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MESSAGE TO COMMUNITY

The Winter Park Health Foundation's Older Adult Work Group set as its goal to create the healthiest elders in the United States by promoting physical and mental health and well-being through an elder-friendly environment, thus developing "Our community for a lifetime."

The Work Group further determined that depression was an overarching issue affecting the health and well-being of older adults. Recent studies show that participation in purposeful activities increases overall health and longevity.

After obtaining results from the local AdvantAge Initiative, the first comprehensive study conducted to assess Orange County older adults' self-perceptions about health and well-being, the Winter Park Health Foundation decided to delve deeper into barriers to and opportunities for meaningful service and employment.

The Foundation commissioned the Heart of Florida United Way Research and Evaluation Department in partnership with the University of Central Florida Center for Community Partnerships to conduct research and prepare a report. The team for this project included Joan Vermillion, PhD, principal investigator; Joan Nelson, MBA, MSW, project director; and Kelly Caruso, doctoral graduate research assistant.

We proudly present this summary of their findings and recommendations regarding barriers to and opportunities for meaningful service and employment in Orange County. These results will aid us in strategically establishing priorities, developing interventions and committing resources to address "Our Community for a Lifetime" goals, which include Meaningful Service and Employment, Lifelong Learning, and Health Promotion.

The project team interviewed older adults and representatives from nonprofit organizations, employers and long-term care facilities. The research project identified national and local program models that can serve as examples and resources to build upon as the community addresses the issues discussed in the report.

The Project Task Force reviewed the research results, prepared recommendations and developed a plan for meaningful service and employment for older adults. The task force presents, through this report, its findings and recommendations to the Orange County Community.

For those interested in gaining more insight, detailed information is available through Access to Better Community Data (ABCD) at the Center for Community Partnerships at the University of Central Florida. At the conclusion of this report you will find contact information.

Sincerely,

The Winter Park Health Foundation

PREFACE

Key factors in today's environment are directing community leaders' attention toward prospects for and management of older adults engaged in volunteer service and employment.

In 2000, an estimated 35 million people age 65 or older lived in the United States, accounting for almost 13 percent of the total population. During the next 20 years, 76 million baby boomers will retire. The population of persons 65 and older will double in the US, with the group of adults age 85 and older growing faster than other demographic groups.

Unemployment figures, corporate downsizing and strapped nonprofits characterize the current economy. It is believed that future generations of older adults will be in greater demand as volunteers because of shortages in public spending for social programs.

These conditions create unique opportunities as well as challenges for all involved in building and maintaining healthy communities with engaged citizens of all ages.

Volunteer contributions enhance a community and volunteers' lives. Recent studies show that older adults who volunteer report higher levels of well-being, regardless of social status, race or gender. Some volunteers may achieve more benefit when the activities are challenging and meaningful. Seniors consistently say that meaningful service and/or employment enriches their lives, a finding supported by a University of Michigan study indicating volunteerism increases overall health and longevity.

PROJECT OVERVIEW AND METHODOLOGY

Meaningful Service and Employment: The Next Steps built on data collected by the AdvantAge Initiative, sponsored by the Winter Park Health Foundation, during a comprehensive telephone survey of 610 randomly selected older adults in Orange County.

The AdvantAge Initiative provides a framework for creating communities where older adults can enjoy healthy, independent, productive and satisfying lives. AdvantAged communities build their capacity to support older residents, even the frail and disabled, and aim to engage elders in activities that improve the civic and social climate. A report showing the AdvantAge survey findings can be found at <http://www.wphf.org/ce/pubs.html>

This meaningful service and employment research project, also funded by the Winter Park Health Foundation, sought to answer several questions concerning volunteer and paid work in Orange County, Florida. Investigators compared the number of older adults volunteering or employed to other communities around the state and nation, sought to identify innovative programs and best practices, and asked older adults about their experiences in service and employment.

Thirty-two large and small businesses and non-profit organizations were contacted to identify barriers to meaningful service and employment of seniors. Twenty-four organizations participated in the survey: three small-sized companies, six medium-sized companies, eight large-sized

companies and seven non-profit organizations.

Thirteen interviews were completed with volunteer/employment/long-term care providers to identify any gaps in the community and proposed strategies to fill the gaps.

Seventy older adults participated in seven focus groups to identify barriers and opportunities regarding volunteerism and employment. Two of the groups were held at long-term care facilities. Focus group participants ranged in age from 52 years to 89 years, 28 from diverse cultures, 33 college graduates, three worked and four were looking for a job.

VOLUNTEER STATISTICS

The U.S. Department of Labor found in 2002 that 22.7 percent of Americans age 65 or older volunteer. Orange County enjoys a higher rate. The local AdvantAge survey showed 29 percent of county respondents volunteer time to assist religious groups, hospitals, senior service agencies, civic or social organizations, or educational-assistance programs.

Orange County respondents exceeded the national average for percentage of people donating time to religious organizations, 67 percent locally vs. 45.3 percent nationally, and lagged in support of social or civic service, 11 percent locally vs. 17.6 percent nationally (see table 1). Only 11 percent of Orange County elders volunteer in educational-assistance programs.

Of the Orange County older adults who give of their time, 45 percent

spend less than five hours per week in volunteer pursuits, 25 percent spend five to nine hours weekly volunteering and 23 percent spend 10 or more hours per week helping others. Those more likely to volunteer had higher incomes, were between age 65 and 74, had a high school education, friends in the neighborhood, and were in good health without activity limitations. People age 65 or older with incomes at or above 200 percent of poverty are considerably more likely than

those with lower incomes to volunteer, 35 percent vs. 20 percent. Those ages 65-74 are also more likely than people age 75 or older to volunteer, 33 percent vs. 24 percent. (see table 2).

Civic Ventures, founded in 1998, works to expand older Americans' contribution to society and to help transform the aging of America into a source of individual and social renewal. In 2002, the national nonprofit organization published the results of its survey *The New Face of*

Table 1: Type of Volunteer Service

Comparison Data on Volunteer Service and Orange County Seniors 65+

| | National Data | Orange County – AdvantAge Data |
|------------------------------------|---------------|--------------------------------|
| Total 65+ | 22.7% | 29% |
| Men / Women | 21.3% / 23.7% | 28% / 29% |
| Serving Religious Organizations | 45.2% | 67% |
| Serving Social/Civic Organizations | 17.6% | 11% |

Source of national data: The Bureau of Labor Statistics of the U.S. Department of Labor, from the September 2002 Current Population Survey

Retirement: An Ongoing Survey of American Attitudes on Aging, which found that despite concerns about the state of the country and the economy, Americans aged 50 to 75 are more interested than ever in getting involved with community service as part of their retirement plans.

Findings by Civic Ventures suggest that by offering small incentives, the number of older American volunteers would double. At the top of the list of desirable incentives were enhanced prescription drug benefits. This study was conducted prior to Congress passing a Medicare drug

bill.

Nearly one in three older Americans would be willing to devote 15 hours a week or more to a service activity in response to such a benefit. With approximately 76 million Americans over age 50, this could mean more than 25 million older Americans potentially available to serve their communities.

Offering any kind of incentive would require government involvement. Fifty-two percent believe that the government should do more to make satisfying service opportunities available to all older Americans. The survey also concluded that older

Volunteers are substantially more likely to say that they feel productive, supported by friends, empowered to improve their community, motivated to help others and optimistic about their future.

Americans find volunteerism contributes to more positive attitudes and healthier outlooks, which in turn contributes to improved health. Volunteers are substantially more likely to say that they feel productive, supported by friends, empowered to improve their community, motivated to help others

Table 2: Comparison of Volunteers

Comparison of AdvantAge Data for Orange County 65+ Volunteers by Income, Age & Hours of Service Per Week

| Incomes at or above 200% Poverty Level | Incomes below 200% Poverty Level | Ages 65 – 74 | Ages 75+ | Less than 5 hours | More than 10 hours |
|--|----------------------------------|--------------|----------|-------------------|--------------------|
| 35% | 20% | 33% | 24% | 25% | 23% |

Poverty level: * 200 % of poverty level is equal to or less than \$17,960 for a family of one. **SOURCE:** *Federal Register*, Vol. 68, No. 26, February 7, 2003, pp. 6456-6458.

and optimistic about their future. "What we are witnessing is the re-emergence of the we generation—the generation that we first created the

Peace Corps for and that JFK challenged as young adults to think about what they could do for their country. These individuals are now entering their 60s, and they appear

ready to embrace their idealism once again," commented Civic Ventures president Marc Freedman, author of the book *Prime Time: How Baby Boomers Will Revolutionize Retirement and Transform America* (1999) (see table 3).

Table 3: Meaningful Service Programs

Summary of Orlando area & selected National Meaningful Service Programs

| Program | Description | Scope | Elegibility Requirements | Orange County Participants* |
|--|---|--------------------|--------------------------------|-----------------------------|
| Retired Senior Volunteer Program (RSVP) | Provides volunteer opportunities & transportation stipend | Local & National | 55+ | 1,400 |
| Foster Grandparents | Provides subsidized volunteer opportunities for seniors to work with youth | Local & National | 60+ Low income | 230 |
| Senior Companion Program – VNA/CCE | Provides subsidized & non-subsidized volunteer opportunities and training to assist frail elderly | Local & State-wide | 60+Background check & training | 75 |
| AARP (formerly American Association of Retired People) | Pilot youth-mentoring collaboration with Big Brothers, Big Sisters | Local & National | 55+ | Data not available |
| Senior Resource Alliance (SRA) | Provides volunteer opportunities and promotes civic engagement in Lifespan Learning programs | Local | 55+ | Data not available |
| Heart of Florida United Way (HFUW) | Volunteer Central Florida provides volunteer placement and volunteer management training | Local | Data not available | Data not available |

*Estimated Annual Number of Orange County Older Adult Participants

EMPLOYMENT STATISTICS

In 2001, 4.3 million Americans age 65 and older were in the labor force, working or actively seeking work. They constituted 3 percent of the U.S. labor force. Recent research by the National Council on the Aging showed that 23 percent of individuals 65 or older consider themselves both retired and working. Fourteen percent of individuals 75 and older did not consider themselves completely retired.

The chance an individual will re-enter the workforce after retirement is one in four, according to the International Longevity Center. In the future, this number may increase significantly since 80 percent of baby boomers say they will seek employment after retirement.

Within the next seven years, the U.S. Bureau of Labor Statistics projects a shortfall of 10 million workers in the United States, and Senator Larry Craig, Republican from Idaho, chairman of the Special Committee on Aging, says that older workers wishing to work will be essential for keeping the nation's economy healthy. And many retirees may return to the workplace if investment income has dropped.

Some employers have made progressive moves to court older workers. As an example, Kelly Services addresses the specific needs of older workers seeking re-entry to the job market by offering flexible schedules that balance work and leisure, or industry-specific placements and projects for defined time periods. Fourteen percent of Kelly's temporary employees are over age 55.

The chance an individual will reenter the workforce after retirement is one in four, according to the International Longevity Center.

AARP established an awards program, in 2001, to honor companies and organizations whose best practices and policies for valuing the mature worker are roadmaps for the workplaces of tomorrow. Baptist Health South Florida, named one of the best employers in 2002 and 2003, lets employees work fewer hours, work from home or sometimes customize a schedule. Employees receive full benefits if working as few as 20 hours a week. Employees needing emergency time off can tap a paid bank donated by co-workers. And a seminar on age diversity in the workplace is available to managers.

Other employers are less prepared. In a June 2002 poll of 194 human resource professionals in the United States, conducted by human-resources consulting firm Drake, Beam and Morin, 61 percent of companies said their firms were aware of the changing demographics, and 55 percent said they were not actively implementing strategies to either attract or retain workers age 50 or older. More than 55 percent of respondents had at least 10 percent

of their workforce aged 50-plus. Fourteen percent of those surveyed were unaware that approximately 60 million baby boomers will be leaving the workforce during the next 15 years, creating unprecedented manpower shortages.

Orlando's labor-force participation, according to Census Bureau figures, ranks comparably to state and national statistics for the 65 to 69 age group, 30 percent vs. 29 percent and 31 percent respectively. But

Orlando has a higher labor-force rate for those 70 to 74 years, 25 percent vs. 17 percent and 18 percent respectively, and 75 and older, 9 percent vs. 7 percent statewide and nationally (see table 4).

The AdvantAge data found that 7 percent of older adults in Orange County work full time and 10 percent part time. Of the 83 percent not working, one out of five would like to work for pay. People other than white, non-Hispanic are more than twice as likely as white non-Hispanics to say that they would like to work, 43 percent vs. 17 percent. People with income below 200 percent of poverty level also are more likely than those with higher incomes to say that they would like to work, 27 percent vs. 18 percent.

Several local and national programs exist to promote meaningful employment for older adults (see table 5).

Table 4: Older Adult Labor Force

National, Florida and Orlando Comparison Data on % of Labor Force by Older Adult Age Groups

| | Ages 65-69 | Ages 70-74 | Ages 75+ |
|---------------|------------|------------|----------|
| Orlando | 30% | 25% | 9% |
| Florida | 29% | 17% | 7% |
| United States | 31% | 18% | 7% |

Source: Orlando Sentinel (February 2002)

Table 5: Meaningful Employment Programs*Summary of Local & National Meaningful Employment Programs*

| Program | Description | Scope | Eligibility Requirements | Orange County Participants* |
|---|---|------------------|---------------------------------|-----------------------------|
| Workforce Central Florida One Stop Career Centers 407-599-8380 | Publicly-funded employment service providing job search and training/retooling activities | Local & National | All ages, unemployed or retired | 8,000 |
| AARP Senior Community Service Employment Program (SCSEP) 407-420-6936 | Provides stipends for low income seniors with poor skills to work in nonprofit or public agencies | Local & National | 55 or older and low income | 350 |
| Goodwill Industries of Central Florida, Inc. 407-235-1500 | Provides employment and training services to persons with disadvantaged conditions | Local & National | | 5,000 |
| Experience Works 986-736-2903 | National staffing service provides training and employment for seniors | National | | Data not available |

*Estimated Annual Number of Orange County Older Adult Participants

BARRIERS AND OPPORTUNITIES

Our research for this report included interviews with businesses, volunteer providers and older adults. The results found a number of things keep older adults from volunteering or remaining in the workforce. We have identified barriers to and opportunities for meaningful service and employment.



MEANINGFUL SERVICE

Barriers

All groups surveyed for this study identified two barriers to service:

- Older adults are not available to make a consistent commitment of day and time to volunteer
- Restrictions due to physical health and age, including memory loss, hearing loss, accessibility and physical disabilities.

Opportunities

Opportunities for meaningful service, identified by all groups surveyed for this report included:

- Enhanced availability of technology training for seniors at low or no cost
- Training for seniors for specific task guidelines and orientation to volunteer situations

Barriers

Groups surveyed for this report identified the following barriers to employment:

- Scheduling conflicts
- Lack of availability, especially for weekends, graveyard shifts and 24-hour/7-day schedules
- Transportation to and from work
- Generational differences and misperceptions
- Inability to fit in with or be accepted by the existing workforce
- Sickness or health problems
- Inability to perform certain jobs

Opportunities

Opportunities for employment identified by all groups surveyed for this report included:

- Flexibility in work schedules
- Job sharing.



RECOMMENDATIONS FOR SERVICE

The Project Task Force reviewed a summary of the research results and made the following recommendations:

- Enhance a community-wide, collaborative effort regarding older-adult volunteers, including the United Way, 2-1-1, RSVP, AARP and other organizations. Clarify and enhance communication of agency roles. Heart of Florida United Way, one of 23 statewide volunteer centers, and the Rollins College Philanthropy & Nonprofit Leadership Center, hold regular volunteer coordinator training. It is suggested that trainees receive certification after completing training.

- Expand episodic, time-limited or flexible volunteer opportunities for older adults. Volunteer coordinators can be reminded of this need.
- Expand transportation to volunteer opportunities. The AdvantAge Initiative survey results showed an overall concern about transportation availability for older adults in Orange County, who may not be driving or have driving limitations. This issue was identified as a priority in the AdvantAge Initiative recommendations.
- Expand volunteer opportunities older adults can do at home. The enhancement of computer skills for older adults would offer more

opportunities for volunteering within the home. Many volunteer positions require computer skills.

- Expand opportunities for older adults helping elders. For example, older adults could assist in long-term care settings.
- Expand opportunities for older adults helping children and their families. Best Practices include Civic Ventures Experience Corps, mentoring and tutoring low-income children attending public school, and Temple University Center for Intergenerational Learning.
- Encourage organizations to provide stipends or perks to older-adult volunteers. Organizations could promote stipends/perks/transportation reimbursement to elders who volunteer. The Civic Ventures 1999 survey suggests that if

small incentives were offered, the number of older American volunteers would double. Many seniors live on limited incomes, and there is an expense to volunteering. Foster Grandparents gives a stipend and mileage reimbursement. RSVP offers volunteers a mileage reimbursement, but only a small percentage of participants submit for this reimbursement. Both programs are only available to low-income older adults.

- Utilize senior centers as locations for recruiting older-adult volunteers and the posting of volunteering opportunities. Existing senior centers in Orange County include Marks Street Senior Recreation Complex, Beardall Senior Center, East Orange Community Center, Maitland Senior Center and L. Claudia Allen Senior Center.

In addition, there are community centers in Orange County. Best Practices include Central Florida Community College Life Options Centers and The Senior Corps Web-based Recruitment System.

- Updating of volunteers' skills is important. Employers can assist with the updating of volunteers' skills.
- Enhance the availability of technology training for older adults. Provide additional formal classes using available computers. Neighborhood centers, senior centers and libraries already have computer labs in place. Provide instructional courses at low or no cost to elders. Volunteers can be recruited to assist in the computer training of older adults. Companies, such as Lockheed Martin that have potential trainers, might be interested in projects like this one. One center could be

The Civic Ventures 1999 survey suggests that if small incentives were offered, the number of older American volunteers would double.

established as a pilot project. Also, we could explore featuring computer classes in the Central Florida Guide to Lifelong Learning. Best Practices include the Smith Barney Intergenerational Computer Mentoring Program and The SeniorNet Learning Center at Marks Street Senior Recreation Complex, one of 240 centers in the United States.

- Train older adults for general guidelines and orientation to volunteer situations. Employers can assist with the orientation of volunteers to the particular situation.

- Link the community with senior programs and match skill level with projects. Skill evaluation and matching is valuable to a successful volunteer experience. The training of volunteer coordinators/managers is important and, as is possible, certification for training. The Heart of Florida United Way's Volunteer Center and Rollins College Philanthropy & Nonprofit Leadership Center provide training for volunteer coordinators. Gateway, the Heart of Florida United Way's volunteer database, is available to the public and lists volunteer opportunities at local companies.
- Older-adult, volunteer-friendly local organizations should be recognized. Best Practices include the AARP Best Employers for Workers Over 50 recognition program.

RECOMMENDATIONS FOR MEANINGFUL EMPLOYMENT

- Prepare a public service campaign entitled "Hire Seniors/Wise for Business." Honor companies that recognize the value of employing the mature worker. A full media campaign on this issue would reach a broad audience. Best Practices include the AARP Best Employers Over 50 recognition program.
- Provide generational differences/diversity training programs for older adults and employers. Best Practices include Baptist Health South Florida, one of the 2002 and 2003 AARP Best Employers for Workers Over 50, which trains managers about age diversity in the workplace.
- Encourage employers to consider flexible part-time, permanent job opportunities or job sharing opportunities with full-time permanent jobs. Best Practices include Kelly Services, with 40 percent of its temporary employees older than age 55.
- Engage Senior Corps of Retired Executives (SCORE) and/or AARP as groups to help seniors find meaningful employment opportunities.
- Expand senior employment assistance, such as call back, coaching, one-on-one help, and follow-up counseling as needed. Experience Works identifies itself as the only national staffing service focused on the

employment needs of older workers. Services include skill assessments, referral services, on-the-job training and job-research recommendations. Best Practices include the Central Florida Community College Life Options Centers.

- Pursue tax credits or federal, state or local incentives to employers for hiring older adults. For example, offer on-the-job training programs that would support 50 percent of six months of wages as well as coaching, teaching on the job and a buddy system.
- Utilize senior centers as locations for recruiting older adults for employment, posting jobs, and holding Goodwill Industry Job

Club Training Classes. Classes could be offered on a schedule conducive to older adults' needs. WorkForce Central Florida could have a program especially geared to elders. Best Practices include the Central Florida Community College Life Options Centers

- Elder employment-friendly local organizations should be recognized. Best Practices include AARP's Best Employers for Workers Over 50 Program.

See page 23 for contact information for these organizations.

MEANINGFUL SERVICE AND EMPLOYMENT FOR OLDER ADULTS PLAN

Members of the Project Task Force of the Winter Park Health Foundation met to discuss all information gathered and to make a number of recommendations in six strategic areas for our community to consider. They include:

- Creation of one-stop senior coaching programs
- Expansion of volunteer management programs
- Expansion and enhancement of computer training programs

The current barriers that may be keeping us locked into an old view are surmountable and doing so is the key to success.

- Expansion and enhancement of employment assistance programs
- Promotion of intergenerational programs
- Promotion of culture change throughout our community.

Next steps should expand and enhance current programs, create new programs and promote awareness that the time for culture change is upon us. Some steps will require new funding for current and new programs to meet growing needs. Some steps will require formation of new partnerships and innovative approaches to existing partnerships both at the funding and provider levels.

And perhaps most importantly, some major steps will need to be taken to promote a new mindset among local businesses and our community at large with regard to the value of older-adult volunteers and employees. The current barriers that may be keeping us locked into an old view are surmountable and doing so is the key to success.

For each of these six strategic areas, the tables that follow present objectives, planned outcome, actions, potential partners and how the proposed objectives address barriers and opportunities identified in the research.

Table 6: Creation of “One-Stop Senior Coaching Programs

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|--|---|---|--|---|
| Immediate – First Year | | | | Immediate and Long Term |
| Explore and adopt a model for one-stop senior coaching programs encompassing assessment, placement and followup. | Community will adopt a model for one-stop senior coaching centers with assessment, placement and follow-up. Increased opportunities for successful placement in service and/or employment that is meaningful to older adults and the community. | Potential partners meet and identify a model for one-stop senior coaching program to meet the needs of the community. | WorkForce Central Florida, Goodwill, Heart of Florida United Way, Orange County Senior Centers, existing volunteer programs, Orange County, Senior Resource Alliance (SRA), WPHF, RSVP, Foster Grandparents, Rollins College, Seniors First. | Older adults expressed a need for more opportunities where their talents are valued and they can contribute to the community. Barriers to meaningful volunteer opportunities include lack of opportunities and lack of preparation on the part of older adults and agencies using volunteers. Older adults who move through the senior-coaching programs will be better matched and prepared. Placement agencies and companies will recognize older adults who are receiving guidance as better prepared and better able to contribute to the success of their organizations. |
| Intermediate – Year 2 | | | | |
| Create one-stop senior coaching programs throughout the community. | 2-4 sites will implement one-stop senior coaching models. 40 – 60 seniors will be coached and placed per site per month. | Sites are created and become operational. | Same as above | |
| Long Term – Year 5 | | | | |
| Implement one-stop senior coaching programs, accessible throughout Orange County. | Number of sites will match demand. All older adults who desire placements are served. | Number of sites increased across community. | Same as above | |

Table 7: Expansion of Volunteer Management Training

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|---|--|---|--|--|
| Immediate – First Year | | | | Immediate and Long Term |
| Train more agencies about senior volunteer management techniques | Agencies are better prepared to use volunteers in meaningful ways. More older adults have positive volunteer experiences – reduced turnover and no-shows. | Existing volunteer management training programs are expanded; additional training opportunities are identified. | HFUW – Volunteer Central Florida, Senior Resource Alliance (SRA), existing senior volunteer programs, Orange County, training organizations, WPHF, Orange County Library System, Winter Park Public Library. | Older adults expressed a need for more opportunities where their talents are valued and they can contribute to the community. Barriers to meaningful volunteer service include lack of opportunities and lack of preparation on part of older adults and agencies using volunteers. Placement agencies with proper training can utilize volunteers more effectively. |
| Intermediate – Year 2 | | | | |
| Ensure that most agencies using older adult volunteers are trained on senior volunteer management techniques. | Number of agencies participating in volunteer management training will increase by target percentages. Number of seniors having positive placements will increase. | Volunteer management training continues to expand. | Same as above | |
| Long Term – Year 5 | | | | |
| Ensure all agencies using older adult volunteers will have received and maintained training for staff. | 90% of agencies using volunteers are successfully implementing best practices volunteer management techniques. | Volunteer management training continues to expand. | Same as above | |

Table 8: Expansion and Enhancement of Computer Training Programs

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|--|---|---|--|-------------------------|
| Immediate – First Year | | | | Immediate and Long Term |
| Establish train-the-trainer programs to increase numbers of older adults becoming technologically literate and to increase number of community volunteers as instructors. | 10 – 12 Train-the-trainer sessions offered over next 12 months through targeted initiative to match community volunteers with expertise in computer training for seniors. | Hold Train-the-trainer sessions for community volunteers. Identify senior centers and community computer lab sites. Market training to seniors. Match volunteers with senior center computer sites. | SeniorNet Learning Center, Senior Resource Alliance, HFUW – Volunteer Central Florida, WorkForce Florida, Goodwill, existing senior volunteer programs, Orange County, training organizations, libraries, WPHF | |
| Intermediate – Year 2 | | | | |
| Increases numbers of senior center and community sites where quality, senior-friendly computer training is offered. | Ongoing Train-the-trainer sessions held with numbers attending doubled. Number of sites offering senior-friendly trainings doubled. | Identify additional sites to offer senior-friendly computer training. Market to community and older adults to increase program participant numbers. | Same as above | |
| Long Term – Year 5 | | | | |
| Enhance sufficient community resources to meet need of senior population for senior-friendly computer training. Computer training is integrated into one-stop coaching programs. | No waiting list for computer training services. Referrals from one-stop centers have increased. | Work closely with partners to sustain training system. | Same as above | |

Table 9: Expansion and Enhancement of Employment Assistance Programs

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|---|--|---|--|---|
| Immediate – First Year | | | | Immediate and Long Term |
| Expand job training opportunities for older adults. training opportunities for older adults are expanded. | Increased older adults' confidence and skills to obtain employment through training classes. More older adults are successful in job placements. | Identify "job club" providers and sites. Provide "job club" training at appropriate sites. Market training programs to seniors. | WorkForce Central Florida, Goodwill, Senior Resource Alliance, Seniors First, Orange County senior centers, training organizations, WPHF | |
| Intermediate – Year 2 | | | | |
| Increase number of older adults trained in technical skills to meet employment needs. | Number of "job club" sites has increased by target percentage. Number of older adults in successful employment placements. | Expand "job club" sites and older adult enrollment. | Same as above | Older adults who do not know where to turn for assistance to gain technical knowledge and skills will benefit from "job club" training centers. Placement agencies (companies and nonprofits) will know older adults are receiving guidance and support to assure successful placements. Employers will have access to a trained workforce of older adults. |
| Long Term – Year 5 | | | | |
| Establish seamless system of all referrals from all seior source to "job club" training and placement. | All older adults seeking employment have confidence and skills to perform and are successfully placed. | Coordination of all programs assisting older adults with assessment, training and placement. | Same as above | |

Table 10: Prioritization of Intergenerational Programs

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|--|---|--|---|-------------------------|
| Immediate – First Year | | | | Immediate and Long Term |
| Expose the community to the benefits and opportunities for intergenerational programs. | Increased awareness in community of concepts related to intergenerational programming. | Plan a symposium featuring existing local programs and national models. Form an Orange County Commission on Aging Intergenerational Committee. | Existing local and national intergenerational programs, Senior Resource Alliance, AARP, UCF Nonprofit Spring Symposium partners | |
| Intermediate – Year 2 | | | | |
| Increase knowledge about successful intergenerational programs. More intergenerational programs come on line. | Community is educated about successful intergenerational programs and number of new programs increases by target percentage. | Hold symposium. Identify community programs that want to add or expand their intergenerational programs. | Same as above | |
| Long Term – Year 5 | | | | |
| An abundant number of intergenerational programs contribute to the creation of "Our Community for a Lifetime." | Each community setting (neighborhood) has an intergenerational program providing opportunities for elders and youth to participate. | Intergenerational programs operating throughout community. | Same as above | |

Table 11: Promotion of Culture Change

| Objectives | Planned Outcomes | Action Steps | Potential Partners | Addressing Barriers |
|--|---|---|--|-------------------------|
| Immediate – First Year | | | | Immediate and Long Term |
| Business community and community at large value older adults in volunteer and employment settings. | Increased awareness of benefits of older adults as employees and volunteers. Increased number of businesses offering flexible work schedules to meet the needs of the senior workforce. | Plan a public service campaign to promote seniors – benefits, particular needs, innovative solutions to create win-win models. | Senior Resource Alliance, WorkForce Central Florida, Goodwill, Heart of Florida United Way, Orange County, WPHF, Pioneer Network | |
| Intermediate – Year 2 | | | | |
| Central Florida businesses will hire more older adults who make significant contributions. | Numbers of older adults placed in flexible, meaningful positions increases. | Implement a public service campaign. Utilize Orange County TV and <i>The Orlando Sentinel</i> as campaign partners. Track successful placements. Implement Best Companies for Older Workers awards. | Same as above | |
| Long Term – Year 5 | | | | |
| Central Florida businesses are compete for talented older adults to join their workforce. | Number of businesses eligible for awards increases. Numbers of older adults employed increases. | Provide regular tips and updates about the older adult employee for HR departments. Awards occur annually. | Same as above | |

FOR MORE INFORMATION:

Detailed information is available for those interested in gaining more insight through Access to Better Community Data (ABCD) at the Center for Community Partnerships at the University of Central Florida.

Access to Better Community Data

www.library.ucf.edu/abcd
Email: abcd@mail.ucf.edu

Center for Community Partnerships

www.centralfloridapartnershipcenter.org
Phone: 407-823-4579

Administration on Aging
<http://www.aoa.gov/prof/Statistics/profile/1.asp>

AdvantAge Initiative report
<http://www.wphf.org/ce/pubs.html>

American Association of Retired Persons (AARP)
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Kitty Wrenn
Kitty L. Wrenn, CPA

PROJECT TASK FORCE MEMBERS

This research and planning project was sponsored by the Winter Park Health Foundation and was conducted by Heart of Florida United Way Research and Evaluation Department in partnership with University of Central Florida Center For Community Partnerships.

Principal Investigator: Dr. Joan Vermillion
Project Director: Joan Nelson, MBA, MSW
Assistant: Kelly Caruso, Doctoral Graduate Research Assistant

The community steering committee for this project was the Meaningful Service and Employment Committee. Members include:

Ann E. Smith and Jane Watkins
Foster Grandparent Program
7400 Laurel Hill Oaks Circle
Orlando, Florida 32818
407-298-2725
fgpcf@aol.com
janewatkins@earthlink.net

Joan Hansen
Retired Senior Volunteer Program of Orange County
99 East Marks Street
Orlando, Florida 32803
407-422-1535
rsvp11@earthlink.net

Pastor Robbi Walker
St. Andrews United Methodist Church
100 St. Andrews Blvd.
Winter Park, Florida 32792
407-647-4516
robbiwalk@aol.com

Sarah Ritzman and Cathy Lieblich
Senior Resource Alliance
988 Woodcock Road, Suite 200
Orlando, Florida 32803
407-228-1816
Fax: 407-228-1835
ritzmans@elderaffairs.org
lieblicc@elderaffairs.org

Debra Fadool, Project Director
AARP Senior Community Service Employment Program
988 Woodcock Road, Suite 101
Orlando, Florida 32803
407-895-8082
scorlando@aol.com

Hugh Bleddyn and Karla Radka
Workforce Central Florida
1801 Lee Road
Winter Park, Florida 32789
407-741-4365 and 407-599-8388
hbleddyn@mail.workforcecentral.org
kradka@mail.workforce.org

Linda Rimmer, Vice President (or Brett Oakley)
Goodwill Industries
7531 Orange Blossom Trail
Orlando, Florida 32809
407-235-1500
lrimmer@goodwillcfl.org

Hyrum Schick and Tom Gregor
Experience Works
P.O. Box 334
Deland, Florida 32721
386-736-2903
Fax: 386-736-9883
hyrum_schick@experienceworks.org

Joan Nelson, Rebecca Quinn, and Jennifer Staubly
Heart of Florida United Way
Dr. Nelson Ying Center
1940 Traylor Boulevard
Orlando, Florida 32804
407-835-0900
jnelson@hfuw.org
rquinn@hfuw.org
jstaubly@hfuw.org

Robin Flynt
3217 Hartwood Avenue
Winter Park, Florida 32792
407-673-1190
robinflynt@aol.com

Sonya Barsness and Mimi Reggentin
Orange County Office on Aging
2100 E. Michigan St., 2nd Floor
Orlando, FL 32806
407-836-8984
Fax: 407-836-7583
sonya.barsness@ocfl.net
Mimi.Reggentin@ocfl.net

Paulette Z. Geller
Winter Park Health Foundation
1870 Aloma Ave, Suite 200
Winter Park, FL 32789
407-644-2300
Fax: 407-644-0174
pgeller@wphf.org

Dr. Joan Vermillion
445 Abalone Blvd.
Orlando, FL 32833
407-568-8691
drjoanv@aol.com