



Building an Experience Dividend

State Governments Lead the Call to Engage Boomers

CIVIC VENTURES POLICY SERIES

John Greenya
with Ilana Golin



The Civic Ventures Policy Series, focusing on older adults and civic engagement, is made possible through generous support from The UPS Foundation.

Civic Ventures is leading the call to engage millions of baby boomers as a vital workforce for social change.

Introduction

I arrived at the National Governors Association (NGA) meeting in Annapolis last July with some trepidation. There's nothing like being the closing speaker at the end of two long days of meetings—in a dark room where after-dinner drinks are being served, no less.

Turns out I worried for nothing. The room was full of energy. On the national political scene, too many leaders can't seem to get past clichés, like “we must protect *our* senior citizens,” as if all older adults were somehow both “ours” and fragile. But the state policy leaders gathered in Annapolis, part of the NGA's initiative on older Americans and civic engagement, were eager to get beyond easy and outdated rhetoric. And unlike most national leaders—who see only the cost of an aging America and focus all attention on Social Security and Medicare—those in Annapolis were ready to embrace a more complex and hopeful picture.

The people in attendance that night understood that the aging of America presents both challenges and opportunities, and they were ready to talk specifics. What exactly could their states do to ensure that aging boomers stayed engaged in the civic life of their communities? What obstacles would they need to clear and what incentives would they need to create to get boomers to use their experience and talent to solve some of the state's most pressing problems? The participants talked a blue streak about initiatives that worked or failed or might be worth a try. While the goal was clear, there was not yet a consensus about how to achieve it.

That lack of agreement doesn't worry me. On the contrary, the history of state policymaking suggests that disagreement breeds experimentation, which works to national advantage. On complex issues like this, state leaders often debate, adopt, and implement different policies to achieve similar goals. Groups like the National Governors Association spread the word and share lessons learned. And, smart, ambitious politicians—as they have in the past on issues from welfare reform to universal health coverage for children—discover solutions with national implications.

This paper takes a look at what's happening right now in a handful of state capitals focused on building an experience dividend. It's not an easy picture to snap, given the ever-changing nature of state politics. But that's what's so exciting about state action—new ideas can move quickly from inspiration to implementation to improvement to impact. I hope this paper provides a preview of what you'll see on a broader scale in years to come.

Thanks to John Greenya, a seasoned reporter with a great interest in boomers and national service, and to Ilana Golin, a research associate at Civic Ventures with an extensive background in public service, for their work in researching and writing this paper. Most important, thanks to The UPS Foundation for supporting this entire policy series.



John S. Gomperts
*President, Civic Ventures and
CEO, Experience Corps*

ABOUT THE SERIES

The Civic Ventures Policy Series seeks to provoke discussion and prompt new policy initiatives that will help America transform the aging of the baby boom generation from a crisis into an opportunity. The series is funded by The UPS Foundation.

Building an Experience Dividend: State Governments Lead the Call to Engage Boomers

John Greenya with Ilana Golin

In July 2007, across the street from the oldest operating state capitol in the country, teams from eight states gathered in Annapolis, Maryland to attend a conference on a topic that is likely to be one of the most important issues in our nation's future economic and social well-being—the aging of the baby boomers.

The group was propelled by a growing sense of urgency. Nearly 8,000 of the nation's 78 million baby boomers in the United States turn 60 every day. According to the U.S. Census Bureau, nearly one in four residents of the United States will be over 60 by 2030.¹ Most won't retire in the traditional sense. Instead, the vast majority of boomers plan to work and stay engaged in their communities well past the time when their parents headed to the sidelines.² That could be a very good thing indeed, since most states face ever-worsening labor shortages in education, health care, government jobs, and in the leadership of the increasingly important and growing nonprofit sector.

But those gathered in Annapolis were well aware that matching willing, experienced boomers with the work that society needs done will not be easy. There are big hurdles—in pension and tax policies, in the cost and availability of suitable education and training, in the often insurmountable burden of securing and affording health insurance, and in the attitudes of too many employers reluctant to hire someone with gray hair.

And so teams from many states vied for just eight slots at the National Governors Association's Center for Best Practices Policy Academy on Civic Engagement: Engaging Seniors in Volunteering and Employment. If the title sounds a bit flat, the conversations were anything but tired.

“Interest among the states to get their baby boomers and beyond more involved is definitely growing,” said Joy Cameron, formerly at the NGA's Center for Best Practices. “It is so encouraging to have states see older adults as this great resource, as an asset rather than a liability.”

Participants from Alabama, Arkansas, Colorado, Florida, Maine, New Mexico, Ohio, and Wyoming shared their experience with counterparts across state lines. They discussed how to identify labor market needs in both volunteer and paid positions, update policies affecting older adults who choose to stay or rejoin the workforce, improve ways to connect older adults with job and volunteer openings, enhance both

¹ U.S. Census Bureau, *Facts for Features: Oldest Baby Boomers Turn 60!* January 3, 2006. <http://www.census.gov/Press-Release/www/releases/archives/facts_for_features_special_editions/006105.html>

² MetLife Foundation/Civic Ventures *New Face of Work Survey*, June 2005.

training and employment opportunities for older workers, and ensure that states serve as role models for promoting the civic engagement of older adults.

Similar discussions are taking place in statehouses across the country. In the absence of a comprehensive federal policy agenda on boomers, volunteering and work, states are taking the lead. With the flexibility to try new ideas on a smaller scale than federal initiatives, states are an obvious locus of early activity. Beyond having more freedom to experiment, states can tailor initiatives to their specific demographics. Moreover, such policies can be replicated by other states and, potentially, the federal government.

It is one of the happy incidents of the federal system that a single courageous state may, if its citizens choose, serve as a laboratory; and try novel social and economic experiments, without risk to the rest of the country.

SUPREME COURT JUSTICE LOUIS D. BRANDEIS, 1932

This paper summarizes the progress to date in five states—Arizona, California, Maryland, Massachusetts, and New York—that are working hard to help both older workers looking for meaningful employment and volunteer work, and the public agencies and nonprofit organizations that need them. The efforts in these five states could prove to be the initial rumblings of a broader movement to leverage boomer talent to improve the quality of life in communities nationwide—in other words, to generate an experience dividend.

ARIZONA

When it comes to engaging their older residents in civic life, Arizona has served as a model for some time—not surprising, given that more than 25 percent of the population of several Arizona counties is

already over 60. “Our state’s exponential population growth means that we will experience the boomer effect about 10 years before the rest of the country,” Governor Janet Napolitano said recently. She vowed to be prepared.

“America is aging. Federal and state governments must ask: Are we ready? The answer right now is no,” Napolitano said. “But the lesson from Arizona is that an innovative policy response can help create a future in which aging boomers have every opportunity to live their lives with meaning, purpose, independence, and dignity.”³

Melanie Starns, policy advisor on aging to Governor Napolitano, pointed out that if state-level activity on behalf of older adults can be called a movement—and she firmly believes it can—Arizona was definitely present at the creation.

“This issue has been on our radar screen for about six years now, through the Governor’s Council on Aging,” Starns explained. “It started with a kind of ad hoc older workers’ task force, and in September of 2004, when national attention was just starting to brew, we had already held an Older Workers Awareness Day with over 600 older workers and 70 employers participating. We were really surprised and pleased at all the interest in this issue. So when we launched the Arizona Mature Workforce Initiative in February 2005, we already had a great coalition upon which to build.”

(A side note: In Arizona, when referring to work for older adults, the Governor’s Office means both paid and unpaid opportunities. “I see a lot of literature that separates traditional work from civic engagement and volunteerism, but that didn’t work for us,” said Starns. “We combined everything because there is a broad range of opportunities and, with such a wide spectrum, we didn’t want people to get caught up in the technicalities of language. We want to be clear so that we can move on and focus on the bigger picture of what we are trying to achieve.”)

³ Janet Napolitano. “Age Wave.” Democratic Leadership Council. April 23, 2007. <http://www.dlc.org/ndol_ci.cfm?kaid=106&subid=122&contentid=25427>

In the past two years, the Mature Workforce Initiative—a coalition of employers, community colleges, mature workers, government, temporary agencies and advocacy groups—has collected data about the state’s older workforce, held job fairs for mature workers, and convened panels of citizens and experts to develop recommendations.

Building on that foundation, the state has launched a series of additional innovations, including:

- A public awareness and education campaign to help businesses understand the value of older workers.
- A web site to provide information on the availability of both paid and volunteer work (www.azmatureworkers.com, available spring 2008).
- A certification that will tell area citizens which employers are committed to an age-diverse workforce and a “mature worker-friendly work environment.”
- A transition center, developed in conjunction with community college partners, to assess skills and interests of those seeking to change careers or return to the workplace and help them make such a transition.
- New models of adult education that streamline the education process and take into account life experience and experiential learning.
- Good Work for Arizona, a partnership between a group of community foundations, nonprofits, community colleges, and the Governor’s Office to address the special workforce needs of the nonprofit community.
- Employment services and resources for older adults in each of the state’s workforce investment offices (called Workforce Investment One Stops).
- Changes to state government personnel and retirement policies to allow for greater flexibility, retention of knowledge, and improved transition opportunities for state workers.

Two of these efforts have won national awards from Civic Ventures. The Pima County Council on Aging received a BreakThrough Award for its Mature Worker Connection, which offers free job placement services for people over 50.⁴ In the first 18 months of

operation, the program placed more than 450 mature workers in jobs. Of the first 201 placements, one-third were in the nonprofit or public sectors. And GateWay Community College in Phoenix received a Community College Encore Career Grant to help create the workforce transition center for boomers and employers (mentioned above), and to start a program to help prepare boomers for careers as caregivers, a field now experiencing shortages statewide.⁵

Perhaps the most surprising aspect of what Arizona has accomplished is that, with the exception of a small, one-time state grant to a partner agency, Arizona has done all this without a formal budget, and is going forward, boldly, with little public money from the state.

“We tell other state governments that you can do a lot by leveraging partnerships,” Starns said, “but you have to know how to be a good community player. And I’ve said many times, I think our buy-in from the community is stronger *because* we haven’t had a bunch of money to throw at the problem. We’ve had to work it out and we’re excited to do even more.”

CALIFORNIA

By the year 2020, California’s over-60 population will swell to 8.7 million, doubling from 4.8 million in 2000.

“That’s a significant slice of the population that stands ready to be substantively engaged in service,” noted Karen Baker, executive director of California Volunteers, the state program that Governor Arnold Schwarzenegger—who himself transitioned to a public-sector career at the age of 56—transformed to increase the number and impact of residents engaged in community service. First Lady Maria Shriver is the group’s honorary chair.

California Volunteers recently released a report, *California’s Aging Opportunity: Building a Legacy of Good Works by Older Californians*, which examines

⁴ The MetLife Foundation/Civic Ventures BreakThrough Award is for innovative organizations that tap the passion and experience of people over 50 to improve society.

⁵ The MetLife Foundation/Civic Ventures Community College Encore Career Grants are awarded to ten innovative community colleges that are creating new ways for adults over 50 to transition to encore careers in education, healthcare, and social services—all sectors facing critical shortages.

the significant gap between the large number of older adults who indicate an interest in service and the number of those who are actually serving.

Developed as a result of the California Integrated Elder Care and Involvement Act⁶ and funded by The California Wellness Foundation, the report outlines six actions the state should take to increase the level of engagement among older residents (see box on this page). “If steps are taken now to accommodate and prepare for the imminent wave of baby boomers and their desire to serve,” the report states, “California will realize enormous benefits from this civic resource.”⁷

There is a big reason to act quickly—labor shortages, particularly in the public sector, are looming in California. Over the next two to five years, 48 percent of managers within state government agencies will be eligible for retirement, according to Andrew Armani, deputy secretary for information technology at California’s State and Consumer Services Agency, an umbrella organization of 16 state agencies.⁸

To address this issue, California’s eServices Office is developing a database of retired employees who are looking for continued employment. The initiative, currently known as the Retired Annuitant Database Project, will allow state retirees to enter information regarding their previous jobs, their skills, and their retirement goals. Employers will be able to search for potential employees to fill part-time, full-time, and temporary job openings.

The teacher shortage in California is already near the crisis point. According to the Governor’s office, “California’s current teacher shortage will be compounded as the state loses 100,000 more teachers over the next decade to retirement—fully one-third of the teacher workforce. Over the next 10 years, the state will need 33,000 new math and science teachers.”⁹

Ideas for Taking Action

When California acts, other states take notice. In July 2007, CaliforniaVolunteers, a state agency focused on service, released *California’s Aging Opportunity: Building a Legacy of Good Works by Older Californians*. The comprehensive report outlines six actions the state should take to increase the number and impact of older Californians who serve.

1. **Match interests with need.** Launch a communications campaign and a volunteer matching network to increase awareness, interest, and access to service opportunities.
2. **Weave senior service into state programs.** Tap the time and talent of older Californians to expand and enhance public services provided and supported by California state government.
3. **Incent intensive service.** Create more opportunities for service commitments of 10–20 hours per week and motivate older adult participation with meaningful incentives.
4. **Prepare the service sector.** Expand the capacity and infrastructure of nonprofit service organizations to engage the growing 60+ civic resource.
5. **Provide life stage transition options.** Establish “life options centers” to help older Californians make the transition to a new stage of life that includes meaningful contributions to their communities.
6. **Reform state policy.** Pass state legislation to create incentives and reduce existing barriers for older adult service in California.

For more information, go to CaliforniaVolunteers.org.

To help fill the jobs, Governor Schwarzenegger and Sherry Lansing, former CEO of Paramount Pictures, launched the EnCorps Teachers Program, a corporate-sponsored recruiting effort to entice aging baby boomers into teaching. The program is modeled on the Transition to Teaching program launched by IBM in 2005, which includes up to \$15,000 in subsidies and other corporate support for departing employees who want to take up teaching. IBM agreed to help support the California EnCorps initiative with technology,

⁶ Introduced by State Senator John Vasconcellos, Senate Bill 953, Statute of 2002.

⁷ CaliforniaVolunteers, *California’s Aging Opportunity: Building A Legacy of Good Works by Older Californians*, July 2007. <<http://www.csc.ca.gov/sr/sr.asp>>

⁸ Jessica Marquez. “State Keeps Tabs on Retirees To Lure Them Back.” *Workforce Management*. September 10, 2007. <<http://www.workforce.com/archive/article/25/10/24.php?ht=california%20database%20retired%20california%20database%20retired>>

⁹ Gov. Schwarzenegger Announces Launch of EnCorps Teachers Program [press release]. California Office of the Governor, June 8, 2007. <<http://gov.ca.gov/index.php/?press-release/6619/>>

curriculum, and other resources. “This is going to grow like wildfire,” noted Robin Willner, IBM’s vice president of global community initiatives.

EnCorps has already signed up a half-dozen other companies in California, including Qualcomm, Edison International, Chevron, East West Bank, Ares Management, and City National Bank. Each is offering incentives to current employees to help them transition to teaching careers.

Lansing says EnCorps, like Teach for America, will help elevate the status of teachers. Teach for America has been successful in recruiting college graduates to commit to two years of teaching as a serious introduction to potential careers in education; EnCorps hopes to recruit older adults to teach for longer periods of time. Lansing said millions of boomers “want to give back and the thing they most want to do is teach.”

“We want to make the EnCorps Teachers Program a model for the rest of the nation,” Schwarzenegger said.

MARYLAND

Governor Martin O’Malley says he is striving to make Maryland “the most aging-friendly state in America.” In May 2007, just five months into his first term in office, he signed the Baby Boomer Initiative Act into law.

The Boomer Act, as it is known, establishes a Baby Boomer Initiative Council, which consists of representatives from Maryland’s government, plus appointed members from the business, education and aging communities. Charged with developing a strategy to encourage boomers to stay engaged through work and volunteering, the council will research best practices and suggest ways to remove barriers faced by older workers and the employers who need their skills. It will also consider ways to

expand employment opportunities and encourage Maryland’s baby boomers to engage in community service.¹⁰

Governor O’Malley is also eager to expand Experience Corps, a program he supported when he was mayor of Baltimore. Experience Corps engages people over 55 in meeting their communities’ greatest challenges. Today, in 19 cities across the country, 2,000 Experience Corps members tutor and mentor elementary school students struggling to learn to read. Independent research shows that Experience Corps boosts student academic performance, helps schools and youth-serving organizations become more successful, and enhances the well-being of the older adults in the process.¹¹

Much of the research that demonstrates Experience Corps’s effectiveness has been conducted in Baltimore. A partnership between Johns Hopkins University’s Center on Aging and Health and the Greater Homewood Community Corporation has tripled the size of Baltimore’s Experience Corps over the past five years, with support from the Governor’s Office on Service and Volunteerism, the City of Baltimore, Baltimore City Public Schools, and generous gifts from several private foundations. A new Experience Corps project in Annapolis will launch in 2008, with lead funding from a family foundation.

To expand the program model into more areas of the state, the Governor’s Office on Service and Volunteerism has taken the lead on seeking additional public-private partnerships. Recent meetings with the members of the Governor’s Cabinet that makes up the Interagency Committee on Aging Services and with the directors of the state’s Area Agencies on Aging generated significant new interest in the possibilities Experience Corps offers for boomer service.

¹⁰ Roy Dyson, “Bill Will Make ‘Baby Boomers’ More Viable,” Southern Maryland Online, March 7, 2007. <<http://smd.com/news/dyson/articles/258.shtml>>

¹¹ Linda Fried et al, “A social model for health promotion for an aging population: Initial evidence on the Experience Corps model.” *Journal of Urban Health*. 81.1 (2004): 64-78.

Counties Offer Trade: Work for Tax Relief

City and county governments are searching for new and creative ways to engage those over 60, too. One innovation that seems to be picking up steam: programs that let older adults work part-time to help pay off their property tax bills.

The Boulder, Colorado, county government launched the Senior Tax Work-Off Program in 1986. This pioneering program provides \$7/hour jobs to about 100 local homeowners, who do landscaping, gather climate data, and staff the courthouse information booth, among other tasks. Those who get jobs—and there are 250 applicants for the 100 slots—can earn up to \$700. After paying off their taxes, many Boulder residents stay in the program as volunteers.

The idea has gained momentum in Massachusetts as well. According to the *Boston Globe*, “at least 20 communities south of Boston have adopted programs that allow senior citizens to swap service to the town for tax abatements. Town officials say they get help they could not otherwise afford, and seniors get a tax break that makes living a little easier.”

“These programs are getting more popular and catching on across the state,” Emmett H. Schmarsow, program manager for the Massachusetts Council on Aging, told the *Globe*. “The town receives valuable services and the elders get financial help, which allows them to remain in their homes. It’s good for seniors. It’s good for the community.”

The programs vary, but most offer senior citizens the opportunity to work off between \$500 and \$750 of their property tax bills. Some municipalities limit the number of participants and have long waiting lists.

Sources:

“Seniors Work Off Property Taxes,” *Washington Post*, Dec. 26, 2007
“Will Work for Tax Break,” *Boston Globe*, Jan. 9, 2005.

MASSACHUSETTS

During his first month in office, newly elected Massachusetts Governor Deval Patrick called for the creation of a Commonwealth Corps to give residents new opportunities to make significant commitments to service. “The mission of Commonwealth Corps,” Patrick explained, “is to draw together people of all ages and backgrounds to help meet human needs and rebuild communities across Massachusetts.”¹²

As Maureen Curley, president of Campus Compact and former executive director of the Massachusetts Service Alliance, and Eric Schwarz, president and CEO of Citizen Schools, noted in the *Boston Globe*, “Volunteers in the Commonwealth Corps will be students, recent college graduates, mid-career professionals, and retirees. They will earn a modest stipend and commit to a year of full-time or part-time service. They will demonstrate with skill and commitment that the solutions to many of our most urgent problems are within our grasp.”¹³

This past November, Massachusetts sponsored a statewide summit on civic engagement. More than 700 people attended. “The climate is really right in Massachusetts for this broader interest,” said Judy Goggin, a vice president at Civic Ventures and a member of the Massachusetts Coalition on Vital Aging (MCOVA), a statewide alliance of agencies, institutions, organizations, businesses, and professionals. Its mission is to promote the civic involvement of people over 50 by creating opportunities for strategic networking and serving as a catalyst for innovative programs. The coalition recently joined forces with Experience Wave, a national advocacy effort committed to advancing state-level policies that support the engagement of mid-life and older adults in work and community life.

¹² Governor Patrick Announces Creation of Commonwealth Corps [press release]. Massachusetts Office of the Governor, January 8, 2007. <http://www.mass.gov/?pageID=pressreleases&agId=Agov3&prModName=gov3pressrelease&prFile=commonwealth_corps010907.xml>

¹³ Maureen Curley and Eric Schawartz, “A Mass. call to service,” *Boston Globe*, April 12, 2007.

The Experience Wave coalition is working with lawmakers in Massachusetts to advance legislation that would create a Mature Worker Council, bringing together stakeholders and decision makers from all sectors, including business and government, to identify policy solutions that would turn the aging workforce into an economic asset rather than a liability. The focus of work in Massachusetts will emphasize making the business case for keeping older workers engaged in the workforce.

In many ways, Massachusetts is ripe for this work, with many skilled and experienced individuals and institutions committed to and focused on these issues for many years, including AARP, the University of Massachusetts, Boston College, and Tufts University, just to name a few. The challenge, however, is in elevating this work as a labor and workforce development issue and motivating interest among lawmakers and businesses that are often more focused on finding ways to attract and maintain the pool of younger workers in Massachusetts.

“For the states, the issue of the aging baby boomers is not an abstract concept,” Goggin says. “The retirement of public employees, along with workforce shortages in education and health care, are definitely on their doorsteps in real terms. At the same time, social problems that call for an infusion of human capital continue to grow. The states that take advantage of the resources and mobilize the talent that this growing older population represents—are the states that are going to win.”

NEW YORK

Earlier this year, New York Assemblyman Steve Englebright and State Senator Martin Golden introduced a package of eight bills they hope will jumpstart the state’s efforts to prepare for an aging workforce. With this legislative package, Golden, who chairs the Senate Aging Committee, said, “New York will become a leader in planning for the demographic sea change by creating an environment that utilizes the expertise, experience, and knowledge that older workers possess.”¹⁴

Of the eight bills put forth, one has already passed. The bill established a Mature Worker Task Force to identify and address legal obstacles to continued employment; outline best practices for hiring, retaining and retraining mature workers; establish a clearinghouse of information; and assess the cost of state programs to hire, retain, and retrain a greater number of older workers.

The other bills would, among other things:

- Allow local governments to offer a property tax credit for older, low- and middle-income homeowners who volunteer.
- Provide funding to ensure that more older adults get the training they need to retool for new jobs.
- Establish a certification program that would designate businesses as “older-worker friendly.”
- Create centers at community and four-year colleges that will focus on the educational needs of adults over 50.
- Encourage more intergenerational tutoring and mentoring programs across the state.
- Ensure that the workforce investment board takes into account the challenges faced by older workers.
- Allow people over 60 to take State University of New York courses for credit at no charge.

Michael Burgess, director of the New York State Office for the Aging, will co-chair the new task force and recently convened a roundtable discussion to brainstorm ways to further a civic engagement agenda. U.S. Senator Harris Wofford, who helped to create the Peace Corps and served as CEO of the Corporation for National and Community Service, spoke at the

The new availability of boomers wondering what to do with 20 remaining years of good health may well be the first significant modern trend that actually adds human time and energy to civic society.

WILLIAM SCHAMBRA

Director, Bradley Center for Philanthropy and Civic Renewal at the Hudson Institute

¹⁴ “As Baby Boomers Retire, Legislature to Launch ‘Experience Wave.’” New York State Assembly, News from Assemblyman Steve Englebright. February 27, 2007. <<http://assembly.state.ny.us/mem/?ad=004&sh=story&story=21560>>

roundtable held in September. Commenting on New York's efforts, Senator Wofford said, "If a state wants to take a lead in tapping the power of the boomer generation, a gubernatorial or legislative planning process is perhaps the best place to start, as it gives permission for leaders to take charge. But momentum must not stop there. New York understands this. The state is pushing forward with an impressive agenda."

Key Players on the National Scene

Civic Ventures, a think tank and incubator, is leading the call to engage millions of baby boomers as a vital workforce for social change. Civic Ventures runs two major national programs, Experience Corps and The Purpose Prize. Go to civicventures.org and Encore.org.

The American Society on Aging's Civic Engagement Program strives to advance discussion of civic engagement within the field of aging and to foster best practices for professionals. Go to asaging.org.

The National Council on Aging's RespectAbility program helps organizations and communities increase their investment in and commitment to America's growing resource of experienced and skilled adults over 55 by delivering innovative tools, effective practices and expert training and technical assistance. Go to ncoa.org.

Experience Wave works specifically to advance federal and state policies that will make it easier for mid-life and older adults to stay engaged in work and community life. The effort is led by former U.S. Senator Harris Wofford. Go to experiencewave.org.

The Gerontological Society of America's Civic Engagement in an Older America project produces and promotes research that will contribute to the development of more effective social institutions, programs, and policies that will increase older adults' civic participation. Go to agingsociety.org.

The National Governors Association Center for Best Practice is working on a multi-year effort to help increase civic engagement among older adults by capitalizing on the leadership of state governors. Go to nga.org.

The Urban Institute's Retirement Project focuses on assessing how retirement policies, demographic conditions, and private sector practices influence older Americans. The project includes several briefs on civic engagement among older adults. Go to urban.org.

CONCLUSION

"The baby boomers represent the most active, healthy, and educated older generation in the history of the United States," said Senator Wofford, now spokesperson for Experience Wave. "Their 'retirement' presents an extraordinary opportunity for nonprofit organizations and government agencies. In fact, we cannot afford to miss this opportunity to engage mature and older workers in continued employment and service."

Thanks to trailblazers in five states and beyond, our nation is poised to seize the opportunity represented by the aging of 78 million baby boomers. The legislative and policy work in Arizona, California, Maryland, Massachusetts, and New York marks just the beginning of a movement that holds the potential to revitalize our country through the work and service of tens of millions of baby boomers.

"For now, the greatest strides are taking place at the state level," noted Shirley Sagawa, a founder of the modern service movement in the United States. "We expect the policies that prove successful to serve as models for the federal government in the future."

The National Governors Association will convene an additional eight states in 2008 for another policy academy. In other words, watch the state capitals now—and the national headlines sometime soon.

About the Authors

John Greenya, a Washington, D.C.-based writer, is the author or co-author of 18 books. His work has appeared in the *Washington Post*, *New Republic*, *New York Times* and other publications. In 2006, he wrote about national service for the *Congressional Quarterly Researcher*, and in 2007 he was the author of *Imagining America: Making National Service a National Priority*, a report of the American Jewish Committee's Task Force on National Service.

Ilana Golin is a research associate at Civic Ventures with a history of work in civic engagement. She has worked at Stanford University's Haas Center for Public Service and at the International Partnership for Service-Learning. Golin was also a New York City Urban Fellow. Her extensive volunteer record includes hands-on and advocacy work in the U.S. and abroad for such organizations as New York Cares, Pine Ridge Indian Reservation, and Fundación para la Adopción de Nuestros Niños, an orphanage in Ecuador.

About Civic Ventures

Civic Ventures is leading the call to engage millions of baby boomers as a vital workforce for social change. A nonprofit think tank founded in the late 1990s by social entrepreneur Marc Freedman, Civic Ventures is defining a new stage of life and work between the end of midlife careers and the beginning of true old age—and finding new ways to apply the experience of baby boomers to society's greatest challenges. Civic Ventures runs two major programs, Experience Corps and The Purpose Prize.

In both 2007 and 2008, *Fast Company* magazine honored Freedman and Civic Ventures with its "Social Capitalist Award," which recognizes the "most influential and effective social entrepreneurs who are solving the world's problems" and the organizations they have helped to create.

About The UPS Foundation

Founded in 1951 and based in Atlanta, Georgia, The UPS Foundation (community.ups.com) identifies specific areas where its support will clearly impact social issues. The UPS Foundation's major initiatives currently include programs that support increased global volunteerism, literacy, and hunger relief. In 2006, The UPS Foundation donated more than \$45.9 million to charitable organizations worldwide.



LEADING WITH EXPERIENCE

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