruit new members, and churches often hold site and regional trainings for members to discuss ways in which the program can support initiatives in areas of family and early childhood literacy. A new partnership with the Center for American Islamic Relations is a model for diversifying service and increasing understanding between different faiths and cultures. (Experience Corps at Temple University)
- Increase the number of collaborating organizations and number of participants each year to strengthen organizational capacity. For one program, the financial commitment and the collaborative support of congregations are essential to the strength of the program. Each congregation has a seat on the Shepherd's Center Congregational Advisory Council (CAC). The Council is a critical link between congregations and the Center. The CAC meets quarterly to foster the partnership between the congregations and the Center, plan collaborative activities, and provide an information link between congregations and the Center. A representative from the Center's Board of Directors provides leadership. (SCOV Faith in Action Program)

- Engage time-limited professional consultants to enhance organizational capacity in guiding the grassroots development process. To assist in the difficult task of implementing a grassroots, bottom-up approach that would ensure buy-in, CCEG hired a professional facilitator to work with the CCEG team. The consultant used specific strategies to guide the development process – promoting full participation and collegial relationships among both paid and unpaid participants. She helped the workgroups specify measurable objectives and practical action plans and create functional accountability structures. She helped develop self-directed work teams and worked on the creation of the planning grid that ensures fair representation from all regions and sectors across the county. (Contra Costa for Every Generation)
- Allow members to take initiative and implement creative approaches to develop new resources to strengthen the organization. For example, a marketing committee for Tempe Connections submitted a proposal to “Ad to Phoenix,” which is a professional organization of young advertising professionals who take on a community advertising project every year. The pitch focused on the excitement of the new program and how it will benefit adults similar in age to their parents in the community. (Tempe Connections)
- Foster partnerships through regular communications and well-executed coordination of activities between partners and among volunteers. Regular meetings are necessary to coordinate specialty referrals between agencies and to maximize the use of volunteer professionals. Coordinating care between Senior Friendship Centers and partnering service providers, Resurrection House, and Sarasota Memorial Hospital has always been a priority to avoid the duplication of services. (Center for Healthy Aging/Senior Friendship Centers)
- Form partnerships with clearly defined, mutually beneficial exchanges to build in long-term sustainability and extend the reach of both organizations’ programs and initiatives. In one program, organizational partners at group discussion sites collaborated on providing space, exchange of potential new participants, and meeting logistical support. For OASIS, foundation and corporate donations and government grants are also used to cover overhead expenses, such as a licensed clinical social worker and program coordinator. (OASIS Person-to-Person Peer Support Network)

OUTCOME #5: ENHANCED COMMUNITY IMPACT

Demonstrate a greater impact from the service contributions of adults 55+ to your clients, your partners and/or the community at large.

We all seek reasonable solutions to our everyday problems and are practiced in breaking problems into their component parts to reduce complexity and make tasks more manageable. Reductionism may ease the burden, but it also exacts a price. The intrinsic connection of the parts to the whole and to each other can become obscure. In the nonprofit world, the ensuing fragmentation, insulation, isolation, and increased competition among players can also result in a negatively charged community environment. The pressure to ensure accountability of public funds and the pattern of funding programs from both public and private sources exacerbate the fragmentation rather than reward integration of community-based programs.

In contrast, leaders of organizations that successfully engage adults 55+ think and act in ways that build cohesive systems and increase sense of “community.” A clear, compelling vision of the meaning of community was developed around which everyone could rally. They sought support, ensuring broadly inclusive participation representative of all segments of the community and key stakeholders involved in the initiative. They supported multi-generational activities and programs based on respect, mutuality and interdependence, demonstrating that coexistence of all generations was “changing the face of aging” in their communities.

A. Foster Strategic Partnerships to Transform Attitudes toward Aging

A particularly interesting finding from the Promising Practice research was a renewed focus on the regeneration of community. The Promising Practice programs went to great lengths to develop change strategies to address issues of growing multiculturalism, scarce resources, and fragmentation of services. The collective result of new approaches and successful change strategies was a shift away from fragmentation and problem-focused approaches to ones that balanced process and outcomes and that were inclusive and integrative. Successful Promising Practice programs are using “systems thinking” and community empowerment approaches to change the face of aging in their communities. They are also capturing an accurate assessment of community reality and identifying, developing, and maintaining successful strategic alliances.

- Begin partnership identification and relationship building at the conceptual, planning stages of your program to ensure shared ownership and to form a sound, long-lasting bond. To build a solid program where partners share the work and the wealth, partners need to be included at the conceptual or program development stage. This planning offers opportunities for productive dialogues regarding interests, available resources and combined capacities, and leads to a clear definition of expectations and

mutually desired outcomes. Gather a “think-tank” group of community organizations that will help establish a sound foundation for the program. Carefully listen to what they have to say about all stages of development – and be open to making process and structural changes based on their input. These partners become your support system, sounding board, design consultants and potentially a rich funding source when expanding and starting new initiatives. (Central Florida Community College Pathways to Living, Learning & Serving Program)

- Seek partners that meet three critical criteria: 1) they share a commitment to your organization’s goals; 2) their resources and assistance are integral to your program’s success; and 3) they are willing to take ownership in creating a mutually beneficial strategic partnership. JCHE has had a literacy program partnership with the Lucy Stone Elementary School in Boston for six years – a program deemed so valuable that the school has incorporated it into their ongoing curriculum. The school’s principal gives attribution to the program for helping to fulfill their mission: literacy education and meeting the education reform objective of allowing children to see that education reaches into the community and goes beyond the four walls of a classroom. (JCHE Generations Together)
- Successful partnerships invite participants to become part of the solution in addressing community needs. Sarasota County Openly Plans for Excellence collaborates with a city government, county government, and two non-profits to work as a seamless team in local neighborhoods using an asset-based approach to community solutions. This work focuses on and taps the talents, gifts, and capacities of neighbors to help each individual become a producer of community health and well-being rather than simply a consumer of services. They work to identify and nurture the relationships between individuals, associations, and institutions in new ways. (Sarasota County Openly Plans for Excellence)
- Build an alliance of aging service organizations to advocate for legislative and policy reforms related to your shared missions and goals. Build coalitions and partners with other organizations providing services to older adults to successfully impact city council, state and federal legislative decisions and policies as well as plans related to improving the services for adults 55+. (Mental Health/Aging Advocacy Project, Mental Health Association of Southeastern Pennsylvania)
- Identify the other mutual assistance associations and organizations that have a vested interest in the population served and determine what each brings to the partnership to enhance service delivery to your mutual audiences. Determine what components each partner can bring to bear on the outcomes for partners, your clients, and the community. For example, a public health department needs to deliver its services and its partner organization provides access to the community. (Southeast Asian Senior Services Program, Catholic Charities of the East Bay)
- Build an advisory committee to draw on and share resources for marketing, staffing, and volunteer recruitment and training. Create a multicultural, multi-agency, and

community-based advisory council to develop a culturally competent approach to assessment, program planning, recruitment, and outreach. In one program in Daly City, the partnership consisted of volunteer community activists, service agencies, and the city Senior Services department. (Daly City ACCESS Multicultural Volunteer Program)

B. Cultivate Inter-agency Collaboration to Meet Community Needs

When organizations share values and interests, and perceive mutual benefits from a partnership, a synergy results that enhances the whole. In this environment, people see opportunities for collaboration rather than competition and offer advice, counsel, support, and new opportunities for your volunteers to find ways to participate in mutually beneficial programs.

- Enhance organizational impact by developing a variety of wrap-around services and programs to enrich and strengthen community services by other service organizations. For example, the local Area Agency on Aging has a Shepherd’s Center program for making referrals and developing care plans for individuals. The official referral source offers reassurance to clients and volunteer opportunities. (SCOV Faith in Action Program)
- Do the homework needed to accurately identify and document the interests and needs of the target groups. Conduct a focus group with a group of nonprofit directors to identify their needs for highly skilled older adults, and discuss the roles these engaged adults could assume in their organizations. (Montgomery County Volunteer Center Pro-Bono Consultant Program)
- Develop a community collaboration with an educational institution that shares your commitment to your mission. These partnerships can bring educational resources to help fulfill service-learning needs of nonprofit organizations that want to train volunteers in specific skilled roles such as fundraising or advocacy. (Legacy Leadership Institutes at University of Maryland)
- Convene small group “think tank” meetings with partners at the end of the program year to gather feedback and explore ways to improve programs. Meetings are held regularly with staff, administrators, and teachers to evaluate and assess that each group is content with the programs’ progress. (JCHE Generations Together).
- Invite staff from partner and host agencies to participate in volunteer trainings covering topics they do not have the expertise to address in their in-service training programs. Due to limited resources on the part of all agencies in the greater partnership of Daly City ACCESS, the Daly City Senior Services, the fiscal agent of ACCESS, offered free cultural sensitivity training to partners as a means of building capacity as a team of providers of quality volunteer service. It is critical in service to others to recognize one’s own cultural viewpoint, whether as an individual or an

agency, as this affects how people express their values to others and how others understand theirs. The practice of cultural humility via specific training offering techniques of giving respect and a broad view of culture beyond language and race, offers volunteer organizations tools to build lasting relationships in a diverse world with their volunteers, and for the volunteers to use in their work. In the Daly City ACCESS partnership this heightened awareness led to successful utilization of large numbers of multicultural volunteers in every program offered, where there had been few to none. (Daly City ACCESS Multicultural Volunteer Program)

- Track changes in social capital in the community to help determine if your program had any impact on the attitudes, values, and actions of community residents. The Gulf Coast Community Foundation of Venice sponsored a countywide social asset benchmarking survey that helped the community understand the extent to which individuals felt they could impact quality of life in the community. This survey stemmed from the national work of the “*Saguaro Seminar: Civic Engagement in America*” at Harvard University. The survey revealed in Sarasota County, 24 percent of respondents reported that they, or people like them, had little or no impact in making the community a better place to live. This baseline survey data will be used to measure the impact of the work in the community and by SCOPE to expand the number of community residents who believe their participation in community affairs makes a difference. (SCOPE - Sarasota County Openly Plans for Excellence)

C. Tap Institutions of Higher Education for Training and Evaluation Consultation

Many Promising Practices organizations have established links to educational institutions in order to benefit from their resources. These institutions have expert talent that can play instrumental roles in the development of civic engagement activities, particularly in the development and interpretation of surveys, research and evaluation, and organizational development and training.

- For training expertise, develop partnerships with local community colleges that provide lifelong learning as part of their mission. Transitional training, focused on improving computer literacy, was organized and facilitated by the Workforce Development department of a local community college. By becoming the education partner, the activity meets McKesson’s goals of providing training to the community that leads to increased employment. (McKesson Transition Training Program)
- Identify local university groups that understand the significance of and desire to support development in the field of civic engagement. The Emeritus College, committed to continued intellectual, creative and social engagement of retired faculty from Arizona State University, provides lifelong learning opportunities and helps develop methods for engaging adults in the community in meaningful ways. (Tempe Connections)
- House your intergenerational program in a university setting with ready access to interested faculty, staff and students, technology, and other tangible and intangible

support. A “train the trainer” model uses professional educators to encourage and empower participants to disseminate what they have learned. In one program, over 80 percent of participants reported that they had shared skills and tools they gained through the program with others in their respective organizations and communities. (California Senior Leaders Program)

- Seek high-level university administrators to demonstrate their commitment to diversity and civic engagement of older adults. This approach can take the form of tangible support such as classrooms, utilities, and office space for the program or can be various types of intangible support, like faculty consultation on programmatic and evaluation issues. (Students of Life at the Institute for Creative Aging, William Paterson University of NJ)
- Recruit and fund a university professor to evaluate your program. When seeking funding for program development and implementation, include a request for compensation for evaluation. University professors in social science fields can significantly improve your understanding of your organization’s ability to achieve your stated outcomes through evaluation research. Ph.D. trained professors can design the evaluation study; conduct data collection with students who need research practicums; collate and analyze the data to demonstrate achievement of program outcomes; and prepare reports that will have lasting value in your dialogues with volunteers, partners, funders and the community. (Daly City ACCESS Multicultural Volunteer Program)

D. Pool Resources to Expand Program Reach and Increase Service Capacity

Increasing competition for scarce resources is having an adverse impact on non-profit organizations. Developing community-wide initiatives that rely on a broad base of financial support and multiple partnerships to achieve outcomes will spread the responsibility for effecting community change.

- Identify funding sources willing to jointly support a community effort by designating resources to fund specific aspects of the community change process. A unique collaboration came about through the work of a multicultural advisory committee that created a citywide survey of adults 50+ in four languages. The results of the survey outlined specific needs that could be presented to funders and partners alike as component parts of a total plan. The planners defined a priority-based action plan and specific measurable outcomes. This specificity made the task of allocating funds easier for agencies and foundations. Resources were provided by the following:
 - The fiscal agent funded office support activities and a local foundation funded the facilitation of a community assessment to explore how differing cultures can work together for the good of the larger community via a public community center.

- Another community foundation funded outreach workers who spoke three languages. The city provided staff oversight to administer the program, as well as facility use.
 - A local adult school provided educators to prepare volunteers for service roles.
 - County Aging & Adult Services funded a sustainability study and countywide trainings of fellow professionals in best practice techniques for multicultural civic engagement. (Daly City ACCESS Multicultural Volunteer Program)
- Ask for needed resources from partners that have a vested interest in the target group and share the same mission. A public library provides free meeting space for trainings, materials for tutors and used books for students, and educational retailers donate teaching supplies and books. A literacy organization provides free literacy training. One partner requests volunteer training for their employees in exchange for books and other resources needed for the program. (Cleveland Experience Corps)
- Community capacity increases when community partners provide tangible and intangible resources on a continual basis or for special events and programs. Some examples include:
 - Community partners provide assistance in identifying potential funding sources for the program, support participation in the program, and provide access to the local media. School partners contribute financially, on a yearly basis, to the program. (Experience Corps at Temple University)
 - Seek sustained financial support from the Area Agency on Aging and government funding sources. This actively demonstrates the community's acknowledgement of the impact of the program. (Interfaith CarePartners)
 - Involve an organization or group (e.g., educational sorority) that is searching for a yearlong service project in fundraising. (Cleveland Experience Corps) Ask community partners to host the program, for example, offering space for seminars and classes. (Institute for Senior Action, Joint Public Affairs for Older Adults)
 - Share human resources. Partner with other organizations whose mission is to develop leadership and advocacy skills by sharing instructors. (Institute For Senior Action, Joint Public Affairs for Older Adults)
- Bring community organizations together to sponsor a community-wide event to jointly raise awareness of civic engagement opportunities and to recruit of older adults. In one initiative, the focus of a day-long event for 250 local nonprofit executive directors, volunteer coordinators, and board members was 1) exploring strategies for tapping into the expanding resource of 55+ volunteers and 2) training organizations to create compelling volunteer opportunities, promote inclusiveness, maximize retention, and develop marketing to attract age 55+ volunteers. (Coming of Age, Greater Philadelphia)
- Utilize multiple approaches in a public media campaign to raise awareness about the potential in an aging population, to highlight the impact older adults in service can

have on your community, and to change the conversations and community dialogues about aging. A public awareness campaign, including a Web site, community education series, and non-profit capacity building training effectively communicates what it means to transition from one stage of life to another. The campaign was important in developing ways to shift thinking about the potential that exists among the older population. (Coming of Age, Greater Philadelphia)

- Establish partnership agreements with volunteer supplier organizations to gain visibility for your organizational recruitment efforts. For example, a partnership with a volunteer center helped an organization reach a broader audience of older adults through their Web site. They collaborated with other organizations to co-sponsor a volunteer recruitment event. (Central Florida Community College Pathways to Living, Learning & Serving)

E. Establish Non-traditional Partnerships to Reach Special Target Groups

- Collaborate with non-traditional service providers in the community (e.g., hospitals and health groups) to more effectively reach the underserved populations that have come to trust them. Through such collaborative partnerships, many underserved elderly are given the opportunity to learn about available resources; moreover, they have a chance to identify personal health or mental health needs and access the appropriate services once that need is identified. The community and the collaborating hospital partner benefit by having OASIS as an avenue by which to share their message to a needy population. OASIS Person to Person has implemented this principle in multiple successful ways:
 - They leverage their relationships with their health partner, their discussion group locations, and other community agencies that provide resources to the underserved to bring health screenings and community resource information to those who lack the ability to access information and services themselves.
 - BJC, their hospital health partner, provides health screenings at community events in underserved neighborhoods and in community hospitals, as well as supplies speakers on important health literacy topics.
 - In collaboration with the Alzheimer's Association's minority outreach initiative, they spread their message within multiple affordable housing discussion group locations, reaching many seniors in a short period of time.
 - Building on relationships with "experts in the field," OASIS invited them to share information on topics such as Medicare D and estate planning with seniors who are unaware of these critical issues.
 - In a partnership with the BJC Healthy Mind, Body, Spirit church initiative, they brought resources to community health fairs for the underserved and provided the OASIS Caregiver Guide organizational binder to trusted health ministers for dissemination to caregivers in their congregations.
 - Finally, collaboration with BJC Behavioral Health allowed them to offer free professional mental health counseling to peers referred from their peer support programs. (OASIS Person-to-Person Peer Support Network)

- Expand services and collaborations with private sector partners that reach out to employees to become civic engaged with the non-profit partner. For example, through working together in the planning of the Family Health Fairs in underserved neighborhoods, agencies are now sharing volunteers and staff with each other. Not only do agencies provide volunteers, staff also volunteers to man booths, write grants, and give talks on their days off. The key to this true sharing of resources is about building relationships across agencies and individuals so that volunteers feel that trust. This included trainings to deepen cultural understanding and give the tools necessary to work across cultures. (Daly City ACCESS Multicultural Volunteer Program)
- Create a new collaborative to address a shared problem by pooling resources to meet a common need of the founding organizations. An example of this model is seen in the Shepherd's Center of Oakton-Vienna Faith in Action Program (SCOV). Multiple local congregations of varying sizes support and participate in SCOV, which provides an interfaith resource of services and programs for older adults in their communities. Congregations include SCOV Faith in Action Program as part of their outreach in the community and refer their members to the central program services. Members of the SCOV Congregational Advisory Council assist SCOV in enhancing communication between their congregations and SCOV. Congregational newsletter columns focused on older adult programming provide information about SCOV. SCOV participates in congregational mission fairs and presentations to older adult groups. Older adults are engaged in providing activities and services that maintain independence, facilitate new relationships, provide support, maintain connections, and prevent isolation. (SCOV – Shepherd's Center of Oakton-Vienna Faith in Action Program)
- Collaborate with a well-known, national organization serving older adults to increase visibility in the community for the local organization's activity and mission. This affiliation will benefit the local organization as well as the national partner. For example, AARP has helped recruit older adults by mailing information to AARP members, providing financial support for training and recognition, providing give-away items to engaged adults, assisting with overall marketing, and assisting with the development of an Advisory Council. AARP benefits from this partnership because the program offers a local venue that engages their membership in meaningful activity with a reputable organization. (Experience Corps at Temple University)
- Developing relationships with marketing and media professionals enhances capacity to get the right message out to the right audience in a professional manner. In one program, over 60 percent of the senior leaders received coverage of their work and their award through local newspaper stories and newsletters. An 85-page monograph with pictures and narratives illustrating the contributions of each of the senior leaders has been widely distributed. A professional-quality 20-minute videotape of the program is used in university classes as well as by foundations and other organizations. Business cards identified program participants publicly as "California Senior Leaders." (California Senior Leaders Program)

F. Build Collaborative Relationships using a Purposeful, Planned Process

Relationships, collaboratives, and partnerships work best and last longer when there is understanding and clarity about roles, commitments, expectations and responsibilities. Strong programs often use an outside facilitator and a structured process for developing the parameters of a relationship with a partner. A structured process also assures that key elements—a common mission, agreeing on shared goals, assessing needs, and allocating human and financial resources to support the effort—are done openly and with agreement of all parties involved.

- Community foundations are taking on a new role by taking the lead as community conveners of a community-wide effort to make positive changes in changing the face of aging. The stance taken by the John Muir/Mt. Diablo Community Health Fund and the Y.& H. Soda Foundation in convening the CCEG task force is unparalleled in the industry. The community foundations became “leader magnets” to entice the county’s business, non-profit and government leadership to become engaged. The neutrality of their position in the community meant no organization or group of organizations could control the process or demand self-serving outcomes. They strongly supported the community’s freedom to choose their preferred future, the broad inclusiveness of all sectors of the county’s population, and the inculcation of empowerment values and positive role modeling in all the CCEG activities. They financially and philosophically supported the need for hiring professional consultants to speed the process along and to ensure the planning and implementation process would be based on sound, knowledge-based practices. (Contra Costa for Every Generation)
- Engage elected officials and local philanthropic organizations in the design and development of your program, as they are often the catalysts for the development of new programs and can offer guidance in the most pressing needs to be addressed from their perspective. For example, in Tempe, the local government (mayor and city council) sponsored an assessment process called the Tempe Task Force on Aging, which provided recommendations for change in the community. The Life Options model became the foundation for the program, which includes life planning programs, meaningful engagement, continued learning for new directions, as well as for peer and community connections. A citizen-led Advisory Council was formed to plan and implement the Life Options model in the community that included opportunities for leaders within the Advisory Council to take on advanced responsibilities and new roles. (Tempe Connections)
- Explore multiple approaches for mutual benefit when establishing new partnerships with agencies hosting volunteers. In one program, these approaches include providing a project coordinator to relieve the agency of the burden of volunteer training, management, trouble-shooting, and communication; collaborating with the agency to identify program needs; creating a team-based volunteer group that replicates the collegial environment of the workplace; and permitting flexible

scheduling so that older adults can combine civic engagement with other goals of their post-work years. (The Transition Network)

- Establish a Community Outreach Advisory Committee, with representatives from major agencies that provides services to underserved older adult populations. This approach enabled a program to learn from other agencies and adapt their approach, materials, and their organizational sensitivity to successfully meet the needs of the population. (OASIS Person-to-Person Peer Support Network)
- Involve large organizations that have a vested interest in the community and its citizens and/or are the source of funding for care and services (such as the Department of Human Services) in planning the civic engagement initiative. Coming of Age successfully kept DHHS involved and effectively changed the organization's view of older adults as an important resource for the city. They are now using older adults to help address some very critical needs in the city, particularly for children and families. (Coming of Age, Greater Philadelphia)
- Educate organizations serving the mature market on the benefits of hiring and training older adult representatives to work with same-age clients. The impetus of a training program's sponsor was to engage and hire a diversified workforce; specifically, working adults age 55+ were engaged to handle questions from external customers who are also 55+. Older adult representatives are empathetic and understanding of the needs of same-age customers who often face similar issues and problems. (McKesson Transition Training Program)
- Demonstrate how long-term cross-cultural partnerships can impact the community's understanding of diversity and create a positive image of older adults as a valuable resource. JCHE residents have worked in four Boston city schools with elementary, middle, and high school students for six years, teaming primarily white, Jewish elders with primarily black, Asian, Hispanic, and Christian students. This presents an opportunity for diversity issues to be discussed and for understanding and tolerance to be learned. In the e-pal and pen-pal programs, students share information about their holidays, customs, and oftentimes their beliefs, through the written word. In another program, high school students walk with elders who need exercise, and then the entire group comes together for discussions that are often about the diversity they just experienced. In addition, this latter program allows students to see elders in non-stereotypic ways, and residents become important role models for lifelong exercise. Long-term partnerships increase the chance that students will see elders in a new, positive way and change their perceptions of aging while the elders in the groups increase their acceptance of their own aging processes. (JCHE Generations Together)
- Create intergenerational programs at colleges and universities to change young adults' image of retirement. Students begin to view, and appreciate, older adults as mentors and leaders with experience and wisdom to share rather than older adults engaged only in traditional recreational activities. (Students of Life at the Institute for Creative Aging, William Paterson University of NJ)

- Select and train participants from within targeted neighborhoods to serve in pivotal advocacy roles with clear responsibilities and accountabilities. Older adults without professional or technical experience can be trained to conduct outreach referral and education activities to reach the senior population and their caregivers in their homes or other environments. The ambassador program was created by the Area Agency on Aging (AAA) due to lack of resources to advertise and make accessible its services. As a result, the AAA has developed collaborations and opened communications that did not previously exist with many neighborhoods, faith communities, and other groups. Through an ambassador program, many more individuals are becoming aware of the issues impacting seniors and their caregivers, thereby increasing the opportunities for enhanced advocacy efforts. (The Ambassador Program)
- Change practices in response to demographic shifts in the community to ensure that all members of the community are served. In one community, Senior Services represented a traditional multi-service senior center serving middle-class Caucasian adults. In order to address the surrounding area’s changing demographics and fill the gap of reduced municipal funds, the Multicultural Volunteer Program began to explore ways to involve monolingual older adults in civic engagement roles. Once a culture of respect and support and a new approach to engaging diverse adults was established, the traditional senior center began to see changes in its membership demographics. (Daly City ACCESS Multicultural Volunteer Program)

G. Publicize Achievement of Outcomes to Build Community Support

The involvement of adult volunteers in meaningful roles increases social capital, benefiting the program, partners, host agencies, and the communities served. Successful programs that make a commitment to disseminating their work invest in documentation of best practices for sharing with others committed to the same goals. They also understand the need to assess the impact they are making by documentation of baseline data against which their outcomes can be measured.

- Document successful outreach practices and methods to facilitate growth in new areas. For one organization, an outside firm created a “best practices” Community Outreach Implementation Guide that chronicles the development of the neighborhood-based training approach and peer-led group program and includes lessons learned and guiding principles to follow. The guide supports other organizations that want to replicate the program in other communities. (OASIS Person-to-Person Peer Support Network)
- Older adults have the capacity to assume many roles and responsibilities related to data collection and analysis. As part of a grassroots community initiative in Sarasota County, Florida, older adults analyze local data on community indicators projects, create policy recommendations on community study topics, make presentations on community topics, organize public awareness events, monitor progress on

recommendations by working in varying capacities with local leaders and service providers, and serve as liaisons with local commissions on mental health, criminal justice, school dropout, workforce, housing, and other areas. (Sarasota County Openly Plans for Excellence)

- Use an asset based approach to engaging older adults and building community. The method of assessing the individual and community using an asset based approach (developed by Northwestern University's Asset Based Community Development Institute) recognizes the individual's potential and enables them to use community assets in community building. (55 Plus Yonkers Connections).
- Develop pre- and post-service assessments to offer input to planning, goal setting, and goal achievement. Clients fill out pre-intervention assessment surveys at the start of the service to assess needs so the organization can set performance goals. After the services are delivered, clients complete the post-intervention assessment survey to evaluate performance and assess quality of the outcomes. High satisfaction scores demonstrate that the practice is meeting or exceeding their expectations. Other evidence of the service impact is repeat business and multiple contracts within the same organization. (Executive Service Corps, Chicago)
- Report progress on achieving outcomes to the community on a regular basis. The CCEG program grew out of the healthy aging initiative that involved efforts to create awareness of aging issues. A series of public events, conducted every four to six months, stimulated interest and involvement. Participants were asked to take on the responsibility to build the type of community they wanted to live in the rest of their lives. This approach engendered a commitment to individuals and organizations taking personal ownership and responsibility over time that contributed to an escalating, community-wide commitment. (Contra Costa for Every Generation)

PROGRAMS CONTRIBUTING PROMISING PRACTICES

Ambassador Program, Pima Council on Aging

Jim Murphy

Tucson, AZ www.pcoa.org

California Senior Leaders Program, UC Berkeley School of Public Health

Meredith Minkler

Berkeley, CA www.sph.berkeley.edu

Care Team® Program, Interfaith CarePartners, Inc.

Earl Shelp

Houston, TX www.interfaithcarepartners.org

Centers for Healthy Aging, Senior Friendship Center

Jane Icely

Sarasota, FL www.seniorfriendship.com

Coming of Age

Dick Goldberg

Philadelphia, PA www.ComingofAge.org

Contra Costa for Every Generation

Grace Caliendo

Walnut Creek, CA www.foreverygeneration.org

Daly City ACCESS Multicultural Volunteer Project

Sue Horst

Daly City, CA www.dalycity.org

Executive Service Corps of Chicago

Marcia Lipetz

Chicago, IL www.esc-chicago.org

Experience Corps Program, Retired and Senior Volunteer Program of Greater

Cleveland Inc. (RSVP)

Joy Banish

Cleveland, OH www.rsvpclev.org

Experience Corps Program, Temple University's Center for Intergenerational Learning

Robert Tietze, Director

Philadelphia, PA www.templecil.org

Faith In Action Care Program, Shepherd's Center of Greater Winston-Salem, Inc.

Samuel Matthews

Winston-Salem, NC www.shepherdscenter.org

Faith in Action Program, Shepherd's Center of Oakton-Vienna
Janice Holmblad
Vienna, WV www.scov.org

55 Plus Yonkers Connections, Community Planning Council of Yonkers
Mary Hotte
Yonkers, NY www.cpcyonkers.org

Generations Together, Jewish Community Housing for the Elderly
Barbara Friedman
Newton, MA www.jche.org

Ignatian Lay Volunteer Corps
Tamara Zavislan
Baltimore, MD www.ilvc.org

Intergenerational Programming, Mary Jane Brown Good Samaritan Center
Janice Fick
Luverne, MN www.good-sam.com

Joint Public Affairs Committee for Older Adults' Institute For Senior Action, Jewish Association for Services for the Aged
Molly Krakowski
New York, NY www.jasa.org/advocacy.htm

Legacy Leadership Institutes, University of Maryland Center on Aging
Laura Wilson
College Park, MD www.hhp.umd.edu/AGING/lli_general.cfm

Life Options South Bay, City of Chula Vista Recreation Department
Karen Harvey
Chula Vista, CA www.lifeoptionsouthbay.com

Pathways to Living, Learning & Serving, Central Florida Community College
Dian Booth
Ocala, FL www.cf.edu/departments/pathways/

Person to Person Program, St. Louis Regional OASIS
Elizabeth Nelson
Clayton, MO www.oasisnet.org

Pro-Bono Consultant Program, Montgomery County Volunteer Center
Della Stolsworth
Rockville, MD www.montgomerycountymd.gov

Retired Social Workers, National Association of Social Workers (NASW) IL
Joel L Rubin
Chicago, IL www.naswil.org

Sarasota County Openly Plans for Excellence (SCOPE)
Suzanne Gregory
Sarasota, FL www.scopexcel.org

Senior Advocacy Team, Mental Health Association of Southeastern Pennsylvania
Eleanor Daly
Philadelphia, PA www.mhasp.org/advocacy/index.html

Service Learning Program, Osher Lifelong Learning Institute, University of Southern
Maine
Rebecca Quinlan
Portland, ME www.usm.maine.edu/servicelearning/index.html

Southeast Asian Senior Services, Catholic Charities of the Diocese of Oakland
Millie Burns
Oakland, CA www.cceb.org

Students of Life, William Paterson University of NJ, Insitute for Creative Aging
Daphne Joslin
Wayne, NJ www.wpunj.edu/icip/ica/StudentsofLife.htm

Tempe Connections, City of Tempe
Peggy Goldberg
Tempe, AZ www.tempeconnections.org

The Third Age Initiative, Leadership Greater Hartford
Doe Hentschel
Hartford, CT www.leadershipgh.org

The Transition Network - Women in Action
Charlotte Frank
New York, NY www.thetransitionnetwork.org

Transitional Training Program for McKesson Specialty, Scottsdale Community
College
Brenda Maynard
Scottsdale, AZ www.maricopa.edu