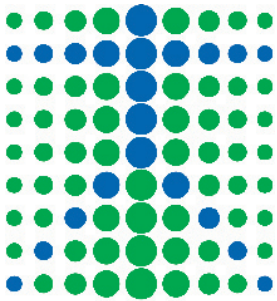


Developing a Livable Arizona for All Ages

**Workshop Report Two:
Workforce Development and
Nonprofit Capacity Building**



**Partners for Livable
Communities**

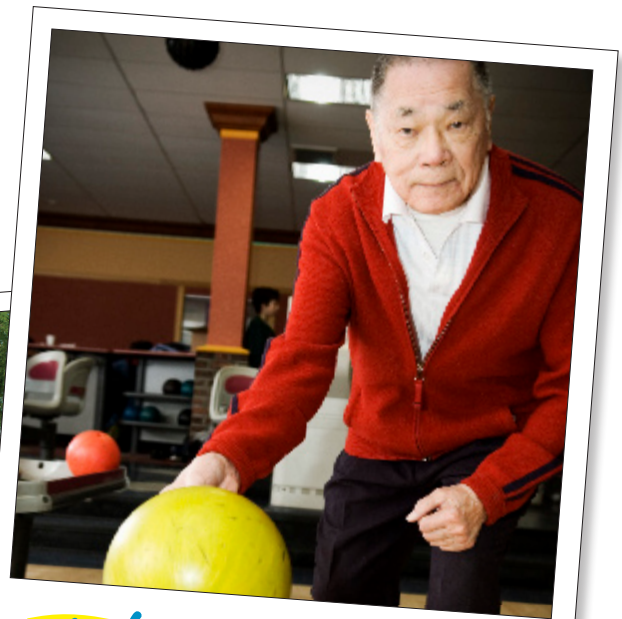


Advocacy. Action. Answers on Aging.

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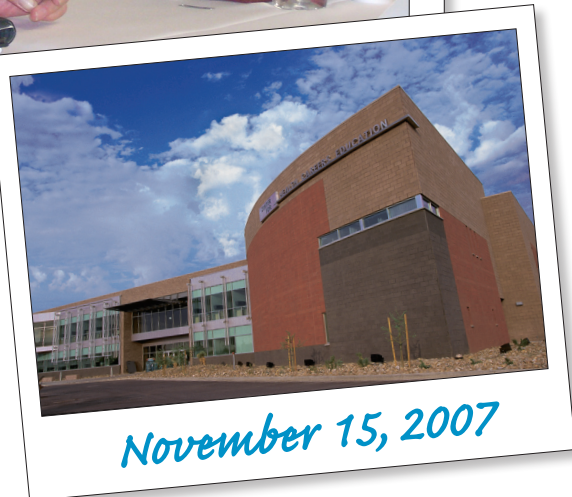
Arizona



take action now!



*GateWay
Community College*



Through the generous support of MetLife Foundation, the second regional workshop of the Aging in Place Initiative was held in Phoenix, Arizona, on November 15, 2007, at GateWay Community College.

Written by Russell Koff

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For more information about future workshops, resources or the Aging in Place Initiative, please visit:

www.aginginplaceinitiative.org

America is aging. Today roughly 37 million Americans age 65 and older represent slightly more than 12 percent of the country's total population. By the year 2030 the number of Americans in this age group will nearly double, accounting for one-fifth of the population. Due to the overwhelming desire of older Americans to age in place in their own homes, communities will face unprecedented challenges to providing the services and infrastructure that this population will demand. Yet, if communities are resourceful, innovative and prudent, these challenges will be eclipsed by the enormous share of social and human capital that will be made available by the largest, healthiest, best-educated and most affluent generation of older adults in American history.

The Aging in Place Initiative was created by Partners for Livable Communities, the National Association of Area Agencies on Aging, and other national civic groups to draw attention to the increasing aging demographic and to share information about how communities can achieve livability for all. With support from MetLife Foundation, the partners have supported the development of practical tools and resources to help communities jumpstart their conversations and take action to address the needs of older adults in their cities and neighborhoods.

As part of this initiative, the partners supported *The Maturing of America* survey in 2006. This questionnaire found that although many communities have some programs to address the needs of older adults, very few have undertaken a comprehensive assessment of what it would take to make their community livable for all. As a result of these findings, the partners developed a comprehensive resource, *A Blueprint for Action: Developing Livable Communities for All Ages*, to provide communities with a concrete tool to help them plan for the future. The strategies and best practices outlined in the *Blueprint* can help communities make the incremental changes needed to create livable communities that are good places for the young and old alike.

Now, the initiative is on the road, hosting a series of regional workshops across the country that focus on one particular aspect, or theme, of Aging in Place. It is the goal of each workshop to bring together a diverse group of experts and stakeholders to share ideas and generate a local dialogue about Aging in Place efforts and challenges in the community. To help stimulate innovative ideas and new partnerships, workshop attendees are learning how they can receive small "JumpStart the Conversation" grants to fund their own projects.

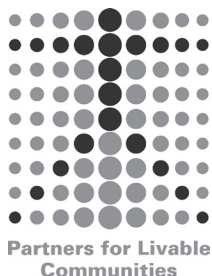
This report documents the Arizona workshop (the second in the series) which focused on "workforce development and nonprofit capacity building." Regardless of whether you attended the workshop, this report provides an in-depth understanding of the work being done in Arizona to connect older adults to their communities and to help nonprofits provide the best opportunities for a talented, experienced and growing workforce.

Making a community ageless requires the collaboration of numerous players from the public, private and nonprofit sectors. We hope that this report provides a better understanding of how Aging in Place can be incorporated into all aspects of community life.

Your national hosts,

Simply put, Aging in Place is growing older without having to move.

Aging in Place is a comprehensive community-driven strategy to give Americans the services, opportunities and infrastructure so that they can grow old with dignity in their own homes while remaining active and engaged members of their communities.



Advocacy. Action. Answers on Aging.

MetLife Foundation

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On November 15th, 2007, a group of concerned Arizonans gathered together at GateWay Community College in Phoenix to discuss an important Aging in Place issue. *Workforce Development and Nonprofit Capacity Building: Developing a Livable Arizona for All Ages* was the theme of a half day workshop which drew a diverse group of stakeholders eager to discuss how nonprofit organizations and older adults can equally benefit from Americans' desire to find meaningful work opportunities after their primary career.

The workshop featured a number of local and national speakers representing the Arizona Governor's Office, local grant-making organizations, local nonprofits, and statewide nonprofit associations. Several speakers introduced the audience to the topic and were followed by an in-depth panel discussion and audience interaction.

This report, the second in a series of Aging in Place Initiative workshop reports, documents the event that was held in Phoenix and provides a succinct, yet thorough understanding of the important efforts being made in Arizona, efforts that have been and will continue to be strengthened as a result of the workshop.

To help set the stage for the conversation, the following "Backgrounder" section (*see p. 5*) provides critical background information on Arizona demographics and the status of the nonprofit sector in the state.

The critical findings and analysis from the workshop are found in the "Turning Silver into Gold: Workforce Development and Nonprofit Capacity Building" section (*see p. 6*). This section analyzes the issue of "workforce development and nonprofit capacity building" by incorporating key statements from the workshop along with the findings from national surveys and reports. By most measures, Arizona is leading the nation in finding innovative ways to provide older adults with meaningful work opportunities. Thus, individuals and communities from across the country can benefit from learning about the challenges and solutions that were discussed at the workshop including: how older adults can fill vacancies in industries that are experiencing labor shortages, overcome stigmas and stereotypes, and find meaningful, engaging and flexible paid and unpaid work.

Arizona is home to many nationally-recognized programs and ideas that make them a leader in workforce development and nonprofit capacity building. A listing and description of these projects and others from across the country is found in the "Aging Friendly Innovations: Best Practices" section (*see p. 15*). □□

Key Findings

- Baby boomers and older adults can head off workforce shortages by being recareered into key industries
- Community investment organizations can help provide the meaningful work opportunities sought by older adults
- Stigmas and misnomers can serve as barriers to older adults finding work
- Nonprofit organizations need to provide engaging and flexible opportunities for older adults

Workshop Details

- What: A discussion about workforce development and nonprofit capacity building efforts in Arizona
- When: November 15, 2007
- Where: GateWay Community College, Phoenix, Arizona
- Who: Nearly 100 community members and stakeholders, and a number of knowledgeable local and national speakers and panelists

See Appendix, starting on p.20, for the workshop agenda, speaker bios, a complete list of participants, and other helpful resources.

Arizona may be known as the Grand Canyon State, but its extraordinary population growth is what really makes it stand out. Arizona has 6.5 million people and in 2006 surpassed Nevada as the fastest growing state in the United States. To get a sense of how rapid the state is growing, Maricopa County (which comprises the City of Phoenix and the surrounding suburbs) had the largest numerical increase in residents of any county in the nation between 2000 and 2006. This increase (696,000 people) is larger than the total population of all but 15 U.S. cities.

While Arizona's population is expected to double during the next 20 years, its older adult population (defined as those age 65 and older) is expected to triple. By the year 2020, 26 percent of Arizonans are expected to be over the age of 60, compared to only 17 percent in the year 2000. This demographic transformation will have a substantial effect on the state's workforce as many businesses will soon have 50 percent of their employees eligible for retirement.

In addition to its population growth, Arizona is also becoming increasingly more diverse. It already has the third highest number of Native Americans in the country and, due to its accelerating Hispanic population, it is poised to become a "minority-majority" by the year 2035.

Although many states will likely face these challenges, Arizona is unique in that it is facing all of them at once, and earlier than the rest of the country. This gives Arizona (both its government, nonprofit and business sectors) the opportunity to test new ideas and serve as a bellwether for other communities on Aging in Place strategies.

To oversee and coordinate the state's efforts, Governor Janet Napolitano created an Office on Aging in September 2007. The Office seeks to coordinate the activities of several different agencies that are already working on a variety of aging issues.

With regards to its nonprofit sector, Arizona is fortunate to have a robust network working on behalf of the state's older population and is widely regarded as a national leader for its innovations in creating services and opportunities so that older adults can stay engaged in their communities. Leading community investment organizations in the state such as the Arizona Community Foundation, The Virginia G. Piper Charitable Trust and others have been selected to partner with national organizations on a number of groundbreaking programs, injecting millions of dollars into the nonprofit sector. There are currently over 20,000 nonprofit and religious congregations in Arizona, 43 percent more than there were in 2006. These organizations raise more than \$17 billion in revenue and hold over \$27 billion in assets, representing nearly a 50 percent increase in just 10 years. □□

Snapshot of a Growing State ¹

- Arizona has a population of approximately 6.5 million
- About one in four Arizonans is a baby boomer
- Of Arizonans over the age of 60, one in ten is Hispanic/Latino
- Between 2000 and 2006, Arizona's population grew by more than 20%, the second largest growth rate in the country
- Over the next 20 years, Arizona's older adult population is expected to triple
- One out of three Arizonans over the age of 60 has a disability

Turning Silver into Gold: Workforce Development and Nonprofit Capacity Building

“Retirement as we have known it is in the midst of being displaced as the central institution of the second half of life. It is begin supplanted by a new stage of life... every bit as much a new stage of work.”

—Marc Freedman, Founder and CEO of Civic Ventures ²

Slowly but surely, the nation is beginning to arrive at Marc Freedman’s conclusion about the emergence of a new stage of life in American society. In Arizona, which is regarded as a national model for its Aging in Place efforts, the speakers, panelists and audience members at the *Workforce Development and Nonprofit Capacity Building: Developing a Livable Arizona for All Ages* workshop seemed to gravitate towards Freedman’s view as the discussion progressed. Calling it a “20th century anachronism,” Patrick McWhorter, president and CEO of the Alliance of Arizona Nonprofits and a panelist at the workshop, said that “the idea of retirement is going to go away... [because] people want to live more holistic lives.”

In large part, this consensus represents more of a starting point than a conclusion—it may provide some understanding, but it leaves the door open for so many other questions. If retirement is going to “go away,” what is going to take its place? How do older adults really want to spend their time, knowledge and experience? Are nonprofit organizations prepared to offer meaningful opportunities to the older Americans who seek them? In sum, how can communities leverage the talent and experience of older adults. How can they turn “silver into gold”?

The following pages recap the answers to these questions, as they were presented at the half-day workshop, and supplements them with the findings and research from national studies.

Welcoming Remarks

Sylvia Manlove
Vice President of Student Affairs
GateWay Community College

Melanie Starns
Policy Advisor on Aging And
Director of the Governor’s Office
on Aging
Arizona Office of the Governor

Helen Eltzeroth
Deputy Director
National Association of Area
Agencies on Aging

Penny Cuff
Senior Program Officer
Partners for Livable
Communities

Labor Shortage or Surplus?

| | |
|------------|---|
| Challenge: | Many industries are facing labor shortages |
| Solution: | Recareer baby boomers and older adults to fill positions in needed employment sectors |

In Arizona, like the rest of the country, people are working longer. Increasing longevity affords (or compels) many older adults to keep working into their golden years. In particular, baby boomers (defined as the 77 million Americans born between 1946 and 1964) say that they intend to work well past the traditional retirement age. But they do not necessarily want to continue working the same job or the same hours, and because of this, many industries in the state are faced with expected labor shortages.

Melanie Starns, director of the Arizona Governor’s Office on Aging and the Governor’s Advisory Council on Aging, was one of the first to address the audience and spoke of some of the key employment sectors that are grow-

ing nervous as they face rapid population growth at a time when as much as half of their workforce will be eligible for retirement. In addition to the health care and education sectors, Starns noted that the State of Arizona is concerned about filling expected vacancies in engineering and utility positions. She echoed the findings of a report in May 2006 from the Arizona Mature Workforce Initiative which stated that, “in addition to the well-known shortages of nurses and other health care professionals, many organizations and systems that rely on specially trained individuals such as teachers, engineers, and the like are also feeling the pressure of labor shortages.”

Yet, rather than resorting to hysterics or dire predictions, Arizonans are taking action. The State has partnered with local community investment organizations and nonprofits to recareer adults into those sectors that need workers the most. It has also recently opened a Governor’s Office on Aging to further develop its partnership projects and coordinate efforts to assist the older adult community.

Communities that are recognized as leaders in Aging in Place are ones that have found ways to rethink traditional institutions as service providers for the older adult population. Libraries, community centers, museums and community colleges are all ideal institutions for providing services, opportunities or programs that cater to older adults. In Arizona, programs that help older adults and baby boomers transition into new careers have been set up at the Tempe Public Library, GateWay Community College and other locations (*see p.15*).

The fact that so many older adults are eager to try a new career and to keep working past traditional retirement age reveals a whole different set of challenges. Older adults want to find meaningful opportunities that take advantage of their talents, experiences and passions, but they are struggling to find them. It was this set of challenges that dominated the majority of the discussion at the workshop.

“Folks are looking to see what happens in Arizona and how they can bring it to their communities.”

—Melanie Starns, Director of the Arizona Governor’s Office on Aging

Snapshot of a Boomer in Transition

After working in the mortgage and title industry for 24 years, Maggie Fernandez decided that she wanted to do something different. “I knew that I had a heart for people and just felt like I got to do something,” Maggie said. So recently, she enrolled in the caregiver training program at GateWay Community College to become recareered as a professional caregiver.

Maggie is joined by scores of other baby boomers who together comprise the inaugural class of the Boomer Workforce Transition Center at GateWay College, a partnership program with the college, the State of Arizona, and a number of local health care employers.

Maggie’s goal is to eventually become an R.N., a position she will be poised to obtain once she completes the caregiving program. For Maggie, this is the opportunity that she has been waiting for. “I really did not know that there was so much opportunity, and now I’m just so excited and I’m telling everybody.”

Finding Work with Meaning

| | |
|------------|--|
| Challenge: | Older adults are unable to find the meaningful work opportunities that they seek |
| Solution: | Engage community investment organizations in efforts to improve the lives of older adults Form creative partnerships with media outlets to advertise the available offerings for older adults |

Speakers

Jacky Alling
Senior Program Officer
Arizona Community Foundation

Carol Kratz
Program Director
The Virginia G. Piper Charitable Trust

Moderator

Jill Watts
Director
Capacity Building Initiatives, ASU
Center for Nonprofit Leadership
and Management

Panelists

Rebecca Bond
Program Director
Tempe Connections

Jan Davie
Director of Career & Employment
Services
GateWay Community College

Mai Gabil
ageWorks Coordinator
Area Agency on Aging, Region
One

Patrick McWhortor
President and CEO
Alliance of Arizona Nonprofits

Jim Murphy
Interim Executive Director and
Corporate Relations Director
Pima Council on Aging

see p. 21 for bios

Older adults and boomers are not just looking for a part-time job; but they are taking them when it is all they can find. Major corporations have learned the value of older employees—employees with experience and discipline—and have taken advantage of their willingness to stay in the workforce. Wal-Mart, Home Depot and Borders bookstore have all created strategies to attract older workers to so-called “bridge jobs”—part time retail work for those who have finished their primary career. A Boston College economist estimates that anywhere from one third to one half of older adults hold bridge jobs before retiring completely.³

These positions (particularly if they include benefits) can be a great option for some, but they certainly are not the best use of America’s most educated, healthy and talented generation in history. And not surprisingly, this option is not what most older adults want.

Research shows that older adults want engaging opportunities that will connect them to their communities. A landmark study in 2005 by MetLife Foundation and Civic Ventures reported that more than half of older adults want jobs that help improve their communities or provide them with a sense of purpose.⁴

In Arizona, community investment organization are stepping up to the plate and providing the opportunities that older adults are asking for. The Arizona Community Foundation, The Virginia G. Piper Charitable Trust and the Community Foundation for Southern Arizona are some of the institutions that have been tapped by national organizations such as MetLife Foundation, Civic Ventures and The Atlantic Philanthropies to pilot projects that harness the community service spirit of older Americans.

Audience members at the Aging in Place workshop heard from Carol Kratz of The Virginia G. Piper Charitable Trust and Jacky Alling of the Arizona Community Foundation, speakers from two community investment organizations that are having a tremendous impact on the quality of life of all Arizonans.

Before the Arizona Community Foundation began its “Communities for All Ages” initiative, which focuses on older adults, there were very little resources devoted to improving their quality of life, Alling said. Likewise,

***“Arizona is ready!
We want to
partner with you!”***

—Jacky Alling, Senior Program
Officer, Arizona Community
Foundation

the Piper Trust has also spearheaded a number of projects that benefit older adults and has already spent \$22.2 million in Maricopa County in only the last six years.

These investment efforts are paying off, but older adults are often still unaware of the organizations or opportunities that would be of interest to them. This particular issue was brought up by an audience member who was trying to recruit older adults for a project with her nonprofit organization and was having trouble reaching them. As a response, Rebecca Bond, director of Tempe Connections, alerted the audience to a developing partnership with the Arizona Republic Newspaper. Soon, the paper will begin printing a special section in each of its Chandler, Mesa, Tempe and Scottsdale editions. The sections, which have yet to be titled, will serve as a printed forum where boomers and older adults can learn about upcoming events, classes, news, and volunteer and work opportunities.

Impediments to Change

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| Challenge: | Stigmas and misnomers can serve as barriers to change |
| Solution: | Generate community dialogue to explore prejudices and confront stigmas |
| | Engage local entertainment and advertising sources to change the perception of older adults |

Before addressing some of the issues that nonprofit organizations need to face to better serve the older adult population, the speakers at the Arizona workshop took time to focus on stigmas. There appears to be a growing paradox in Arizona: at a time when some industries are holding on to their experienced, older employees and begging them to stay, many organizations seem completely in the dark about the benefits that older adults can bring to an organization. Mai Gabil, coordinator of the ageWORKS program for the Area Agency on Aging, Region One, is a specialist at finding work opportunities for adults 55 and older. She discussed the stigmas that these older adult workers face and how they act as barriers to their employment, including:

- They demand higher wages
- They will miss a lot of work
- They lack technical knowledge
- They will create intergenerational tension and conflict

As one can imagine, these stigmas carry little truth. Older adults, Gabil said, are generally looking for meaningful, engaging opportunities rather than a big paycheck, and they prefer flexible or part-time positions. Older adults are more disciplined, so their attendance is usually above average.

A fact noted by several national publications is that stigmas of older adults are also perpetuated through the terms used to describe them. A recent re-

Boomer Workforce Transition Center

At GateWay Community College classes have just begun at the Boomer Workforce Transition Center. The program's goal is to recareer baby boomers into the health care industry, providing them with training and a position in caregiving, from which they can springboard into nursing or many other positions.

see p. 15 for more information

port from the Community Experience Partnership initiative of The Atlantic Philanthropies notes, “Terms such as ‘boomers,’ ‘seniors,’ ‘retirees,’ ‘experienced adults,’ ‘mature adults,’ and even ‘older adults’ are welcomed or rejected in ways that reveal no clear trend. As long as there is stigma associated with aging, our terms to describe older people will carry this stigma.”⁵ This and other studies note that, in many cases, the language used to describe older adults acts as an “impediment to change” because it is obsolete, or focuses solely on the frail without taking note of the benefits that older adults bring to their communities.⁶

Misconceptions about older adults are also consistently spread by the entertainment industry and through television commercials. These outlets seem to give the impression that older adults are all either frail, immobile and dependent, or tanned, athletic and proficient at windsurfing. Neither, of course, is true.

“How do we change attitudes within the older adult community?”

—Arizona Workshop Participant

Finally, audience interaction at the Arizona workshop brought forth one more type of stigma—that which exists in the older adult community itself. Acting as yet another barrier to change, older adults can sometimes underestimate their own value and the ways in which they serve as assets to their communities. One audience member recalled how some of his older colleagues joked about living out their retirement years as Wal-Mart greeters.

In the case of older adults, stigmas and misnomers are often as hard to identify as they are to shed. Continued dialogue, of the sort that took place in Phoenix at the *Workforce Development and Nonprofit Capacity Building* workshop, is one good way to explore these issues on a local level. The entertainment and advertising industry can also play an important part in changing the images and roles that stereotype older adults.

Engaging the Nonprofit Sector

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| Challenge: | Nonprofits do not take advantage of the skills and experience that older adults have to offer |
| Solution: | Ensure that older adults are given stimulating work opportunities and invest in volunteers |

For older adults who wish to obtain meaningful paid and unpaid work, nonprofit organizations are a natural fit. They are best designed to provide a social benefit and they offer an opportunity for continued community engagement and personal development. Yet, given the growth of a sector that seems to offer exactly what older adults are looking for, it is perplexing that nonprofits have come up short at providing positive experiences for a demographic that holds so much resource potential.

Before the workshop addressed the problems that older adults are encountering with nonprofits, Patrick McWhorter, president and CEO of the Alliance of Arizona Nonprofits, briefed the audience on several challenges that the sector itself is facing.

First, McWhorter stated that the concept of nonprofits providing the sorts of opportunities that many communities and individuals expect is a relatively recent development. In fact, nonprofits themselves have only emerged in the last three decades, McWhorter said, before which they were thought of simply as charities.

Now, with the sector growing at breakneck speed (in Arizona alone, 2,000 nonprofits were formed in the last year), McWhorter reminded the audience that most nonprofits are small, with annual budgets under \$1 million. Finally, McWhorter stressed the distinctiveness of the sector, stating that no two nonprofits are alike.

McWhorter's comments are important for any community to understand because they show that there is no easy, one-size-fits-all solution to the shortcomings that older adults have experienced at nonprofits. Moreover, poor practices that befall particular nonprofits may be related to much broader issues, requiring community or even nation-wide attention.

In addition to these comments, several speakers at the workshop emphasized that nonprofits are still businesses, accountable to funders, with bottom-line responsibilities. This means that even though they are uniquely suited to accommodate the work needs of older adults, doing so may not always be in the organization's best interest.

Nevertheless, audience reaction at the Arizona workshop together with national research both point to common problem areas across the sector which, if adequately addressed, could markedly enhance the paid and unpaid work experiences that older adults have, while simultaneously improving the nonprofit's bottom line.

The most common sentiment expressed by older adults is that nonprofits fail to provide them with work opportunities that take advantage of their experience and skills. Many older adults have experienced the frustration of offering

“The notion that [nonprofits] are a very viable community investment organization is very new.”

—Patrick McWhorter, President,
Alliance of Arizona Nonprofits

“[Nonprofits] need to be convinced that it makes good business sense to bring in or retain older adults.”

—Jim Murphy, Interim Executive Director,
Pima Council on Aging

Snapshot of a Boomer in Transition

Roger Robinson believes that life has given him a lot, so he sees the Executive Service Corps (ESC) as a chance for him to give back and share his knowledge with those in need. After nearly 40 years in the entertainment industry, Roger began working with ESC in Michigan, as a volunteer strategic consultant for local nonprofits. ESC is a national organization with affiliate chapters in several cities across America that matches retired or retiring business executives with nonprofits in need of expert advice. Volunteers can provide nonprofits with a number of services including strategic planning, leadership development, marketing/public relations, cost reduction and more.

Roger said, “We try to get nonprofits to understand that they still have a bottom line responsibility if they are going to contribute and accomplish their goals.”

He was one of the first ESC volunteers in Arizona, helping to found the chapter after he moved to the Phoenix area. The amount of time that he contributes to ESC varies according to the demands of the project, and although some consultants negotiate very small fees for their services, Roger does it for free.

“We get a lot out of seeing people accomplish what they want to accomplish,” he said.

Turning Silver into Gold

Snapshot of a Boomer in Transition

Kathy Coster, director of Innovation for the Scottsdale Public Library, designed ReVentures as a structured program for volunteer baby boomers to carry out various community projects at the library. When she received a Library Services and Technology Act (LSTA) grant to fund ReVentures, she was thrilled, but she didn't have the time or expertise to effectively implement the program.

Enter the Arizona Executive Service Corps. For a small fee, ESC consultants facilitated group meetings, recommended management strategies, and created a plan to meet the grant guidelines. ESC is still working with the library to finalize the project by helping to operationalize ReVentures and make it sustainable. They will recommend an organizational structure for the program and provide leadership training for library staff.

Kathy couldn't be more pleased about her experience with ESC. "They were instrumental in setting up a lot of the backbone of the program," she said, adding that ESC consultants have "a set of skills that you probably don't have without years of management experience and hands-on project experience."

to donate their time and expertise to a nonprofit only to be asked to lick envelopes or water plants.

Scenarios such as these more frequently occur when older adults seek unpaid, volunteer opportunities and the reason is simply that nonprofits do not have or do not devote the resources needed to coordinate and manage their volunteers. Not only does this oversight prevent older adults from enriching themselves and their communities, but nonprofits lose out too. The Chronicle of Philanthropy reports that although baby boomers volunteer at a higher rate than previous generations, less than a third of them continue their service for more than one year.⁷ In Arizona, McWhorter agrees that if nonprofits continue to pass on the chance to cultivate and sustain such an invaluable resource, in his words, older adults simply "will do something else."

"Research shows that boomers don't want to retire and play golf all day like their parents, but they don't want to work 70 hour per week jobs either."

—Melanie Starns, Director of the Arizona Governor's Office on Aging

Like the challenge of stigmas, the problem of nonprofit investment in volunteers does not lend itself to any easy answers. Nonprofits need to understand that they cannot afford to take their volunteers for granted, and instead must make a commitment to invest in them. A report on baby boomers and civic engagement by Harvard University and MetLife Foundation echoes this sentiment: "Unpaid labor is a resource, just as paid labor is, but unpaid labor is not free. It must be planned, managed, organized, and coordinated, just as paid labor is—and this requires an investment of time and resources."⁸

In Arizona, Rebecca Bond is the director of Tempe Connections, a small nonprofit café and service program for older adults that is housed in the Tempe Public Library (*see p. 16*). At the workshop, Bond spoke of how her organization uses volunteers differently than most nonprofits. Although her title is 'director,' she said, "I call my current position, 'jana-program-ista,'" referring to the roles of janitor and barista that she often assumes so that her volunteers and staffers can participate in more stimulating activities. Other nonprofits may see Tempe Connections as a model for a new way of managing and investing in volunteers.

Flexible Work Options

| | |
|------------|---|
| Challenge: | Nonprofit organizations do not offer the flexible work schedules that older adults desire |
| Solution: | Share innovative ideas and invest in the development of flexible work options |

Just because the growing-older generation wants to work past traditional retirement age doesn't mean that they want to keep working 40-hour weeks. But unfortunately, the nonprofit sector is receiving low marks in offering its paid and unpaid workers the flexibility that they desire. "Nonprofits lag behind private and public sectors in the development of flexible part-time work options (particularly at the professional or managerial level) that many educated, experienced boomers are seeking," according to a recent report from The Conference Board.⁹

As with the issue of providing engaging work opportunities to older adult volunteers, this challenge is one that nonprofits cannot afford to ignore. There are, however, promising signs that things are changing. All of the employers who have partnered with the Boomer Workforce Transition Center (a program of GateWay Community College) in Phoenix must agree to offer participants flexible schedules. Nationally, many companies and organizations are leading the pack in providing flexible and innovative scheduling options which meet the needs of the worker and result in them staying on the job longer. Scripps Health, for instance, offers a range of flexible work options including job sharing, which allows two employees to share the duties of one job position (*see p.18*).

Although some of these options can be more difficult for a smaller nonprofit to provide, much can be learned from corporate and nonprofit industry leaders. Investment is also key. Having a loyal and motivated older adult workforce is well worth the resources needed to create a flexible work model.

Altogether, the assessments and surveys that began in Arizona several years ago are starting to pay off. New partnerships between the state government, national foundations, statewide community investment organizations and local nonprofits are beginning to provide older adults with the paid and unpaid work opportunities they desire. And soon, local communities across the state will feel the impact of a surge of older adults who now have viable outlets through which they can channel their enthusiasm for good work.

Obviously, there is more work to be done. Aging in Place is a comprehensive community strategy which requires effort on a number of issues such as housing, transportation, health care delivery, cultural opportunities and more. At the workshop, this point was highlighted by Mike Cartsonis, a veteran community planner from the city of Litchfield Park, just outside of Phoenix. Mr. Cartsonis recognizes that Aging in Place is not so much a process of solving existing problems, but a strategy that needs to be employed from start to finish. "We're never going to solve these problems," Mr. Cartsonis said, "unless we start designing and building communities where people can live."

No matter one's age or role in a community, it would be wise to heed Mr. Cartsonis's words. But making change permanent requires much more than hope. It requires collaboration, investment, and above all, action.

□□

“Flexibility should no longer be seen as an accommodation.”

—Jan Davie, Director of Career and Employment Services, GateWay Community College

Aging Friendly Innovations: Best Practices

The following are initiatives and programs in Arizona and beyond that are helping to provide older adults with meaningful work opportunities in their community.

Arizona Best Practices

ageWORKS of the Area Agency on Aging, Region One

ageWORKS is a subgrantee program from the State of Arizona that administers the Senior Community Service Employment Program (SCSEP), a U.S. Department of Labor initiative authorized by Congress in 1965. SCSEP's mission is to provide low income adults age 55 and older with on-the-job training at nonprofits that will allow them to serve the community. Although many national nonprofits, as well as state governments, are given SCSEP grants from the Department of Labor to administer the program, all are not the same, and ageWORKS of the Area Agency on Aging, Region One is considered a national model.

ageWORKS staff, led by coordinator Mai Gabil, go to great lengths to match program participants with their desired job and to ensure that participants have everything they need to be successful. The program will often pay for additional needs that participants may have, including G.E.D. or computer classes, or even a hearing aid, in some instances.

ageWORKS' success benefits both the participant in need of stable and rewarding work, and the nonprofit which often does not have the financial resources to hire and train a new employee. The program has been ongoing since 2005 in Phoenix and collaborates with local food banks and other area aging organizations to recruit participants and provide services to those who do not qualify for the SCSEP program. Over the last year, more than 120 individuals were placed with nonprofits through ageWORKS.

Learn more at www.aaaphx.org/AGE+WORKS

Boomer Workforce Transition Center

GateWay Community College's Boomer Workforce Transition Center is already generating attention and excitement around the state and the country because of its targeted approach to the real workforce shortages in Arizona. Knowing that demographic shifts are causing particular labor shortages in the health care, education and social service industries, GateWay envisaged a program that would recruit baby boomers to fill these positions. The idea is to partner with employers in these three sectors, assist boomers who may be uncertain about how to transition into careers that will allow them to give back to their communities, and help employers establish recruiting and scheduling standards that will best capitalize on a growing pool of qualified workers.

The Boomer Workforce Transition Center just received an implementation grant from MetLife Foundation and Civic Ventures in September 2007 to move forward with the program, which is a partnership between the college, the State of Arizona and a number of employers in the area. GateWay administers the recruiting, screening, and training of the program participants who are able to select which employer they want to work for after they complete approximately 40 hours of training.

Learn more at www.gatewaycc.edu

Executive Service Corps Arizona

A program of the Alliance of Arizona Nonprofits, Executive Service Corps (ESC) is a network of experienced former executives who volunteer their time and talent to provide low-cost consulting services to nonprofit organizations. Consultants offer a range of services including financial management, community relations, strategic planning, human resources management and board development. The program provides enormous benefit to both nonprofits, which often lack expertise in the aforementioned areas, but also to retired or retiring executives who are looking to give back to their communities or find a meaningful second career.

Former executives and client organizations both apply through ESC Arizona to determine if they would be suitable for the program. ESC Arizona is a member of the Executive Service Corps Affiliate Network which has chapters in more than 30 U.S. cities. Because consultants serve as volunteers, nonprofits are able to take advantage of their expertise at a fraction of the cost of for-profit consulting firms. The small service fee covers the basic operating expenses of ESC Arizona and its parent network.

The Phoenix chapter, initiated by the Alliance of Arizona Nonprofits is only just starting, but has already served organizations such as AIDS Walk Arizona, the Southwest Autism Research & Resource Center, Arizonans for Children, and more.

Learn more at www.arizonanonprofits.org

Mature Worker Connections Program

Jim Murphy, director of the Pima Council on Aging, said that the Mature Worker Connection program of the Pima Council on Aging began nearly five years ago, “before the issue was popular.” A no-cost job placement service for Pima County residents age 50 and older, the program began with a large Senior Job Fair that attracted more than 1,000 job seekers and resulted in 176 hirings.

Today the program works closely with the state and other community and business partners. Last year the program placed 265 older workers with employers, and now, together with the Arizona Community Foundation, is currently developing an initiative to target nonprofit employers. The Mature Worker Connections program was one of only 10 recipients of the coveted “BreakThrough” Award from Civic Ventures, honoring organizations that are helping older adults have a positive impact on their communities.

Learn more at www.matureworkerconnection.com

Tempe Connections

Tempe Connections is a service program and café operating out of the Tempe Public Library that serves adults 50 and up. The project is one of four Next Chapter initiatives in Arizona, created by Civic Ventures and funded by The Virginia G. Piper Charitable Trust. It provides a host of programming such as classes on financial planning and wellness, educational seminars with emeritus

professors from ASU, discussion groups and opportunities for volunteering and civic engagement.

What is most unique about Tempe Connections is its experimental model. The Connections Café and its space in the Tempe Public Library create an inviting atmosphere for boomers and older adults to feel connected to the community. Director Rebecca Bond calls this concept “places and spaces” and contrasts it to the more traditional and often segregated community senior centers.

Tempe Connections partners with more than two dozen organizations to support its offerings and all proceeds from the Connections Café directly support the program. Its innovative model for success and financial sustainability has made Tempe Connections one of the most successful Next Chapter projects in the state.

Learn more at www.tempeconnections.org

National Best Practices

Experience Corps

Started by Civic Ventures founder Marc Freedman, Experience Corps is a national service program for Americans age 55 and older. The program places older adults in elementary schools to help tutor children who are learning to read. Experience Corps members work an average of 15 hours per week and earn about \$200 to \$250 per month. Today there are over 2,000 Experience Corps members in 19 cities across the United States. Research shows that both older adults and children benefit significantly from the one-on-one interactions that the program affords.

Schools and communities in general are also strengthened as a result of a program that capitalizes on the experiences and talents of engaged older adults. The program is supported by funding from a number of national advocacy and philanthropic organizations including Civic Ventures, AARP and The Atlantic Philanthropies.

Learn more at www.experiencecorps.org

ReServe Elder Service

ReServe is a job placement program in New York City that finds nonprofit or city government work for adults age 55 and older. The program is only a few years old and has already been recognized as a national model, winning a “BreakThrough” Award from Civic Ventures in 2007. ReServe asks older adults to submit résumés and to specify their interest areas (i.e. health care, animal rights, etc.) so that they may be fitted with the best work for them. All ReServists are paid \$10 per hour and work approximately 15 hours each week.

The program has successfully placed about 275 individuals with about 110 nonprofits in its two years of operation. ReServists hold a variety of jobs including social workers, attorneys, health care professionals, marketing specialists and many others. Recently, ReServe has joined forces with AARP and will begin placing experienced older adult workers in jobs with various New York City agencies.

ReServe is doing a lot to change the perception of older adults in New York City. Executive Director Claire Haaga Altman says that when the program began in 2005, it took

Best Practices

a lot of outreach and convincing to get nonprofits to see the benefits that older, experienced workers can bring to the table. But now, Altman says, nonprofits are the ones calling ReServe and asking for more workers.

Learn more at www.reserveinc.org

Scripps Health

Scripps Health is a nonprofit, community-based healthcare provider in San Diego, California. The organization operates four hospitals, an ambulatory care and home health care network, and manages several thousand physicians. Altogether, Scripps has about 11,000 employees (one third of which are age 50 and older) and has received numerous accolades for its progressive employment policies that meet the needs of older adults.

AARP ranks Scripps fourth in the nation in its 2007 listing of the “50 Best Employers for Workers Over 50” and has been recognized as a top flexible work model by The Conference Board. At Scripps, employees have a number of flexible work options including job sharing, which allows two employees to share a single position, compressed work weeks, telecommuting, and other specific individual accommodations.

With 85 percent of employees reporting that the organization is a great place to work, Scripps’ efforts have more than paid off.

Learn more at www.scrippshealth.org □□

Appendix: Workshop Agenda

Workforce Development And Nonprofit Capacity Building: Developing A Livable Arizona For All Ages

November 15, 2007

9:30 a.m. - 1 p.m.

GateWay Community College

9:30 a.m. Welcoming Remarks

- Sylvia Manlove, Vice President of Student Affairs, GateWay Community College
- Melanie Starns, Policy Advisor on Aging And Director of the Governor's Office on Aging, Arizona Office of the Governor
- Helen Eltzeroth, Deputy Director, National Association of Area Agencies on Aging
- Penny Cuff, Senior Program Officer, Partners for Livable Communities

9:40 a.m. Arizona: Providing Resources To Meet The Need

- Jacky Alling, Senior Program Officer, Arizona Community Foundation
- Carol Kratz, Program Director, The Virginia G. Piper Charitable Trust

9:55 a.m. Addressing The Community Need (Panel Discussion)

Moderator: Jill Watts, Director, Capacity Building Initiatives, ASU Center for Nonprofit Leadership and Management

- Patrick McWhortor, President and CEO, Alliance of Arizona Nonprofits
- Mai Gabil, ageWorks Coordinator, Area Agency on Aging, Region One
- Jim Murphy, Interim Executive Director and Corporate Relations Director, Pima Council on Aging
- Rebecca Bond, Program Director, Tempe Connections
- Jan Davie, Director of Career & Employment Services, GateWay Community College

11:25 a.m. The Audience Responds

11:55 a.m. Concluding Remarks

12:00 p.m. Lunch

12:45 p.m. "Jumpstart The Conversation" Grant Discussion

Appendix: Speaker Bios

Jacky Alling is a senior program officer for the Arizona Community Foundation (ACF) where she oversees the grant making processes and community initiatives. With almost 30 years experience in the nonprofit sector, Alling specializes in collaborative community development projects, public policy, arts education and nonprofit management. She last worked as the executive director for the Arizona Alliance for Arts Education, a 30 year-old, statewide, non-profit network. She is a peer consultant for the Arizona Commission on the Arts.

Alling oversees several community development projects at ACF, including the Arizona Indicators project, Building Communities for All Ages, Arts in the Schools, Arts in the Communities, Affordable Housing Recoverable Grant Pool and Good Work for Arizona – Engaging Older Adults for Civic Change. She has served on several boards and committees including the National Governing Committee for the Kennedy Center Arts Education Alliance Network and the board of Arizonans for Cultural Development. She currently serves on the advisory board of the Alliance of Arizona Nonprofits. She is a board member on the recently formed Arizona Planned Giving Institute and serves on the program committee of the Arizona Grantmakers Forum. Alling has a master's and bachelor's degree in humanities from Arizona State University.

The Arizona Community Foundation's goal is to improve conditions, circumstances and opportunities for people across Arizona and beyond. Among its many initiatives, the Foundation focuses on: Communities for All Ages, supporting programs that work to effectively address intergenerational needs and opportunities by mobilizing different age groups as resources for their communities; Nonprofit Capacity Building, strengthening the nonprofit community by targeting funds that help nonprofits fulfill their missions; and the Alliance of Arizona Nonprofits, supporting the newly created Alliance and its mission to represent Arizona's nonprofits. Learn more at www.azfoundation.org

Rebecca Bond is the program director of Tempe Connections, a Next Chapter Project founded in 2003. She has served as president of the board of directors for Arizona Interfaith Counseling and presently serves on the board for Arizona Adoption and Foster Care, a project of East Valley Child Crisis Center. She previously worked as a juvenile probation officer, adoption and foster case worker, marriage and family therapist and program coordinator. Bond has a master's degree in counseling and a bachelor's degree in sociology.

Tempe Connections is a nonprofit community service program and Café operating in the Tempe Public Library. The program partners with more than two dozen other organizations to provide a space for adults 50+ to be involved in life planning programs, meaningful engagement through work and service, continued learning, and peer and community connections. All proceeds from the Café directly support its programming. Learn more at www.tempeconnections.org



Jacky Alling
Senior Program Officer,
Arizona Community Foundation



Rebecca Bond
Program Director,
Tempe Connections

Appendix: Speaker Bios



Jan Davie
Director,
Career and Employment Services,
GateWay Community College

Jan Davie is a seasoned professional in career and employment services. For the past 23 years, she has worked within the Maricopa Community College District. She has earned the reputation as an innovator in developing programs for high school drop-outs, re-entry adult learners, dislocated workers, disabled and incarcerated students and baby boomers. The main theme her programs always focus on is “student empowerment”. Davie empowers students with a sense of their own potential and expands their learning with resources and techniques they can use throughout their work lives to ensure success.

Davie is also an adjunct faculty member teaching counseling and career work experience classes and job search skills workshops to re-entry students, dislocated workers and older workers. She chairs the staff development committee and is an active member of the Arizona Governor’s Mature Workers Task Force. Davie has a master’s degree in counseling, a bachelor’s degree in adult education, and an advanced graduate certificate in career counseling from Ottawa University.

The GateWay Community College recently launched the Boomer Workforce Transition Center. The Center re-careers boomers into the caregiver profession by working simultaneously with both employers and boomers to encourage workforce innovation and facilitate meaningful work experiences for both the boomer and the employer. The program will soon be expanded to include the education and social services sectors. Learn more at www.gatewaycc.edu



Mai Gabil
ageWORKS Coordinator,
Area Agency on Aging,
Region One

Mai Gabil is the ageWORKS program coordinator at the Area Agency on Aging, Region One. She is also a member of the Mature Workforce Committee of the Governor’s Advisory Council on Aging. She previously worked as a career guidance specialist with Arizona Women’s Education and Employment. Before moving to Phoenix, she worked with the Department of Citizenship and Immigration Canada, the Peel District School Board, and the Dufferin-Peel Catholic District School Board providing settlement-related services. Gabil is a graduate of McGill University in Montreal, Canada, and is a certified career practitioner.

ageWORKS serves older adults seeking to enhance their job related skills and employability by participating in the Senior Community Service Employment Program (SCSEP). The program provides paid training opportunities to help job seekers age 55 and older improve their skills and gain current work experience. Participants earn minimum wage while training an average of 20 hours a week at non-profit or public agencies. The program also provides community service hours to public and nonprofit agencies, allowing them to enhance and provide needed services. Learn more at www.aaaphx.org/AGE+WORKS

Carol Kratz is a program director at The Virginia G. Piper Charitable Trust, where she is responsible for grantmaking in the areas of older adults, arts and culture, and shares responsibility for community partnerships. She is currently managing initiatives for the Trust in successful aging: Next Chapter projects, Experience Corps, Methods of Significant Service, Career Transition Center and BenefitsCheckUp. These initiatives target the changing needs of the older adult population and organizations that serve them to provide options, opportunities and needed information related to services and benefits.

Kratz previously worked for the Maricopa Association of Governments, where she was director of planning related to the human services needs of children, families, elderly and persons with disabilities as well as developing regional plans related to domestic violence, elderly mobility and homelessness. She has served on a number of regional committees such as Healthy Arizona 2010, Healthy Phoenix and the Arizona Commission on Juvenile Justice. She currently serves as secretary on the board of directors of Grantmakers in Aging and was a delegate to the White House Conference on Aging in 2005. Kratz has a master's in public administration from the University of Pittsburgh and a bachelor's degree in political science from Chatham College.

The Virginia G. Piper Charitable Trust is a private foundation committed to changing lives and strengthening community in Maricopa County. In addition to supporting grants to individual nonprofit organizations, the Trust invests in a variety of strategic large-scale initiatives that hold the promise for long-term community impact. BenefitsCheckUp Arizona is a partnership program developed by the National Council on Aging. The program works to ensure that individuals with disabilities are aware of the federal, state and local benefits for which they are eligible. The Next Chapter Initiative is a program of Civic Ventures that provides technical assistance and expertise to local projects that are working to help older adults connect with their communities. The Trust is currently funding four Next Chapter projects in Arizona: Tempe Connections, Mesa Life Options, Scottsdale Boomerz and Boomerang. Learn more at www.pipertrust.org

Patrick McWhortor is president and CEO of the Alliance of Arizona Nonprofits, a position he has held since mid-2005. McWhortor has an extensive background in Arizona's nonprofit sector. In 2002, he founded NPower Arizona, a nonprofit organization dedicated to helping 501c3 nonprofits use technology to better serve their communities. He also served an 8-month term as interim executive director of the NPower National Network, advancing the interests of 12 affiliate members across the country.

McWhortor has served on the board of directors of Kids Voting Arizona, the Organization for Nonprofit Executives (ONE), Foundation for Legal Services & Education, Association of Fundraising Professionals, Tempe Little Theatre and his local Little League. He is a 2003 graduate of the AFP



Carol Kratz
Program Director,
The Virginia G. Piper Charitable
Trust



Patrick McWhortor
President and CEO,
Alliance of Arizona Nonprofits

Appendix: Speaker Bios

“Rising Stars” professional development program and a 2004 graduate of Valley Leadership and a long-time member of ONE. In 2005, McWhortor was recognized as a “Network Booster” by the National Council of Non-profit Associations (NCNA) for his leadership within the national nonprofit community, and in early 2007, joined the Board of Directors of NCNA. McWhortor has a master’s degree of public administration and a bachelor’s degree from Arizona State University.

The Alliance of Arizona Nonprofits is a statewide membership organization dedicated to serving, supporting, protecting and promoting all Arizona nonprofits. The Alliance works closely with an action-oriented group of partners across the state – both nonprofits and those in the community who support them – to achieve its goals. Under McWhortor’s leadership, the Alliance has grown to more than 250 members, serving nonprofits in almost every county of Arizona, saving thousands of dollars in annual nonprofit operating budgets, and delivering seminars and forums to more than 1,000 people per year. The Alliance formed in 2004 to advance the common interests of more than 20,000 nonprofits in Arizona. Learn more at www.arizonanonprofits.org



Jim Murphy
Interim Executive Director and
Corporate Relations Director,
Pima Council on Aging

Jim Murphy was recently appointed interim executive director of Pima Council on Aging (PCOA), the Area Agency on Aging for Pima County. He also continues to work at PCOA as the corporate relations director. Murphy has had a distinguished public service career spanning more than 40 years. He has been elected as a member of the Tucson City Council, twice elected to the Pima County Board of Supervisors and has served 22 years as an assistant county administrator. Murphy formed the first long-term care program within county government. The program initiated many home and community based programs, which, far ahead of their time, became more pervasive in other areas of the country (such as, caregiver support, adult foster care and cash payments to clients to hire caregivers).

In his leadership role with Rotary Club, Murphy has also been the principal who has directed the expansion of a literacy program in which 1,500 volunteer reading coaches were recruited and trained over the past three years helping more than 2,000 students each semester in grades 1-3 who are reading below grade level. He is president of four nonprofit boards and is active in a number of other organizations.

The Pima Council Aging, a designated Area Agency on Aging, provides a host of services for older adults in the Tucson area. The Mature Worker Connection Program, established in 2005, is one of its most successful initiatives. The program is a free referral and job placement service for Pima County residents age 50 and older. The volunteer Ambassador Program currently has 106 ambassadors, serving 224 sites throughout Pima County, who provide referral to services and distribute information on aging issues and services to the members of their assigned groups. Neighbors Care is a program that assists neighborhoods and faith communities in creating vol-

unteer caregiver programs. In the last three years, 11 new programs have been developed consisting of 31 neighborhoods and 12 faith communities. Learn more at www.matureworkerconnection.com

Melanie Starns has served as Governor Janet Napolitano's policy advisor on aging and director of the Governor's Office on Aging since November 2004. Starns provides statewide leadership on a variety of aging issues and directs the work of the Governor's Advisory Council on Aging. In addition, Starns is guiding a number of the Governor's aging initiatives including Aging 2020, the Arizona Mature Workforce Initiative, and an Executive Order to Improve Quality in Long Term Care – all efforts designed to help Arizona prepare for a growing aging population. As part of that preparation, Starns has been instrumental in creating the Governor's Office on Aging, establishing a Division of Aging and Adult Services in the Department of Economic Security, and in restructuring and reinvigorating the Governor's Council on Aging. She's also played a key role in garnering more than \$12 million of increased state funding to provide independent living services for seniors and to fully investigate allegations of abuse, neglect and exploitation.

Prior to coming to Arizona, Starns served as team leader for program development at the U.S. Administration on Aging within the Department of Health and Human Services, where she had oversight of AoA's discretionary grants and state technical assistance activities. She expanded the Alzheimer's Demonstration Program into a national initiative, and helped create the National Family Caregiver Support Program – the first new program established in decades under the federal Older Americans Act. Before joining AoA, Melanie served as deputy commissioner of Senior Services at the Kansas Department on Aging, where she managed federal and state funded aging service programs. Her publications include a 2003 co-authored book on models of service delivery and patterns of respite care use among culturally diverse Alzheimer's families. Starns has a master's degree in gerontology from the Leonard Davis School of Gerontology at the University of Southern California and a bachelor's degree in social work from Kansas State University.

The State of Arizona is an active partner in many projects including the Mature Worker Connection Program of the Pima Council on Aging, the Good Work for Arizona Project led by the Arizona Community Foundation, and the Workforce Transition Center at GateWay Community College. The State is also in the process of implementing a number of recommendations from last years Mature Workforce Initiative which seeks to prepare Arizona for the rapid aging of its workforce. Learn more at www.azgovernor.gov/aging



Melanie Starns
Policy Advisor on Aging and
Director of the Office on Aging,
Arizona Office of the Governor

Appendix: Speaker Bios



Jill Watts
Director,
Capacity Building Initiatives for
the ASU Center for Nonprofit
Leadership Management

Jill Watts is the director of Capacity Building Initiatives for the ASU Center for Nonprofit Leadership and Management. She is responsible for capacity building initiatives that span not only the State, but also the country, and increasingly the globe. Through partnerships and collaborations, Watts's work is extending the Center's reach to bring its programs and expertise to an ever-expanding market – from rural grass-roots groups to large national organizations.

Watts manages the Center's portfolio of programs aimed at improving nonprofit organizational effectiveness and capacity, such as Board Governance, Strategic Planning and Evaluation, Organizational Self-Assessment and the AmeriCorps Public Allies program. The common thread woven throughout the programs is that a nonprofit's capacity is enhanced when it has the institutional skills and tools needed to be effective. Prior to joining the Center at ASU, Watts served as director of communications for ValueOptions Arizona. In that role she led a department responsible for communications, public affairs, public relations, advocacy relations, marketing and advertising for the Regional Behavioral Health Authority serving 500,000 Medicaid-eligible clients in Maricopa County. Prior to that, Watts worked as the executive director of the Arizona Foundation for Women; the intergovernmental liaison for the Arizona Department of Economic Security; and in a variety of roles for the Valley of the Sun United Way. Watts is a graduate of Valley Leadership and has served on the boards of numerous organizations. She has a master's degree in business administration, bachelor's degree and an American Humanics certification in nonprofit leadership and management all from Arizona State University.

The ASU Center for Nonprofit Leadership Management aims to build the capacity of the social sector by serving those who lead, manage, and support nonprofits, including volunteers and donors. The Center provides research, education (undergraduate, graduate and continuing education offerings), technical assistance and conference activities, providing stakeholders with knowledge and tools that enhance their effectiveness and impact.

Appendix: Workshop Participants

Jacky Alling
Arizona Community
Foundation

Lisa Blanchard
Arizona Women's Education
and Employment

Kathryn Bogar
City of Phoenix/HOPE VI
Project

Rebecca Bond
Tempe Connections

Gail Bouchee
DIRECT Center for
Independence Inc.

Megan Brownell
Arizona Community
Foundation

Philip Carll
National MS Society, Arizona
Chapter

Mike Cartsonis
AARP

Judith Clinco
Direct CareGiver Association

Elizabeth Cole-Fay
Rio Salado College

Susan Craig
Habitat for Humanity

Laurie Criss
Secured Independence

Rex Critchfield
Arizona Department of
Economic Security, Division
of Aging and Adult Services

Penny Cuff
Partners for Livable
Communities

Joyce J Cummings
Northern Arizona University

Diane DAngelo
DAngelo Public Affairs

Jan Davie
GateWay Community
College

Maureen DeCindis
Maricopa Association of
Governments

Robyn Doukas
Secured Independence, Inc.

George Driver
Partners for Livable Places/
San Diego

Jane Eeley
Jewish Family and Children's
Services

Helen Eltzeroth
n4a

Corey Farber
Merrill Lynch

Beth Fiorenza
Tempe Community Action
Agency

Dennis Flynn
Rebuilding Together

Susan Fry
Arizona Community
Foundation

Mai Gabil
Area Agency on Aging,
Region One

Irene Garnett
Partners for Livable
Communities

Sharon Gartner
United Way of Tucson and
Southern Arizona

L. Jeanne Gieschen
Arizona State University
Retirees Association

Donald Gieschen
Arizona State University
Retirees Association

Ellen Granillo
Assistance for Independent
Living, Inc.

Stan Grossman
Rio Salado College

Barbara Hauke
Recording for the Blind &
Dyslexic

Ginny Herring
Association for Volunteer
Administration of Central
Arizona

Katie Hobbs
Sojourner Center

Mary Hughes
Mary Hughes Consulting

Sheryl Keeme
National MS Society, Arizona
Chapter

Appendix: Workshop Participants

Laura Kile
Foundation for Senior Living

Russell Koff
Partners for Livable
Communities

Carol Kratz
The Virginia G. Piper
Charitable Trust

Terri Leon
Friendly House, Inc.

Allison Levin
Susan G. Komen for the Cure

Marian Lupu
Elder Advocate

Terra Masias
Valley of Sun United Way

Patrick McWhorter
Alliance of Arizona
Nonprofits

David Miller
Jewish Family and Children's
Services

Joel Millman
Arizona Department of
Economic Security/Division
of Aging and Adult Services

Frank Mittin
Alliance of Arizona
Nonprofits

Robert Moore
Yavapai County Long Term
Care

Joan Moore
Pinal-Gila Council for Senior
Citizens

Peggy Mullan
Beatitudes Campus

Christie Munson
Beatitudes Campus

Jim Murphy
Pima Council on Aging

William Myers
Foundation for Senior Living

Ted Myzowski
MetLife Foundation

Carolyn O'Connor
GateWay Community
College

Alberto Olivas
Maricopa Community
College

Rhonda Oliver
Make A Difference

Andrea Pasquale
Sun Sounds of Arizona

Mary Patti
Assistance for Independent
Living

Frederick Payne
Pinal-Gila Council for Senior

Laurie Pierce
Arizona State University

Doreen Pollack
Valley Leadership

Karen Poole
Maricopa County
Community College District

Jessica Rial
Partners for Livable
Communities

Lisa Rolland
Valley Leadership

Ellen Solowey
The Virginia G. Piper
Charitable Trust

Guy Spiesman
Spiesman, Inc.

Melanie Starns
Arizona Office of the
Governor

Kristi Tate
Make A Difference

Dan Taylor
East Valley Senior Services

Mary Thomson
BHHS Legacy Foundation

Elena Thornton
Arizona Consortium for the
Arts

Dawn Trapp
Civitan Foundation

Shawn Trobia
Governors Advisory Council
on Aging

Annette Vigil
Phoenix Public Library

Jill Watts
ASU Center for Nonprofit
Leadership Management

Appendix: Resources

Arizona Links

ageWORKS

<http://www.aaaphx.org/AGE+WORKS>

Alliance of Arizona Nonprofits

<http://www.arizonanonprofits.org>

Area Agency on Aging, Region One

<http://www.aaaphx.org>

Arizona Community Foundation

<http://www.azfoundation.org>

Arizona Governor's Advisory Council on Aging

<https://www.azdes.gov/gaca>

Center for Nonprofit Leadership & Management,
Arizona State University

<http://www.asu.edu/copp/nonprofit>

Community Foundation for Southern Arizona

<http://www.cfsaz.org>

GateWay Community College

<http://www.gatewaycc.edu>

Mature Worker Connection

<http://www.matureworkerconnection.com>

Pima Council on Aging

<http://www.pcoa.org>

Tempe Connections

<http://www.tempeconnections.org>

The Virginia G. Piper Charitable Trust

<http://www.pipertrust.org>

National Links

AARP

<http://www.aarp.org>

Aging in Place Initiative:

Developing Livable Communities for All Ages

<http://www.aginginplaceinitiative.org>

The Atlantic Philanthropies

<http://atlanticphilanthropies.org>

Civic Ventures

<http://www.civicventures.org>

Experience Corps

<http://www.experiencecorps.org>

ICMA - Aging

<http://www.icma.org/main/topic.asp?tpid=13&stid=29&hsid=1&t=0>

National Association of Area Agencies on Aging

<http://www.n4a.org>

National Association of Counties

<http://www.naco.org>

National Council on Aging

<http://www.ncoa.org>

National League of Cities

<http://www.nlc.org>

Partners for Livable Communities

<http://www.livable.com>

ReServe Elder Service, Inc.

<http://www.reserveinc.org>

Scripps Health

<http://www.scrippshealth.org>

Literature and Reports

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<http://www.civicventures.org/publications/booklets/Blueprint.pdf>

Boomers are Ready for Nonprofits, But are Nonprofits Ready for Them?, The Conference Board, 2007

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BreakThrough Award: Showcasing Organizations that Tap the Passion and Experience of People Over 50 to Improve Society, MetLife Foundation/Civic Ventures, 2007.

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Appendix: Notes

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- ⁵ *Voices of Experience: Lessons for U.S. Community Foundations and their Partners*. A report of the Community Experience Partnership produced by Community Planning and Research LLC with funding from The Atlantic Philanthropies, October 2007.
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- ⁹ *Boomers Are Ready for Nonprofits, But Are Nonprofits Ready for Them?* The Conference Board, 2007. <http://www.civicventures.org/breakthrough/reports/ConfBdreport5-25.pdf>

About the Aging in Place Initiative Team

Partners for Livable Communities (Partners) – A national, non-profit organization working to renew communities for all ages. Partners has over twenty-five years of experience in solving community problems by providing information, leadership and guidance that help communities help themselves. www.livable.com

National Association of Area Agencies on Aging (n4a) – A leading voice on aging issues for Area Agencies on Aging across the country and a champion for Title VI-Native American aging programs in our nation’s capital. Through its presence in Washington, D.C., n4a advocates on behalf of the local aging agencies to ensure that needed resources and support services are available to older Americans and their caregivers. www.n4a.org


ICMA (International City/County Management Association) – The premiere local government leadership and management organization. <http://icma.org>

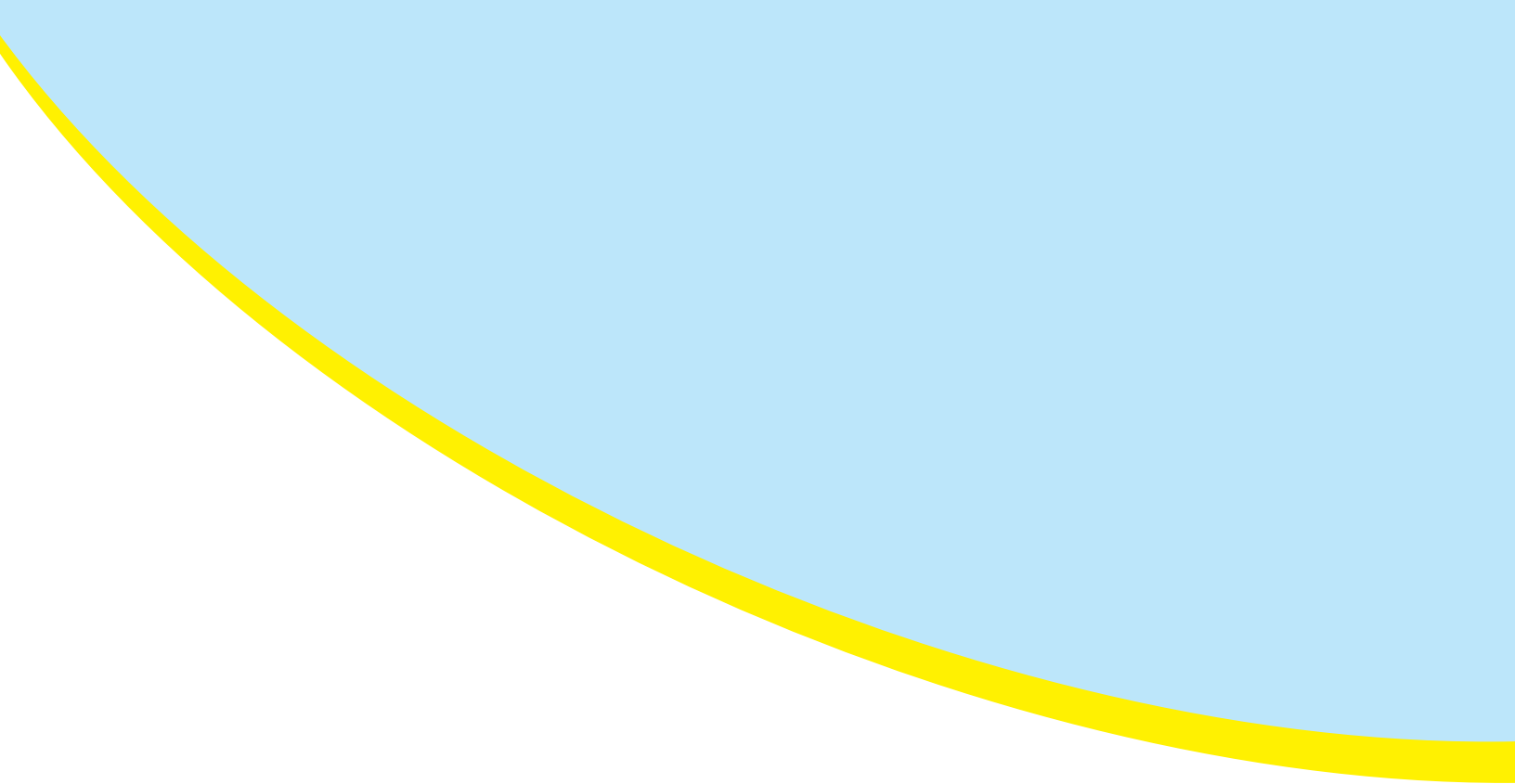
National League of Cities (NLC) – The largest national organization representing municipal governments throughout the United States. www.nlc.org

National Association of Counties (NACo)-- A national organization representing county governments in the US. www.naco.org

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MetLife Foundation - Established in 1976 by MetLife to carry on its long-standing tradition of corporate contributions and community involvement. The Foundation has been involved in a variety of aging-related initiatives addressing issues of caregiving, intergenerational activities, mental fitness, health and wellness programs and civic involvement. Since 1986, the Foundation has supported research on Alzheimer’s disease through its Awards for Medical Research program and has contributed more than \$10 million to efforts to find a cure. www.metlife.org





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