

# **Aging Well**

**In Jefferson  
County, Colorado**

## **Social & Civic Engagement**



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### Acknowledgements

This report was produced as part of the Jefferson County Strategic Plan for Aging Well Project. The two-year process included input and feedback from experts in the aging field, providers and consumers of aging services, and others. The Plan benefited from the participation of many concerned people who took time to attend monthly and bi-monthly meetings, who contacted numerous aging services organizations and who wrote the report and strategic plans attached.

We would like to recognize the following people for their participation on the Social & Civic Engagement Workgroup of the Strategic Plan for Aging Well in Jefferson County Project:

- Nancy Wellnitz, First Year's Co-Chair, Apex Park and Recreation District
- Deb Sanders, Second Year's Chairperson and First Year's Co-Chair, Clements Community Center, City of Lakewood
- Faye Buffington, St. Anthony Hospital's Health Passport
- Dennis Dempsey, Jefferson County Planning and Zoning
- Kathleen Howell, Retired, Mountain Community Member
- Ann Ludvigsen, Seniors' Resource Center
- Jennifer Martinez, Jefferson County Human Services
- Mary Ellen Peters, Retired, Consumer
- Kay Ross, Jefferson County Workforce Center
- Ann Schul, Foothills Park and Recreation District
- Elizabeth Shinn, Developmental Disabilities Resource Center
- Brian Beck, Volunteer Facilitator in first year, Jefferson County Mediation Center
- Elaine Rains, Volunteer Facilitator in first year, Jefferson County Mediation Center
- Kristin Aslan, Red Rocks Community College
- Nancy Carlson, Red Rocks Community College
- Susan Franklin, Project Manager, Jefferson County Human Services
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Fall 2010

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*Photo credits: Front cover sewing social, courtesy of Clements Community Center, page 7:4- kitchen volunteers, courtesy of Apex Park & Recreation District, page 7:6- job training client, courtesy of Seniors' Resource Center, page 7: 8- volunteers serving food, courtesy of Clements Community Center, page 7:9- art class, courtesy of Clements Community Center, page 7: 10- luau, courtesy of Apex Park & Recreation District, page 7: 11- Mike and Jennifer, courtesy of Health Passport, page 7: 12- snowshoeing, courtesy of Apex Park & Recreation District*

# Introduction

Participation in social and community activities that involves other people is a vital aspect of life for many as they get older. Communities that provide diverse and abundant opportunities for such involvement often thrive. This report highlights the work of the Social & Civic Engagement Workgroup in 2008 and 2009, as part of the Aging Well in Jefferson County Project. While Jefferson County offers many social and civic engagement opportunities, there are a number of areas primed

for change. Continuing to build relationships with faith-based organizations, increasing the skills of Volunteer Managers, and adding more hours to recreation centers, are a few of the ideas presented here that can bring added quality of life for the county's older residents.

Short-term and long-term strategic plans will follow the report and were developed in the second year of the project. ♦

## Process

Practitioners in the field of aging and concerned citizens were recruited to brainstorm and decide what social and civic engagement areas would be most impacted by the increased number of seniors in Jefferson County in the coming years. The workgroup included professionals from Jefferson County Workforce Center, Human Services, and Planning and Zoning, several recreational facilities that serve seniors (City of Lakewood, Foothills Park and Recreation, Apex Park and Recreation), and people from volunteer programs at Seniors' Resource Center, Developmental Disabilities Resource Center, and St. Anthony Hospital's Health Passport Program. Several staff from Red Rocks Community College were later recruited to bring expertise on the aging population and education. Additionally, two volunteer facilitators from Jefferson County's Mediation Center provided support to the group's process in the first year. The workgroup met from October 2008 until June 2010, to share ideas and report on research findings.

The Social & Civic Engagement Workgroup defined its mission as follows: To enhance the community's efforts to help adults age 60+ constructively connect and contribute to the success and welfare of their community in order to create a sense of belonging. The group brainstormed around the question, "What comes to mind when one thinks of social and civic engagement?" Some of the ideas included: activities, places to meet, participating with others who have common interests, interaction, personal connections, communicating, recreation, networking, not being alone, volunteerism, advocacy, cultural activities, family, friends, neighbors, employment, inter-generational connections (including grandchildren), lifelong learning, mentoring, feeling part of or contributing to the community, and having a meaningful place.

The topic of social and civic engagement is broad, so for this project the group prioritized and selected the following areas to concentrate its efforts: 1) Volunteerism, 2) Employment, 3) Education, 4) Recreation and Cultural Programs, and 5) Personal Connectedness through Faith-Based Organizations. These five were chosen as they seemed to be the main topic areas and encompassed most of the social and civic ideas that had been brainstormed. The area of Personal Connectedness through Faith-Based Organizations originally was titled Personal Connectedness and included faith-based organizations, neighbors, friends, families, clubs and groups. But due to the time frame of this project and resources on the committee, the focus was narrowed to faith-based organizations.

The workgroup divided into five subcommittees, based on the topic areas specified above. Members researched what trends, strengths and assets, and gaps the expected population growth would potentially create. The groups used their own experience, other professionals, published studies, a survey and information provided from the Aging Well Leadership Committee and Jefferson County Council on Aging to determine the trends and needs within each area. The group then prioritized which needs would be of greatest concern to the county as the population ages. The findings on the trends, resources, strengths, assets and gaps identified by each of these subcommittees follow. The report concludes with summary points and identification of recommended key priorities for the future.

Terms and definitions used in this report can be found in Appendix A. ♦

# Trends

The following information on past and future trends represents the collective input of workgroup members based on their research, analysis and expertise.

## Volunteerism

The Volunteerism Subcommittee researched the opportunities and barriers for seniors wishing to donate their time and expertise throughout Jefferson County. Multiple studies confirm the mental and physical health benefits of volunteering, including actual longer life of volunteers (See Appendix F). It is important for the health of the community that these findings be publicized along with the available volunteer opportunities for older adults.

The first trend identified is that older volunteers want a variety of service options which utilize their particular skills and experience to meet real needs in the community. Options may include high impact short-term projects, options for families and groups, and virtual volunteering. Virtual volunteering, also called “on-line volunteering” or “cyber service,” refers to volunteer tasks completed in whole or in part via the Internet from a home or work computer.

A second trend is that volunteers will increasingly want to use their professional background and skills to assume leadership and consultant roles in their community service efforts (See Appendix F). This has, and will continue to, challenge Volunteer Managers to think creatively in developing all types of positions to enhance and enrich programs and services. Volunteer Managers need to expand expectations of what volunteers can do, be willing to delegate work to volunteers, and encourage other professionals in the agency to delegate meaningful volunteer tasks. Developing well planned, flexible projects allows volunteer leaders to be involved in establishing goals and laying out activities, and timelines.

Training venues will need to be developed to bring older adults up-to-date in the use of technology in order to strengthen their ability to access these civic engagement options via the Internet. Several Internet databases now exist to help connect people with volunteer opportunities (See Appendix B). Volunteer agencies could also expand and simplify the strategies and procedures used to publicize their opportunities. Prospective volunteers must be able to explore a variety of venues to seek appropriate volunteer opportunities. To meet the needs of volunteers and clients, agencies must partner to connect and cross-reference prospective volunteers with specific skills in order to match volunteers with the appropriate position.

Agencies will increasingly need to develop creative and challenging positions and projects that truly engage volunteers and meet real program needs. Good matches are the key to volunteer satisfaction and retention. To help volunteers evaluate potential positions, agencies need to provide detailed job descriptions that are descriptive, complete and specific to the task. Careful in-depth interviews by agency staff will help discover the experience, skills and interests of prospective volunteers.

Another trend is that volunteers will seek job retraining and educational opportunities through their volunteer work. This will create a need to re-evaluate and re-vamp and/or develop strong orientation and on-going in-service training programs within volunteer programs. Volunteer program staff must serve the important role of consistent “lifeline” or resource for volunteer staff. Volunteer programs can provide lifelong learning experiences as a volunteer benefit. Helpful resources include appropriate volunteer job placement and regular performance evaluations with volunteers to determine what additional training is needed. There will be an increased need for establishing mentoring programs for volunteers with particular professional skills and experience who will mentor new volunteers.

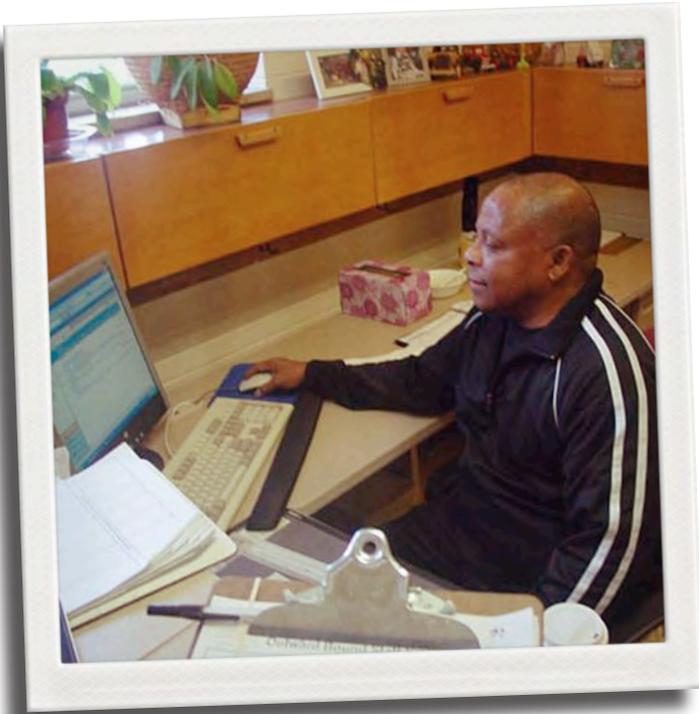


Volunteer position descriptions will need to outline a careful definition of the beginning, middle and end outcomes, and promote the impact of the project for volunteers, funders and community agencies. More leadership training for volunteers will be needed and volunteer supervisors and volunteer leadership roles should be clear.

Engaging volunteers with disabilities will be an increasingly important part of volunteer management training. There are a variety of possible issues (accessibility, proper tools, effective supervision) when involving persons with disabilities in civic engagement projects depending on the specific disability.

## Employment

The Employment Subcommittee explored the past, present, and future job opportunities and trainings available for older Jefferson County residents. A definite employment-related trend will be that more seniors will need to work longer or not retire so early. "The necessity of both re-engaging older adults in the labor market and sharing institutional and job knowledge becomes ever more important due to projected skill and labor shortages, and the potential social and economic impact of an aging workforce" (Colorado Employers' Toolkit, 2008). Employers will need to openly welcome and better understand older workers. Colorado was one of just eight states selected to participate in the National Governors' Association's Center for Best Practices Policy Academy in "Civic Engagement: Engaging Seniors in Volunteering and Employment." From this initiative came The Colorado Employer's Toolkit designed to give an overview of best business practices for employers.



A second employment-related trend is that more seniors will need to re-enter the workforce. It will take more than individual enterprise, though, to get all mature workers who want jobs back to work. First, the government must restore funding for the retraining of older Americans, which, adjusted for inflation, has declined by about a third over the past decade, says Susan Houseman, an economist at the W. E. Upjohn Institute for Employment Research in Kalamazoo, Michigan. "The transition for older workers is hard," she says. "You need a program that targets their specific needs" (Yeoman, 2009).

A third trend in the employment area is that older adults will need more intensive job search assistance in finding their next job. At Retirementjobs.com, a job-hunting website for people over 50, the number of help-wanted postings plunged from 55,000 in 2008 to fewer than 40,000 in 2009. But as Bob Skladany, the site's chief career counselor, points out, "There are still hundreds of thousands of jobs open across the U.S." Finding one for you, Skladany and other experts say, means looking at the industries that are hiring and being flexible. "You'll need to be creative in marketing yourself and willing to move around," advises Bert Sperling, who publishes "Sperling's Best Places" to live, retire, and work at bestplaces.net (Hawthorne, 2009). At a time when the U.S. Bureau of Labor Statistics says that 1.07 million people aged 55 and older are unemployed and looking for work, the Internet is an increasingly useful tool for older people looking for jobs and a sense of community, said Deborah Russell, AARP's Director of Workforce Issues.

## Education

The Education Subcommittee identified institutes of higher education (community colleges), trade schools, libraries, and miscellaneous adult education classes throughout Jefferson County and fund the notable trends to be: 1) career transition training, and 2) enrichment learning opportunities.

*"In response to the significant percentage of middle and low-income Boomers who intend to continue earning a living beyond age 65, it will be important to create opportunities for them to become trained in different job skills, learn how to start and operate a business, or earn income through self-employment.*

*Many Boomers foresee leaving full-time employment to work part time, but they will still need to earn sufficient income to meet living expenses. Many of the part-time opportunities currently available to older adults are low-skill jobs that pay poorly. A career transition training initiative would be designed to train 55-plus adults for jobs that offer pay and benefits commensurate with higher-level skills and/or professional qualifications.*

*Training in small business startups and self-employment are additional options to address needs for income and flexibility” (Rose Community Foundation, Boomers Leading Change, 2007).*

As noted above, the second significant trend in education is the need for enrichment learning opportunities. Sixty-five percent (65%) of all Boomers report wanting to participate in lifelong learning. Comparisons by income level show that interest in enrichment and lifelong learning, lectures/symposiums and workshops/seminars increases with income level, while interest in job training programs is higher for respondents in lower income brackets (Rose Community Foundation, Boomers Leading Change, 2007).

## **Recreation and Cultural Programs**

The Recreation and Cultural Programs Subcommittee investigated social activities offered in community settings in Jefferson County. Personnel working at senior centers have noted that as people leave the workforce, some lose their sense of community; loneliness, isolation or boredom often results. For many adults, a key social network revolves around co-workers. After retirement, many people don't have the same chance to connect. Recreation centers often promote the physical wellness factors of their programs, yet another major factor, less prominently promoted, is socialization. Studies show the more connected a person is with others, the more likely they are able to successfully handle life's challenges. In Jefferson County, twenty-two percent (22%) of seniors age 60+ indicated they were lonely, 17% bored, and 24% depressed (DRCOG, 2004). These indicators show there is a demand for social opportunities that offer a sense of community and keep people connected. Social opportunities are available across the county in recreation and cultural facilities, but isolated, lonely or bored seniors must be connected to these programs and encouraged to meet others with similar interests.

People will often continue to recreate in activities they began in their earlier years. For example, swimmers will continue to swim, runners to run, and artists to create. Many people remain in recreation settings in which they are familiar; others need to be informed on what is available in their community. In the past, recreational facilities were more defined by age; kids' centers, teen centers, and senior centers. Dave Hammel, Principal of Barker Rinker Seacat Architect (designer of many area recreation facilities) notes that the current trend is to build multi-generation recreational centers (either kids to seniors, or adults and seniors) instead of centers only for seniors (Hammel, 2009).

Some of the reasons for multi-generation centers include economics, better utilization of tax dollars and facilities, and many Boomers have indicated they are more com-

fortable in mixed age facilities, rather than facilities that define them as old. This multi-generational, multi-ability trend in recreational centers also provides a mix which is welcoming to people with developmental/intellectual disabilities. In recent years this group of people is living into its 50's and older in larger numbers than ever seen before. Tami Adams, Fitness and Wellness Supervisor for Foothills Park and Recreation District, says,

*“The biggest change we're seeing in the seniors is diversity. The activity and ability levels are extremely varied, but overall the abilities are better now than when we first started senior programming. We expect these trends to continue as the senior population grows. Overall we are seeing more active seniors than in the past.*

*Due to the diverse needs of this age group it will be necessary to provide recreation programming from the post-rehabilitation stage all the way to the more advanced recreational athletic stage. Also more and more seniors are recognizing the importance of recreation to maintaining their independence and this is resulting in increased patron utilization of our facilities-1/3 of our seniors utilize the facility greater than 8 times per month” (Adams, 2009).*

## **Personal Connectedness Through Faith-Based Organizations**

Personal connectedness involves faith-based institutions, civic and social clubs, family, friends, and neighborhood functions. By personal connectedness, we mean a person's ability to find personal, satisfying connections with others with similar interests, whether it be spiritual beliefs, hobbies, political views, or other. A report from the Denver Regional Council of Governments (DRCOG, 2004) noted that adults age 60+ get the most social support from family, then in descending order friends, neighbors, church or spiritual group, and lastly non-profit or community agencies.

For the time and scope of this report, the Social & Civic Engagement Workgroup focused on Personal Connectedness Through Faith-based Organizations. The 2004 DRCOG study found that 27% of seniors in Jefferson County seek social support from their church or spiritual group. Recognizing that seniors do look to their local congregations for connections in the community, the workgroup randomly surveyed 100 faith-based organizations in Jefferson County that had web sites about their senior programs (see Appendix D). Fifty administrators, pastors/clergy, and committee persons responded to the survey by e-mail and telephone helping to identify areas of seniors' needs, as well as services they offered. ♦

# Strengths and Assets

## Volunteerism

Several Internet databases exist to help connect people with volunteer opportunities (See Appendix B). There is also an active Volunteer Manager's network through the Retired Seniors Volunteer Program (RSVP) and Volunteer Connection in Jefferson County. The Governor's Commission on Community Service (<http://www.colorado.gov/gccs/>) has acknowledged the importance of volunteerism and has launched a statewide promotional campaign for volunteers.

The President's Serve America Act (<http://www.nationalservice.gov/about/serveamerica/index.asp>) offers support for new projects and opportunities. Through the Serve America Act and the Governor's Commission on Community Service surveys, it was found that there will be an emphasis on tutoring and mentoring of young people and serving the elderly and people with disabilities.

## Employment

Current resources for employment include: 1) Jefferson County Workforce Center's job listings, 2) Jefferson County Workforce Center's job search for Boomers and networking, and 3) weekly meetings of the Professional Connections Group and the Boomer Job Club. The "Connecting Colorado" Job Match system helps connect job seekers with available jobs through the Colorado Department of Labor and Employment.

The Seniors' Resource Center has an older worker employment program and the Jefferson County Workforce Center and Jefferson County Belmar Library have classes for mature workers in various computer programs including how to use the Internet for job searching.

Red Rocks Community College (RRCC) is launching an Encore Careers course that will provide Boomers with information tailored to their needs; information on current courses leading to high demand jobs in the health care and renewable energy sectors, in addition to courses on business creation that will be packaged for Boomers. In addition, career counseling will be provided along with access by job seekers to employers to learn more about each field. The college provides 802 Associate degrees and 1,154 different certificates through more than 150 programs on its two campuses, its main campus in Lakewood and its Arvada campus. The AmeriCorps program, on the RRCC campus, provides educational vouchers in return for a defined number of volunteer hours in the community, which will offset the cost of training/re-training. The RRCC Foundation provides scholarships to students of all ages to attend Red Rocks Community College.

Other organizations also provide employment-related educational resources. Jefferson County Workforce Center offers various skills and interest assessments to help individuals identify their employment skills, wants, needs and desires. The Workforce Center also assists job seekers in identifying what training may help in their employment pursuit. Arapahoe Community College (ACC), located near Jefferson County, has additional courses and opportunities to meet the needs of older Jefferson County residents.

Older job seekers may need retraining on marketable job skills. Resources for this include community, public, and private colleges that offer a variety of retraining classes, recreation centers and libraries that offer computer classes, and Jefferson County Workforce Center which helps with retraining through the Workforce Investment Act (WIA).



## Education

Educational resources available to Jefferson County residents include a wide range of interesting courses at affordable prices at RRCC and ACC. RRCC currently does not have non-credit course offerings in contrast to ACC which has a variety of non-credit course offerings.

Local recreation centers and other community-based organizations offer a variety of enrichment courses ranging from health to art. Additionally, the University of Denver offers lifelong learning through the Osher Lifelong Learning Institute (OLLI). These OLLI classes are held at the Jefferson Unitarian Church in Wheat Ridge and have limited partial scholarships available.

Jefferson County is fortunate in that several multi-generational centers have been built across the county in recent years such as the Apex Center in Arvada, the Wheat Ridge Recreation Center, the Golden Recreation Center, and Foothill's Peak and Ridge Centers in the south Lakewood/Littleton area. Centers have been upgraded in Lakewood and Evergreen. There is still a need for recreational facilities along the 285 corridor and in Coal Creek Canyon (See Appendix C).

## Recreation and Cultural Programs

Jefferson County is home to several prominent cultural art facilities such as the Arvada Center for the Arts and Humanities, Lakewood Cultural Center and Center Stage in Evergreen. All offer a variety of classes in the arts and humanities. The Arvada Center for the Arts and Humanities offers programs for "Ageless Adults" in the areas of art, dance, drama and wellness.

The old adage "use it or lose it" is true. If you don't keep exercising your mind, body, creativity, skills, interests, and social circles, your ability in these areas can diminish. Recreation and cultural centers within Jefferson County provide a wide gamut of programs to challenge people physically, mentally, creatively and socially to help maintain or improve their abilities.

## Personal Connectedness Through Faith-Based Organizations

Many faith-based organizations are located throughout Jefferson County. They provide individuals with opportunities to connect to their local communities (See Appendix E). Many of these individual organizations also provide a unique mix of services for seniors. This may include transportation, pastoral care, partnering with community senior support agencies to connect seniors to services, health services, nurses to help seniors with health issues, and several provide firewood in mountain communities. Some faith-based organizations use their weekly bulletins, newsletters and websites to link seniors to activities within their communities.

A positive example of utilizing faith-based organizations to disseminate senior information is the Communities Against Senior Exploitation (CASE) sponsored by the Jefferson/Gilpin Counties District Attorney's Office. CASE offers presentations to seniors on protecting themselves from identify theft and fraud and has been successful meeting with hundreds of seniors across the county in faith-based groups. While CASE uses whatever settings they are invited to (clubs, senior centers, etc.) they have had the best attendance at ongoing organized faith groups. This is a win-win situation providing a free quality speaker for the groups, while allowing the District Attorney's office to alert older adults to this important topic (Johnson, 2009). ♦



# Gaps

## Volunteerism

One of the biggest gaps identified in Jefferson County by those congregations that responded to a survey (See Appendix D) was the lack of available transportation to get to volunteer opportunities. In addition, there is a reported lack in the level of flexibility in volunteer position tasks and hours that is truly needed by seniors.

There is also a need for: 1) more thorough evaluation tools to assess skills, interests and experience of potential volunteers, and 2) retention of volunteers in short-term projects.

There is a lack of professional-level (i.e., consulting, leadership, etc.) volunteer positions. Volunteers can bring their professional backgrounds to agencies and help agency staff develop partner and colleague relationships with volunteers to cooperatively reach program goals. Too few “meaningful” volunteer positions for seniors that clearly contribute to community needs exist. Not all volunteers want to file papers, make copies and answer phones. They want to use their professional skills.

There is a need to work with agencies and programs in the southern and mountain areas of Jefferson County to develop and promote volunteer engagement opportunities for seniors in these areas.

Currently many Volunteer Managers are also responsible for managing multiple other duties not related to volunteer management, such as fund raising and activity coordination. There is a need for professional positions in agencies that have a single focus on professional management of volunteer programs. To assure professionally run volunteer programs meet the expectations of today’s professional Boomer volunteers, volunteer management training opportunities will need to be offered both outside (via associations of Volunteer Managers, websites, etc.) and within organizations with program staff.

## Employment

The number of mid-life and older people who need job search help in Jefferson County is on the rise. Some report delaying retirement because of the economic recession; and, according to an analysis by the AARP Public Policy Institute, those who are looking for work typically search for about a third longer than people younger than age 55. This is due to the fact that many older workers have been out of the job search market for some time and lack the knowledge and the technology for the “new” job search. Also, there are myths some employers hold about older workers including poor health, lack of skills, concern that the older person is not committed to the job, the possibility that someone may use the job as a stepping stone, or fear that the person may overshadow the supervisor. These stories are part of an ongoing series of profiles by CNN about economic survival in this time of financial crisis (CNN 3-19-09).

Older job seekers will need to be able to locate job openings and may need more intensive job search services. A stronger presence and awareness of job search services offered by both AARP and Goodwill Industries, Inc. could help older job-seeking Jefferson County residents. There is a need for additional job search classes for mature workers and a comprehensive website to link older workers to employment resources.



## Education

Given the education trends noted earlier in this report, the following areas were identified as gaps or barriers to Jefferson County residents being able to continue working beyond age 65 in meaningful careers. The work-group found a lack of:

- pathways into meaningful employment opportunities;
- affordable education or training opportunities;
- short courses/programs that will result in industry-recognized skills development (degree or certificate from known institution) leading to employment;
- information about available job openings to assist a person in deciding what type of training the person may want;
- assessments to help people identify areas of interest and aptitude; and
- affordable, non-credit courses, and information resources.

## Recreation and Cultural Programs

Facilities need to better accommodate a full range of ages, and be ready to offer activities for a full range of ability levels. Recreation staff are expanding programs to offer everything from seated exercise classes to more strenuous classes. Adult offerings should be offered by interest areas and ability rather than by age. Some Boomers may not have the financial means to retire by age 65 and those who do retire may not have enough discretionary income to afford class fees. Since upcoming seniors will be working more years of their life in either full-time or part-time jobs, this creates a need for classes for seniors both during the day, in the evenings after regular work hours, and on weekends and for more affordable program cost.

Many of the county's recreation facilities offer programs for seniors in the evenings and weekends, and others are beginning this flexible time frame. The Apex Park and Recreation District has already seen increases in seniors requesting scholarships and utilizing discount coupons. As for keeping programs affordable, the trend has been for voters to lower tax support. This support is needed to sustain most community recreation and cultural facilities and their programs. These agencies will have to look for increased sponsorships, partnerships or grant funding to keep costs reasonable and to make scholarships available.

## Personal Connectedness Through Faith-Based Organizations

Faith-based organizations in Jefferson County will need to find more and better ways to identify and reach out to the older populations in their communities. Seniors may need help in locating senior services, accessing Internet/technology, transportation, spiritual support, socialization, education, meals (especially for shut-ins), health services, exercise classes, and utilities support. Where some faith-based groups excel in services to seniors in their communities, others are looking for direction and ideas of how to serve seniors within the community. ♦



# Report Wrap-Up

Some of the strengths found in Jefferson County relating to social and civic engagement included:

- an active Volunteer Manager's network through RSVP and Volunteer Connection,
- several municipalities and recreation districts that have created high quality recreation and cultural facilities and programs,
- two campuses of Red Rocks Community College where classes are available,
- an array of senior resources through Seniors' Resource Center and other agencies,
- a Workforce Center to assist people needing employment, and
- an active County Council on Aging.

While these positives exist, there is need for improvement as well. The Social & Civic Engagement Workgroup identified the following priority areas that it recommends stakeholders in Jefferson County focus on.

1. Provide assistance to employers to understand and welcome older job and volunteer seekers including:

- encouraging more employers and agencies to see the possibility and value of adding older workers and volunteers to their staff,
- identifying employers and agencies who are willing to hire older workers or volunteers and encourage them to specifically define the needs/skill sets they are looking for to help match seniors with positions,
- expanding expectations of what volunteers and employees can do,

- promoting the development of creative, challenging and flexible volunteer positions and projects that engage volunteers and meet "real" community needs,
- encouraging the development of volunteer opportunities in south Jefferson County and the mountain communities,
- informing employers of the benefits of older workers.

2. Provide assistance to continuing education institutions (i.e. community colleges, libraries, etc.) to determine programs and curricula that meet upcoming job demands in the local area.

3. Encourage recreation and cultural facilities to offer a diverse range of programs for varying interests and abilities by:

- maintaining quality of existing community programs,
- expanding to meet the needs of residents' developing interests,
- bringing programs to under-served geographic areas, such as the 285 corridor and Coal Creek Canyon.

4. Promote and develop professional Volunteer Management/Managers by:

- enhancing the overall existing volunteer programs,
- encouraging non-profit, for-profit and government to develop volunteer management/managers.

5. Utilize faith-based organizations as local resources to:

- disperse information and resources,
- connect seniors with services,
- use their facilities for programs,
- identify isolated seniors,
- help the faith community utilize congregations as a volunteer base.

Other areas to keep in mind include: 1) limited public transportation available for social and civic events such as for employment, volunteering, and recreation classes, 2) a need for an information and referral database and navigators to connect seniors with services, and 3) a need to keep programs affordable (churches, community colleges, recreation centers) by broadening funding avenues with partnerships and grant writing.

Other areas that need further research include:

- connecting seniors (especially widows, persons with developmental/intellectual disabilities, gay and lesbian community members) to social and civic groups (i.e. cultural, hobbies, service clubs, etc.), and
- investigating if the earning limits of those receiving Social Security should be adjusted so seniors can earn more income. ♦



# Appendices

## Appendix A: Terms and Definitions Used in Report

### **Community Center**

A meeting place used by members of a community for social, cultural, or recreational purposes.

### **Cultural Activities**

Events (classes, seminars, concerts, etc.) celebrating philosophy, religion, art, literature, or social and political issues.

### **Faith-Based Organization**

A group of individuals united on the basis of religious or spiritual beliefs.

### **Lifelong Learning**

A broad term recognized globally referring to the concept of incorporating new knowledge, ideas, skills, understanding and activities into one's life from early childhood through to the later years.

### **Personal Connectedness**

A person's ability to find personal and satisfying connections with others with similar interests, whether it be spiritual beliefs, hobbies, political views, or other.

### **Recreation Center/Facility**

A community facility with regular operating hours and staff that provides activities for people of all ages that stimulate the mind, body, and/or spirit.

### **Senior Center**

A community facility with regular operating hours and staff that provides special programs and activities for older adults.

### **Social & Civic Engagement**

Participation with one's community via volunteer service, employment, family, friendship, or other activities that allow for meaningful connections with others. Opportunities exist for giving and receiving practical and social support.

### **Volunteer Management**

A systematic program for recruiting, training, mentoring, and evaluating volunteers.

### **Volunteer Manager**

Someone who plans, recruits, provides orientation and training, supervises, evaluates and recognizes others in a formal way for their volunteer services.

### **Volunteerism**

The act of giving one's time, effort and talent to a need or cause without profiting monetarily.

### **Workforce Center**

Centers across the state of Colorado that serve job seekers, employers and employees by providing a wide array of employment and training services at no charge.

## Appendix B: Resources for Volunteer Engagement in Jefferson County

### *Throughout Jefferson County*

**The Volunteer Connection** – [www.volunteerJeffersonCounty.org](http://www.volunteerJeffersonCounty.org) – is a network of nonprofit organizations, agencies and individuals who promote and encourage volunteerism throughout Jefferson County. Volunteer management skills are shared and agencies can post current volunteer needs and opportunities.

**Metro Volunteers** – [www.metrovolunteers.org](http://www.metrovolunteers.org) – connects individuals, families and groups with hundreds of volunteer opportunities in the Denver metro community.

**Experience Corps** – Colorado Experience Bank – [www.coloradoexperiencebank.com](http://www.coloradoexperiencebank.com) – connects Baby Boomers with opportunities for (1) exploring new careers and employment, (2) enrolling in lifelong learning classes, and (3) contributing to their community through volunteer involvement.

**Volunteer Match** – [www.VolunteerMatch.com](http://www.VolunteerMatch.com) – is the largest national online volunteer matching service with many local opportunities.

**Idealist** – [www.idealist.org](http://www.idealist.org) – lists jobs, events, volunteer opportunities and internships.

**Network for Good** – [www.networkforgood.org](http://www.networkforgood.org) – lists volunteer opportunities and how donations may be made to thousands of non-profits. Powered by Guide Star and Volunteer Match.

**Labors of Love** – [www.4laborsoflove.org](http://www.4laborsoflove.org) – is a site where volunteers can list skills and agencies can list volunteer opportunities.

**Serve Net** – [www.servenet.org](http://www.servenet.org) – is a place to post volunteer opportunities or to post volunteer interests.

**Volunteer Solutions** – [www.volunteersolutions.org](http://www.volunteersolutions.org) – helps volunteers meet the non-profits that need their help. Through partnerships with United Way and Volunteer Centers, volunteers can search through hundreds of volunteer opportunities.

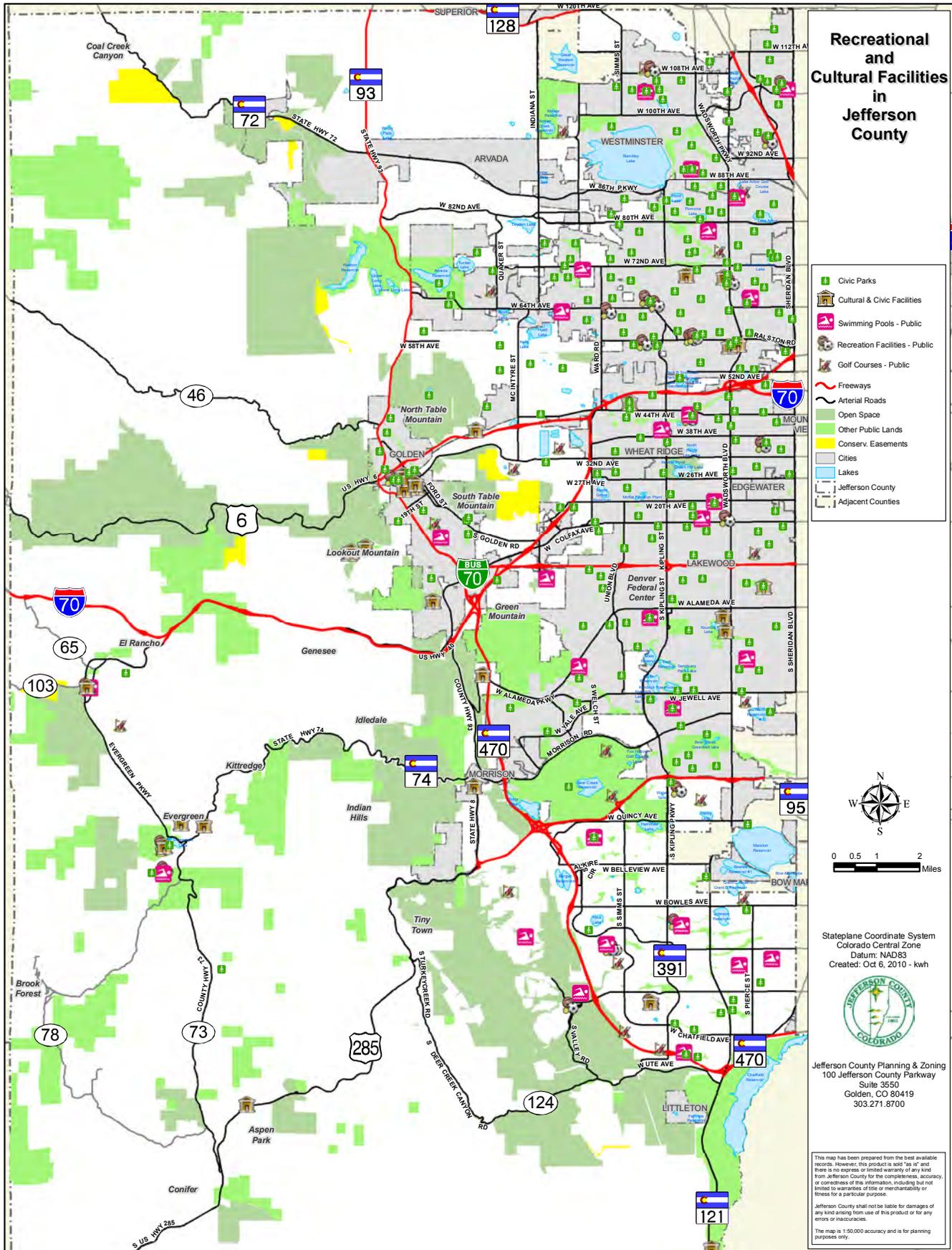
**Fairs** – such as the ones held regularly at the Apex Community Recreation Center.

**RSVP of Jefferson County** – [www.SRCAging.org](http://www.SRCAging.org) or 303-235-6946 – offers individuals 55 and better opportunities to apply skills and experience to meet real community needs in Jefferson County at over 75 agencies. They also offer benefits such as mileage reimbursement and supplemental insurance.

### ***Volunteer Opportunities in the Conifer/Evergreen Area***

- Seniors' Resource Center, 303-674-2843
- Jefferson County Forest Service
- Conifer.Hub.com
- Rocky Mountain District Kiwanis International, [www.rmdkiwanis.com](http://www.rmdkiwanis.com)
- GGGCAL 285 Corridor, <http://gggcal.blogspot.com/>

# Appendix C: Map of Recreational and Cultural Facilities in Jefferson County



## Recreational and Cultural Facilities in Jefferson County

- Civic Parks
- Cultural & Civic Facilities
- Swimming Pools - Public
- Recreation Facilities - Public
- Golf Courses - Public
- Freeways
- Arterial Roads
- Open Space
- Other Public Lands
- Conserv. Easements
- Cities
- Lakes
- Jefferson County
- Adjacent Counties



Stateplane Coordinate System  
 Colorado Central Zone  
 Datum: NAD83  
 Created: Oct 6, 2010 - kwh



Jefferson County Planning & Zoning  
 100 Jefferson County Parkway  
 Suite 3550  
 Golden, CO 80419  
 303.271.8700

This map has been prepared from the best available records. However, this product is sold "as is" and there is no express or limited warranty of any kind from Jefferson County for the completeness, accuracy, or correctness of this information, including but not limited to warranties of title or merchantability or fitness for a particular purpose.  
 Jefferson County shall not be liable for damages of any kind arising from use of this product or for any errors or inaccuracies.  
 The map is 1:500,000 accuracy and is for planning purposes only.

## Appendix D: Results of Survey of Faith-Based Organizations in Jefferson County, Spring 2009

The Social & Civic Engagement Workgroup randomly surveyed 100 faith-based organizations in Jefferson County that had websites about their senior programs. Fifty administrators, pastors, clergy and community volunteers responded to the survey either by email or telephone. Below are the results.

### Overall Comments:

- Senior groups are less apt to exist in congregations with few seniors
- Larger groups of seniors mean more interest in forming groups and activities and larger churches have the ability to offer more
- Members with talents share them i.e., nurses, educators
- Fewer senior groups in mountain communities
- Several churches contacted asked for ideas of better ways they could serve the senior community
- Many churches have specific chairpersons or committee heads for senior groups

### Activities Offered by Churches:

- Spiritual Support/Pastoral Care
- Volunteer Visitation Teams
- Transportation Ministries (doctor appointments, etc.)
- Socialization: bus trips, book clubs, card games, breakfasts, lunches, dinners, potlucks, videos, speakers, misc. clubs, men's breakfast, Prime Time singles group
- Groups for women: widows groups, women's group, Red Hat Society
- Parish Nurse (at least two churches had them and they mostly served seniors)
- Education
- Newsletters
- Church Services offered: recordings of church services brought to senior apartments, nursing homes, and senior centers on CDs for those who can not get to church
- Meals to shut-ins and those seniors in need
- Golden Family of Churches Health Ministries (9 City of Golden churches) sponsor grief and loss groups and chronic pain support groups
- Other: walking groups, St. Anthony Hospital's Health Passport Services, partnership with Jefferson County CASE (Communities Against Senior Exploitation)

### Trends:

Faith communities will remain the place where people will go to seek spiritual guidance and to connect with individuals with similar beliefs. They will also offer an outlet for social connections and a place for people to turn for a variety of needs.

Best practices include those churches that partner with other organizations to provide extended services and education to the seniors in their communities as well as use the talents of members to enhance services beyond the norm.

### Gaps:

- Not all seniors attend or are connected with a church
- Transportation to activities can be a problem
- There are people who seldom leave their homes and prefer not to socialize.

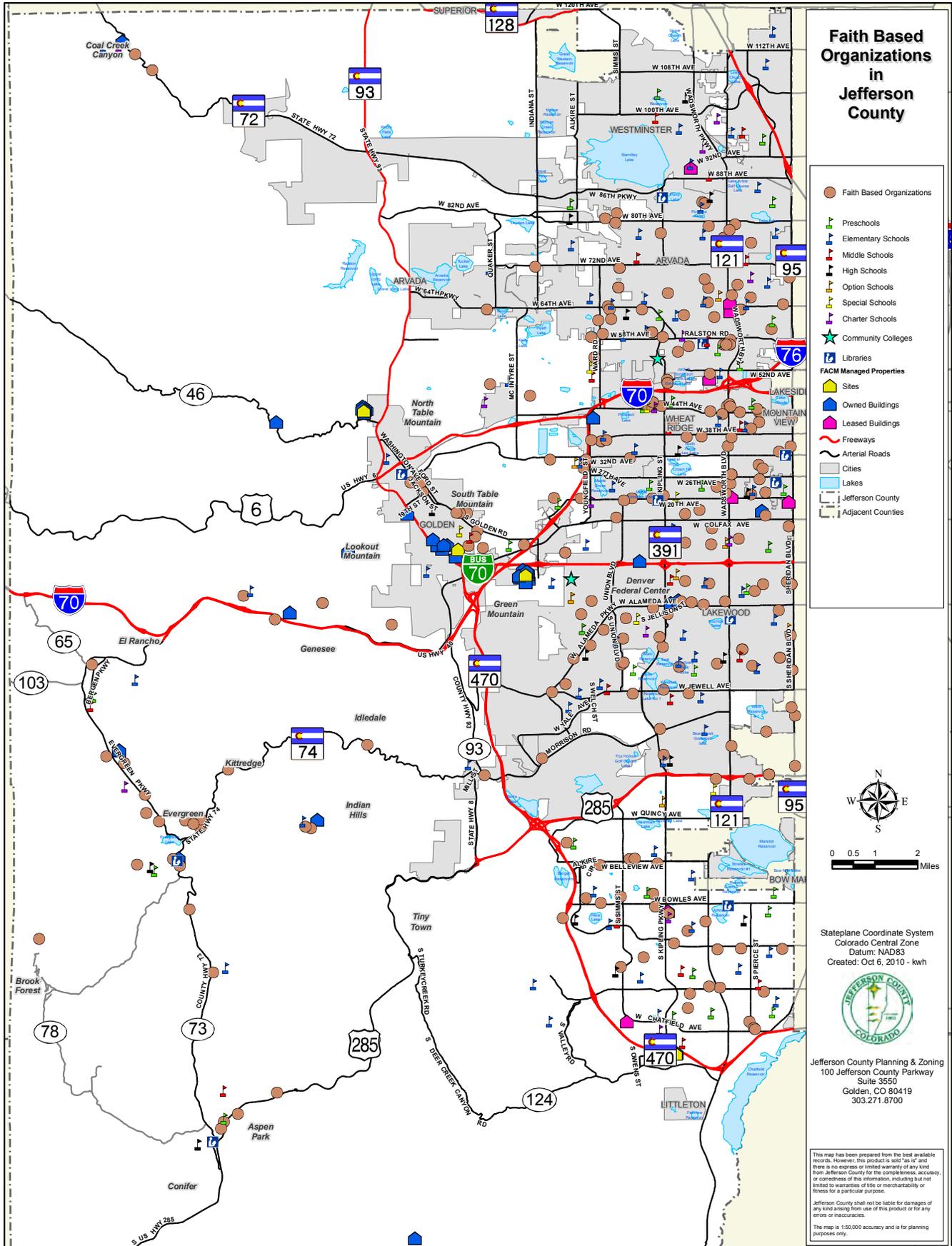
Key questions include:

1. How to connect with those seniors that are lonely, but have no one?
2. How do you find those people? How do these individuals stay connected?
3. Where do they go for services?
4. How do they stay in contact with the community?
5. Where do they get information?
6. Who gives them information?

Faith-based organizations find that the following are answers to those questions:

1. Family members who live nearby
2. Friends
3. Community Centers
4. Resource Specialists (Information and Assistance Person)
5. Not all senior centers have a resource person
6. Newspapers, newsletters, radio, television, Internet

# Appendix E: Map of Faith-Based Organizations in Jefferson County



## Appendix F: Sources of Information

### Volunteerism

Health Benefits of Volunteering:

- Journal of Urban Health - 2005
- University of Michigan Study – 2002
- University of Massachusetts Medical School - 2006
- Case Western Reserve University's School of Medicine study -2007

Volunteer Engagement Statistics:

- "Volunteering in America Study" by the Corporation for National and Community Service – 2004-2007

Affects of Baby Boomers Community Service

Involvement:

- "Boomers Leading Change Survey," an initiative of Rose Community Foundation – Work, Service Learning
- Boomer Volunteers: A Strategy for Capacity Building Jill Friedman Fixler/Gail Lorenz, JFFIXLER and Associates
- 50+ Volunteering: Working for Stronger Communities Points of Light Foundation

### Employment

- Colorado Employers' Toolkit: Engaging the New Workforce, original source was U.S. Department of Labor, Bureau of Labor Statistics (1996) Population Projections of the United States by Age, Sex, Race, 1995 to 2050, Retrieved April 15, 2008 from <http://www.census.gov/population/www/projection/pp147.html>.
- Yeoman, Barry, AARP Magazine, Laid Off!, March and April 2009.
- Hawthorne, Fran, AARP Magazine "Where the Jobs Are," January 2009.
- CNN, 3-19-09.

### Education

- Boomers Leading Change, report commissioned by Rose Community Foundation, 2007.

### Recreation and Cultural Facilities

- DRCOG, Jefferson County Strengths and Needs Assessment of Older Adults, 2004.
- Hammel, Dave, Principal, Barker Rinker Seacat Architect, interviewed May 2009.
- Adams, Tami, Fitness and Wellness Supervisor, Foothills Park and Recreation District, interviewed April 2009.

### Personal Connectedness Through Faith-Based Organizations

- DRCOG, Jefferson County Strengths and Needs Assessment of Older Adults, 2004.
- Johnson, Cary, Director of CASE Crime Prevention, Jefferson/Gilpin Counties District Attorney's Office, interviewed May 2009.

# Strategic Plan For 2011 Through 2015

## GOAL 1 - Mature workers will have viable employment opportunities in Jefferson County

OBJECTIVE 1 Increase viable retraining options for mature workers and job seekers					
Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Contact Jefferson County Workforce Investment Board, Jefferson County Economic Council (JEC), Colorado Department of Labor and Employment (CDLE), Denver Regional Council of Governments (DRCOG) and local Chambers of Commerce for employment trends	Jefferson County Workforce Center	Jefferson County Workforce Investment Board, Jefferson County Economic Council, Colorado Department of Labor and Employment, Denver Regional Council of Governments (DRCOG), local Chambers of Commerce	AARP, Department of Local Affairs (DOLA), U.S. Department of Labor (DOL), International Commission on Workforce Development	To guide mature worker training programs toward current and future market needs	December 2012, Update every 2-3 years
2. Work with employers and schools to develop the appropriate curriculum to develop the skills of mature workers to allow entrance into fields such as aerospace, bio-technology, renewable energy, hospitality/tourism, manufacturing, medical and the federal government sectors	Jefferson County Workforce Center	Local colleges, universities, private institutions, schools	AARP, DOLA, U.S. DOL, International Commission on Workforce Development	To guide mature worker training programs toward current and future market needs	December 2013
OBJECTIVE 2 Tailor job search services for mature job seekers					
Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Identify current workshops on basic computer and internet job search skills by utilizing existing community resources i.e., the library/Jefferson County's computer van	St. Anthony's Health Passport Program	Seniors' Resource Center, AARP, Workforce Center, libraries	Workforce Investment Act, Senior Community Service Employment Program, AARP	Teach mature job seekers the skills to use the Internet to job search	December 2012
2. Add a separate link for mature job seekers to the Jefferson County Workforce Center's existing website with links to search engines, workshops, and community partners who offer job search services	Jefferson County Workforce Center	St. Anthony's Health Passport Program, Seniors' Resource Center, AARP, libraries	Colorado Department of Labor and Employment and Colorado Department of Human Services, Division of Aging and Adult Services funding	Provide a central website geared to mature job seekers' needs	December 2013
OBJECTIVE 3 Increase employer awareness and education to provide more opportunities for mature job seekers					
Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Provide informational workshops for chamber members and other local employer networks to provide mentoring and volunteer/networking opportunities for mature job seekers	Jefferson County Workforce Center	Jefferson County Chambers of Commerce, Jefferson County Council on Aging, Silverprint Colorado	Workforce Investment Act, Wagner-Peyser	Increase the confidence and ability of mature job seekers to network	December 2012

## GOAL 2 - Strengthen collaboration among faith-based organizations (fbos)/ communities, services and resources for seniors

### OBJECTIVE 1 Produce an information directory with specific information on faith-based services for seniors in Jefferson County

Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Meet with RKLsmartbooks to produce a mock-up of an on-line site offering faith-based services. Discuss costs, advertising, time frame and minimum requirements	Jefferson County Human Services	RKLsmartbook Randy Little, faith-based organizations	Local Jefferson County faith-based organizations	On-line site for faith-based organizations to locate and disseminate information and services as well as providing a view of needs that are yet to be met.  More collaboration amongst agencies of services to reduce duplication and increase cooperation	December 2011
2. Develop a presentation using the mock-up of an on-line site showing how it will be helpful to fbos and seniors in Jefferson County	Jefferson County Human Services	RKLsmartbook Randy Little, volunteers, intern, possible advertisers, fbo leadership and coalitions	Local faith-based organizations, current fbo coalitions (i.e. Arvada and Golden)	To have a packaged presentation to show fbos how this will benefit them and the senior population in Jefferson County	February 2012 and Ongoing
3. Set up meetings with coalitions of fbos that currently exist within Jefferson County	Jefferson County Human Services	Randy Little to do presentation	Community resource centers and local fbos for meeting space	To get buy in from coalitions or members that will be the initial participants in the on-line site	May 2012
4. Target fbos in the county that currently offer outreach programs and offer to publicize their programs in the on-line site	The targeted fbos that came to the meeting	Volunteers from previous group or interested members	Lakewood United Methodist Church, Conference Baptist Church –Evergreen	More fbos participating in the publication	January 2013
5. Set up actual on-line site with initial participants	The above fbos	Randy Little with RKLsmartbooks, participating fbos	Outreach programs that fbos currently offer to the community	The on-line site will be available to the community and fbos	March 2013
6. Develop, send and follow-up on invitation to fbos to become a part of the on-line site	fbos or volunteers	fbos	Internet to find addresses, possible postage	To grow the on-line site to its fullest potential	May 2013 and Ongoing
7. Publicize the on-line site to seniors, families of seniors, fbos and community members	fbos or volunteers	Local Channel 8 stations, community centers, faith-based organizations, senior resource directors in cities that have them	Your Hub, libraries, Channel 9 Senior Source	Seniors, caregivers and the community will know where to locate services for seniors within their local community offered by faith-based organizations	January 2014

## GOAL 3 - Lifelong learning opportunities will meet the needs of adults 60+

### OBJECTIVE 1 Increase connections between programs and people by creating a database of providers of lifelong learning programs

Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Develop a list of providers with lifelong learning offerings, gathering contact persons at each provider; begin creation of database	Jefferson County Public Libraries	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony's Health Passport Program	Internet, email, personal contacts, mailing, volunteer research, volunteers to make phone calls	Providers and older adults will gain knowledge of lifelong learning opportunities	August 2011
2. Separate the list of providers geographically	Jefferson County Public Libraries	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony's Health Passport Program	Volunteers, transportation and library maps	To create a lifelong learning information and referral service for people coming to libraries  Build community by providing lifelong learning seekers with resources to local lifelong learning services	December 2011
3. Bring lifelong learning database live, in conjunction with Jefferson County's information and referral database, when created. Include each providers' lifelong learning course offerings	Jefferson County Public Libraries	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony's Health Passport Program	Each provider, Jefferson County's information and referral database (potentially created)	Providers will be able to effectively use their resources by avoiding duplication and filling gaps in service	August 2013
4. Publicize the database to the general public, including other providers	Jefferson County Public Libraries	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony's Health Passport Program	Library's website, Jefferson County's information and referral database (potentially created)	Providers will be able to effectively use their resources by avoiding duplication and filling gaps in service	June 2014
5. Determine if this provider list lends itself to creating a lifelong learning coalition	Jefferson County Public Libraries	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony's Health Passport Program	Each provider	To monitor the database; create community between providers in order to promote the goal of local lifelong learning for all adults 60+	December 2015

**OBJECTIVE 2 Increase participation in lifelong learning by creating a marketing campaign which promotes the benefits of keeping the mind active**

<b>Strategies</b>	<b>Potential Lead Agency</b>	<b>Potential Partners</b>	<b>Resources Needed</b>	<b>Key Outcomes</b>	<b>Target Completion Date</b>
1. Consolidate research on the benefits of learning (Mind Matters, etc.)	Apex Park and Recreation District, St. Anthony's Health Passport Program	Metro State College Psychology Department	Internet, email, personal contacts, mailing, volunteer research, volunteers to make phone calls, Community Assessment Survey of Older Adults (CASOA)	Create a list of benefits to lifelong learning to create a marketing campaign	December 2011
2. Pull together providers to review benefits of learning and determine if consolidated marketing effort would be beneficial	Jefferson County Public Library	Jefferson County Public Library, Apex Park and Recreation District	Database of providers, plus research on benefits of lifelong learning. Research LERN (Learning Resources Network)	Awareness of benefits and collaboration on campaign	April 2012
3. Identify partners who could help underwrite the campaign (Active Minds, Mind Matters)	Apex Park and Recreation District, St. Anthony's Health Passport Program	Jefferson County Public Library, Aging Well in Jefferson County Social and Civic Engagement Workgroup	Pro bono public relations organizations and educational institutions	Sustained funding and ability to market	August 2012
4. If agreed upon, initiate marketing campaign development	Apex Park and Recreation District, St. Anthony's Health Passport Program	Jefferson County Public Library, Aging Well in Jefferson County Social and Civic Engagement Workgroup	Pro bono public relations organizations and educational institutions	Public awareness of the benefits of lifelong learning	August 2013

## GOAL 4 – Mature adults in Jefferson County will have a variety of meaningful volunteer opportunities which utilize their skills and experience, enhance their well-being, and meet real needs in the community

### OBJECTIVE 1 Increase the number of computer classes that train Jefferson County seniors how to access volunteer opportunities and use social networking tools

Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Develop lists of current Jefferson County locations of computer classes being offered to mature adults, potential new Jefferson County locations and identify key individuals at each current and potential site	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	Available appropriate curriculum and software, instructors and teachers, older skilled volunteers to serve as mentors, equipment and hardware. Best Practice: "Actions to Engage Seniors," Montgomery County, MD	Older adults will gain knowledge and skills to navigate the Internet, ability to access volunteerism information and communicate via social networking	July 2011
2. Contact key individuals at each current and potential location and survey to determine interest in potential partnership and likelihood of class success at each location	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	Available appropriate curriculum and software, instructors and teachers, older skilled volunteers to serve as mentors, equipment and hardware. Best Practice: "Actions to Engage Seniors," Montgomery County, MD	Older adults will gain knowledge and skills to navigate the Internet, ability to access volunteerism information and communicate via social networking	January 2012
3. Decide which locations and partnerships to pursue and when	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	Available appropriate curriculum and software, instructors and teachers, older skilled volunteers to serve as mentors, equipment and hardware. Best Practice: "Actions to Engage Seniors," Montgomery County, MD	Older adults will gain knowledge and skills to navigate the Internet, ability to access volunteerism information and communicate via social networking	January 2012
4. Set up computer classes and document commitment from key contacts at the selected class locations for continued support	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	Available appropriate curriculum and software, instructors and teachers, older skilled volunteers to serve as mentors, equipment and hardware. Best Practice: "Actions to Engage Seniors," Montgomery County, MD	Older adults will gain knowledge and skills to navigate the Internet, ability to access volunteerism information and communicate via social networking	February 2012
5. Develop joint publicity and marketing plans with partners	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	Available appropriate curriculum and software, instructors and teachers, older skilled volunteers to serve as mentors, equipment and hardware. Best Practice: "Actions to Engage Seniors," Montgomery County, MD	Older adults will gain knowledge and skills to navigate the Internet, ability to access volunteerism information and communicate via social networking	March 2012

**OBJECTIVE 2 Increase the number of professional Volunteer Manager positions assigned solely to volunteer engagement/management with appropriate training provided**

Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Contact organizations to identify those with and without staff dedicated to volunteer management. For those that do not have staff dedicated, ascertain if they are interested in developing, mentoring and increasing volunteer management positions	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Funds to cover staffing costs, volunteer engagement training for Volunteer Managers, long-term Volunteer Managers serving as mentors for new managers, Points of Light, Energize Inc., Hands On Network, J.F. Fixler & Assoc., CO Health Care Directors of Volunteer Services (CHDVS), Corporation for National & Community Service, Denver Non-profit Leadership Series  Best Practice: "Evidence Based," Montgomery County, MD	Better managed volunteer programs which attract, retain, and provide support to volunteers  Opportunities for Volunteer Managers to share best practices	January 2013
2. Identify whether there is an existing volunteer management assessment tool and the quality of the tool	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers  Opportunities for Volunteer Managers to share best practices	February 2013
3. If tool doesn't exist, develop tool/list of assessment questions	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers  Opportunities for Volunteer Managers to share best practices	March 2013
4. Conduct assessment (using existing tool or newly-developed tool) with organizations interested in evaluating this aspect of their operations	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers  Opportunities for Volunteer Managers to share best practices	April 2013
5. Teach interested agencies how to perform self-assessments of volunteer management needs	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers  Opportunities for Volunteer Managers to share best practices	May 2013

6. Review and regularly assess the volunteer management-related training sessions available. Promote quality training to organizations interested that meet the existing training need. Assist organizations that want volunteer management training by helping to find resources to attend training in order to develop staff.	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers Opportunities for Volunteer Managers to share best practices	September 2013
7. Develop a tool to track all volunteer management related activity within Jefferson County serving seniors including new positions created as well as existing positions	Social and Civic Engagement Workgroup	Jefferson County Volunteer Connection, Directors of Volunteers in Agencies (DOVIA), Metro Volunteers, area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP	Same as above	Better managed volunteer programs which attract, retain, and provide support to volunteers Opportunities for Volunteer Managers to share best practices	December 2013

**OBJECTIVE 3 Community agencies will develop creative, flexibly scheduled volunteer positions and projects that truly engage and challenge skilled, experienced older volunteers, meet real program needs, and allow capacity building within these agencies**

Strategies	Potential Lead Agency	Potential Partners	Resources Needed	Key Outcomes	Target Completion Date
1. Volunteer Managers will determine required needs/skills by working with agency staff and collaborating with other volunteer managers to develop viable volunteer position descriptions which include volunteer impact statements	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Rose Community Foundation - Boomers Leading Change, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	Metro Volunteers VIP Program (Volunteers with Impact and Purpose), Denver Non-profit Leadership Series  Best Practice: Volunteers with Impact & Purpose (VIP)- Metro Volunteers, Denver, CO	Engage new Baby Boomer volunteers in challenging projects which show outcomes with a beginning, middle and end	December 2012
2. Encourage organizations to use volunteers in leadership and consultant roles and develop colleague relationships between employees and volunteers to reach program goals	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Rose Community Foundation - Boomers Leading Change, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	Metro Volunteers VIP Program (Volunteers with Impact and Purpose), Denver Non-profit Leadership Series  Best Practice: Volunteers with Impact & Purpose (VIP)- Metro Volunteers, Denver, CO	Baby Boomer volunteers will use their skills and have experience in leadership roles	December 2013
3. Re-evaluate the training provided to volunteers to ensure they have the necessary skills to be successful and develop new training that is necessary for the position	Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP in cooperation with the agency site	Volunteer management associations, Experience Corps, Rose Community Foundation - Boomers Leading Change	Metro Volunteers VIP Program (Volunteers with Impact and Purpose), Denver Non-profit Leadership Series  Best Practice: Volunteers with Impact & Purpose (VIP)- Metro Volunteers, Denver, CO	Established training will be upgraded for volunteers in a variety of projects	December 2014

# Strategic Plan For 2016 Through 2030

## GOAL 1 - Mature workers will have viable employment opportunities in Jefferson County

### OBJECTIVE Increase viable retraining options for mature workers and job seekers

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Create assessments to determine the current skill levels and interest/values for the mature worker	Jefferson County Workforce Center, Colorado Department of Labor and Employment (CDLE)	Jefferson Economic Council, Chambers of Commerce, AARP, schools, libraries, recreation centers and churches	2016	2018 and Ongoing	
2. Determine the employment needs of the current and future labor market	Jefferson County Workforce Center, CDLE	Jefferson Economic Council, Chambers of Commerce, AARP, schools, libraries, recreation centers and churches	2016	2018 and Ongoing	
3. Match the assessed skill level of the mature worker to the employment needs of the labor market	Jefferson County Workforce Center, CDLE	Jefferson Economic Council, Chambers of Commerce, AARP, schools, libraries, recreation centers and churches	2016	Ongoing	
4. Adjust program curriculum to future market trends	Jefferson County Workforce Center, CDLE	Jefferson Economic Council, Chambers of Commerce, AARP, schools, libraries, recreation centers and churches	2016	2018 and Ongoing	

## GOAL 2 – Strengthen collaboration among faith-based organizations/communities, services and resources for seniors

### OBJECTIVE 1 Encourage faith-based communities to continue collaborations with seniors, agencies, and each other

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Hold periodic interactive, faith-based meetings in Jefferson County quadrants – north, central, south and mountain communities	An identified fbo in each quadrant	fbos	2016 and Ongoing	2030	Groups can brainstorm ideas to further the goals including intergenerational activities
2. Hold a yearly Senior Resource Fair open to the whole county, but rotate the location and organization of the fair from quadrant to quadrant	An identified fbo in each quadrant	fbos and other agencies	2017 and Ongoing	2030	

### OBJECTIVE 2 Update proposed on-line informational site to reflect latest technology available

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Identify technologies that provide easy access to resources for the senior community and for faith-based communities	An identified fbo and RKLsmartbooks, Randy Little	On-line site staff	2016	2030	May need to repeat every 5 years or so
2. Make available latest technologies to senior community	An identified fbo and RKLsmartbooks, Randy Little	On-line site staff	2017 and Ongoing	2030	
3. Collaborate with Jefferson County's Basic Needs Workgroup to make sure fbos are staying connected	An identified fbo and RKLsmartbooks, Randy Little	On-line site staff	2017 and Ongoing	2030	

<b>OBJECTIVE 3 Promote and develop intergenerational collaborations through the faith community</b>					
<b>Strategies</b>	<b>Potential Lead Agency</b>	<b>Potential Partners</b>	<b>Target Start Year</b>	<b>Target End Year</b>	<b>Comments</b>
1. Provide inter-generational activities and programs	fbos	Other fbos	2017 and Ongoing	Ongoing	
2. Advertise activities and programs in the (proposed) on-line magazine and at quadrant meetings and yearly Senior Resource Fairs, etc.	fbos	Other fbos	2017 and Ongoing	Ongoing	

### **GOAL 3 - Lifelong learning opportunities will meet the needs of adults 60+**

#### **OBJECTIVE 1 Increase amount available for scholarship opportunities for lifelong learning**

<b>Strategies</b>	<b>Potential Lead Agency</b>	<b>Potential Partners</b>	<b>Target Start Year</b>	<b>Target End Year</b>	<b>Comments</b>
1. Research the possibility of donating surplus "seats" in providers' classes to underserved seniors (based on the Art Reach system)	Jefferson County Public Library	Database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2016	2018	
2. Promote and implement an in-kind donation system for low-income seniors to be able to take classes in the community	Jefferson County Public Library	Database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2018 and Ongoing	2030	

#### **OBJECTIVE 2 Increase lifelong learning delivery systems for home-bound or seniors with disabilities**

<b>Strategies</b>	<b>Potential Lead Agency</b>	<b>Potential Partners</b>	<b>Target Start Year</b>	<b>Target End Year</b>	<b>Comments</b>
1. Research types of technology-based delivery systems such as the Internet, telephone, television, etc.	Jefferson County Public Library	Database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2016	2017	Use of technology delivery systems will most likely occur earlier than 2016. This objective should be an ongoing project
2. Determine cost efficiency and practicality of widespread use of technology-based delivery systems	Jefferson County Public Library	Database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2018	2019	
3. Use technology-based delivery systems to create lifelong learning opportunities	Jefferson County Public Library	Database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2019	2020	
4. Identify a sponsor/grantor to purchase the technology to provide access to isolated and under-served individuals	St. Anthony Hospitals Health Passport	Grants, database of providers created and maintained in short-term goals, St. Anthony Hospital's Health Passport	2019	2020	

**OBJECTIVE 3 Increase connections between programs and adults 60+ by enhancing the proposed database of lifelong learning providers**

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Evaluate use of database and determine if changes are necessary	Jefferson County Public Library	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony Hospital's Health Passport	2016	2030	
2. Maintain provider list within database, to remove old listings and include new ones	Jefferson County Public Library	Recreation centers, schools, public libraries, cultural centers, community colleges, natural and cultural history venues, St. Anthony Hospital's Health Passport	2013	2030	

**GOAL 4 - Mature adults in Jefferson County will have a variety of meaningful volunteer opportunities which utilize their skills and experience, enhance their health and well being and meet real needs in the community**

**OBJECTIVE 1 Continue increasing the number of computer classes so that seniors are trained on how to access volunteer opportunities and use social networking tools**

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Continue to update lists of where computer classes are offered to mature adults	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	2016	Update each year	Older adults will gain knowledge and skills to navigate the Internet, develop an ability to access volunteer information and learn how to communicate via social networking utilizing Microsoft applications Resources needed will be available and appropriate curriculum software, instructors and teachers and older skilled volunteers to serve as mentors Best Practice: "Actions to Engage Seniors," Montgomery County, MD
2. Advertise those locations in newspapers and on-line	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	2016	Update each year	Same as above
3. Survey class success at each location	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	2016	Update each year	Same as above
4. Continue to arrange computer classes with key contacts at the selected class locations	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	2016	Update each year	Same as above
5. Continue to develop joint publicity and marketing plans with partners	Jefferson County Workforce Center, senior centers	Jefferson County high and middle schools, Jefferson County Public Libraries	2016	Update each year	Same as above

**OBJECTIVE 2 Agencies will continue to increase the number of professional Volunteer Manager positions assigned solely to volunteer engagement and management with appropriate training provided**

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Determine required skills needed for volunteer positions and projects at each agency	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Agencies will gain better managed volunteer programs which attract, retain, and provide support to volunteers. Volunteer Managers will have opportunities to share best practices  Resources needed are Energize Inc, Hands On Network, J.F. Fixler & Assoc., CO Health Care Directors of Volunteer Services (CHDVS), Denver Non-profit Leadership Series  Best Practice: "Evidence Based," Montgomery County, MD
2. Schedule mentoring seminars for new Volunteer Management personnel	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above
3. Update volunteer management assessment tools and self-assessments of volunteer management needs as they work with new and trained volunteers	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above
4. Update, tabulate and review the volunteer management-related training sessions available to all agencies	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above
5. Inform all volunteer agencies about available volunteer management-related training provided in the area	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above

6. Review existing training	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above
7. Identify organizations that request volunteer management training and assist them in finding resources to attend training	Social and Civic Engagement Workgroup	Area volunteer management associations, multiple volunteer support websites, JVA Consulting, Colorado nonprofit associations, RSVP, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers	2016	Update each year	Same as above

**OBJECTIVE 3 Community agencies will continue to develop creative and flexible volunteer positions and projects that truly engage and challenge skilled, experienced, older volunteers, meet real program needs and allow capacity building within these agencies**

Strategies	Potential Lead Agency	Potential Partners	Target Start Year	Target End Year	Comments
1. Determine required skills needed for volunteers	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Key Outcomes: Engage Baby Boomer volunteers in challenging programs which show project outcomes beginning, middle and end. Baby Boomer volunteers will use their skills and have assignments in leadership roles. Long-term volunteers serve as mentors and project consultants to new volunteers.  Resources Needed: Metro Volunteers VIP Program (Volunteers with Impact/Purposes), Denver Non-profit Leadership Series  Best Practice: Volunteers with Impact & Purpose (VIP), Metro Volunteers, Denver, CO
2. Collaborate with other Volunteer Managers	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above
3. Develop viable volunteer position descriptions	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above
4. Include volunteer impact statements	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above

5. Continue to involve volunteers in leadership and consultant roles	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above
6. Develop partner colleague relations with volunteers to reach program goals	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above
7. Continue to re-evaluate training provided to new and current volunteers to be successful in their assigned jobs	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above
8. Continue to re-evaluate volunteers' skills and job retraining for other volunteer positions	Social and Civic Engagement Workgroup	Volunteer management associations, Experience Corps, Jefferson County Volunteer Connection, DOVIA, Metro Volunteers, RSVP	2016	Update each year	Same as above

