

# ENCORE LEADERSHIP CORPS



## EVALUATION REPORT

Prepared for:

The Atlantic Philanthropies Community Experience Partnership



By:



## **Acknowledgements**

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## **Executive Summary**

The following report presents the results of evaluation activities for the Encore Leadership Corps over the course of the program from its launch in the Spring of 2010 until May 1, 2013. The evaluation utilized quantitative survey work with a sample of 77 ENCorps members and semi-structured interviews with ENCorps participants who had been enrolled in the program for at least one year in order to examine process findings about the program, understand the personal impacts of participating in ENCorps, and better understand the impacts of ENCorps member volunteer work in their communities. We analyzed findings from interviews and surveys to identify success and challenges within the ENCorps program. We included in our examination the program's initial goals, objectives and outcomes, as well as changes that evolved over the course of the program and unanticipated outcomes. Analysis of interview and survey findings highlighted the successes and challenges of the program, both in the context of the program's initial goals, objectives, and outcomes, but also in the context of unanticipated outcomes, as well as the outcomes of the program as they have evolved over the course of the program.

Findings suggest the following community-level impacts as illustrated through case studies:

- Improved community health through increased public education carried out by volunteers.
- Tens of thousands of dollars in grants and donations raised for community projects (increased community capacity)
- Increased civic engagement by older adults who have been recruited into volunteer service by ENCorps members
- Increased access to leadership as ENCorps members bring their skills back to local boards and committees
- An increase in community capacity for downtown revitalization through the work of ENCorps-trained volunteers

- Additional educational resources available to communities on such topics as pest control, downtown revitalization, energy conservation, physical activity, etc.
- ENCorps members have provided an estimated \$1.48 million dollars of economic value to Maine's communities based on the value of their volunteer time.

In addition, our findings also indicate that the Encore Leadership Corps had the following impact on participants:

- Building skills and knowledge and access to resources
- Building connections and helping participants feel a part of a community
- Shaping their understanding of how they view their volunteer work
- Providing encouragement and recognition for their volunteer work
- Introducing members to new opportunities
- Helping to support personal changes such as building confidence

Through the first three years of the project, it is estimated that nearly 87,000 hours of volunteer service have been provided to Maine communities, and the qualitative interviews with program participants documented in the following pages highlight the diversity of what has resulted from a portion of these volunteer hours. We designed the ENCorps program to support a wide range of participant projects and interests. As a result, the community level impact of the program in particular aspects of ENCorps work is more difficult to aggregate. However, we used a combination of strategies to capture and measure these impacts. This includes tracking the number of volunteer hours employed, types of organizations and projects served as well as more detailed findings highlighted through in-depth interviews with the participants. These results suggest that the ENCorps program has had broad impact across the state and on a range of issues related to the core theme of smart growth.

## **Methodology**

The program evaluation utilized two main sources of information. The first source was an annual survey that was provided to members of the Encore Leadership Corps that collected participant demographics, as well as information about perceived motivations for program engagement, and the impact the program has had on them personally. The second source of information was qualitative, semi-structured interviews with ENCorps participants who had been in the program at least one year. Additional sources of information include volunteer hours reports, program records, and training surveys.

## **Anticipated Program Outcomes and Impact**

In the ENCorps implementation proposal, we identified the following anticipated outcomes:

- Maximize citizen participation in local, county, and state planning
- Raise public awareness of the link between the built environment and public health
- Reduce environmental impacts of rural development
- Increase the number of smart growth planning activities implemented in small and medium sized towns and municipalities
- Improve environmental and public health outcomes in Maine over the long-term
- Encore Leadership Corps volunteers who have completed the training will be able to both understand and transmit to others the principles of smart growth and the relationship between the built environment and public health
- Develop an on-going network of support for volunteers as they carry out their community-based work

## **Program Outputs and Participant Demographics**

### *Program Outputs*

As of May 1, 2013, it is estimated that ENCorps members provided 87,300 hours of service in their communities. On average, the volunteers individually provided 259.30 hours of service over the life of the program. The least number of hours served by any one of the reporting volunteers was four and the most served were 1,583 over the life of the program.

### *Participant Demographics*

At the writing of this evaluation report, 238 members were serving with Encore Leadership Corps. There were a total of 266 volunteers who participated in the program at some point between the start of ENCorps in 2010 and May 1, 2013.

Of all 266 individuals who participated in the program at some time, the program makeup was 66% female, and 34% male.

The mean age of participants in the program is 66 and the age range of ENCorps members is age 50 to 88.

The ENCorps program had relatively low attrition rate. Over this reporting period, 28 volunteers requested to be removed from program communications which represents 11% of all volunteers who were members of the program at one time.

As a part of the CEP cross-site evaluation, we administered a survey to ENCorps members yearly which included demographic questions. The cumulative participation level in the two surveys was 77 individuals. These surveys revealed that the majority of respondents are white/Caucasian (85.7%), and highly educated (83.2% holding a college degree and 45.5% holding a graduate degree). ENCorps members come from a wide variety of economic backgrounds. Among the sample, approximately 17% were employed part-time, 20% were employed full time, 55% were retired, and 8% described themselves as unemployed. Please see Appendix 1 for a full breakdown of ENCorps member demographics.

Table 1 details the number of ENCorps members in each Maine county. All Maine counties had at least four participants and at least 37% of ENCorps members reside in either Cumberland (18%) or Penobscot (19%). The county with the next highest concentration of ENCorps members was Hancock County with 9% of ENCorps participants.

Table 1

<b>County</b>	<b>Number of Members</b>	<b>Percentage</b>
Androscoggin	5	2%
Aroostook	9	3%
Cumberland	47	18%
Franklin	15	6%
Hancock	25	9%
Kennebec	14	5%
Knox	15	6%
Lincoln	18	7%
Oxford	6	2%

Penobscot	51	19%
Piscataquis	9	3%
Sagadahoc	8	3%
Somerset	4	2%
Waldo	15	6%
Washington	8	3%
York	17	6%

### *Volunteer Sites*

ENCorps members conducted their volunteer work at approximately 480 sites from the spring of 2010 through May 1, 2013. To classify the type of work that was engaged in by volunteers at these sites, we utilized descriptive categories derived from the US EPA Aging Initiative publication *Growing Smarter, Living Healthier: A Guide to Smart Growth and Active Aging*. Each category (Table 2) includes a diversity of projects. The volunteer sites that fell into the “staying active” category generally focused on activities that deal with promoting physical activity, supporting engagement of older adult volunteers, and building community connections. The “development and housing” category included volunteer sites that were working on downtown development, community revitalization, and a variety of other work that supported principles of smart growth development. The “staying healthy” category projects focused on the ways that food access and healthy food could contribute to community health and included meals-on-wheels, community gardens and similar activities. The “transportation and mobility” category focused on volunteer activities that were designed to support increased mobility for older adults and other community members, as well as creating accessible and walkable neighborhoods.

Table 2

<b>Category</b>	<b>Volunteer Placements</b>	<b>Percent</b>
Development and Housing	77	16%
Staying Active	304	63%
Staying Healthy	89	18%
Transportation and Mobility	12	2%

## *Program Outputs*

As of May 31, 2013, Encore Leadership Corps had provided 33 monthly workshops to participants, four summits, 20 regional meetings, and a number of additional skills-building and networking opportunities for members.

## **Community-Level Impacts**

To look at the impact of Encore Leadership Corps, both from the perspective of impact on the member, as well as the impact of the volunteer work of that member on the community, the ENCorps evaluation utilized semi-structured interviews to query members about these issues. The results of these semi-structured interviews are highlighted in the selections of impact case studies below, as well as briefer examples of some of the impacts that ENCorps members have made. All case studies can be found in Appendix 2.

Examples of community impact facilitated by ENCorps members:

- A volunteer was able to help extend funding for an evidence-based healthy eating program for schoolchildren through the creation of a public relations campaign reporting on the program. This ENCorps member received a \$500 award for their work and is using the money to send four children to summer camp.
- Through becoming a Master Gardener, an ENCorps member has been able to donate surplus foods from his gardening and has taken on efforts to facilitate gardening for those with chronic health conditions or disabilities. The individual has been working to develop low-cost raised beds that can be used by these populations.
- An ENCorps member who helped to found a local land conservancy serves as a leader in securing lands for conservation and sporting usage.
- Working to preserve the health of a local lake, an ENCorps member tests water through the Volunteer Lake Monitoring Program and also teaches courses at a Maine Senior College.
- Through teaching A Matter of Balance course for older adults, an ENCorps member is helping these individuals to keep active and prevent falls.
- An ENCorps member is supporting healthy communities by playing a key role in the fundraising for a program that provides sports equipment to children in need by engaging in fundraising efforts such as auctions which have resulted in between \$6,000 and \$10,000 dollars being raised each year over the last half decade.

- An ENCorps member is helping to support physical activity by being the main groomer and maintainer of public cross-country ski trails in a Maine city. Providing over 400 hours of service each year. The individual is a tenacious fundraiser who has received \$500 dollars from local skiers to support his work and continues to look for new avenues to secure funds. In 2013, using the grantwriting skills he learned, the member was able to secure money for a \$5000 trail groomer.
- Introduced by ENCorps to a local organization that maintains a public bog-boardwalk, this ENCorps member is an energetic fundraiser who has championed the boardwalk's yearly yard sale, which has been crucial to building the boardwalk's endowment. In 2011 alone, this auction brought in over \$4,300 dollars for the boardwalk.
- A leader in a downtown revitalization committee in a Maine town that has been struggling with a changing economy, this ENCorps member has taken the lead in a collaborative effort with business members and other citizens to create an economic development plan which will lay the groundwork for revitalizing this town.
- Another leader in a downtown revitalization organization of one of Maine's largest cities, this ENCorps member has been a leader in the development of a downtown tree lighting event each fall, which is not only an event for bringing the community together, but is also an opportunity for the donation of food items and money for local charities.
- One ENCorps member with a special interest in a Maine watershed has been key in the development of a "ponders group" which brings together the community of individuals living near a local pond to build community and resolve disputes.
- Addressing the impact of Maine's winters on walkability in a Maine city, an ENCorps member has been an important figure in the development of a volunteer program to clean snow from city sidewalks near intersections to allow easier bus boarding.
- Helping to reduce energy costs for lower-income Mainers, an ENCorps member organizes community events to build cost-saving window inserts. In the fall of 2012, this program completed its 1000<sup>th</sup> window insert.

### **Case Study – Public Health Impact**

This ENCorps member was already an active volunteer when she joined ENCorps. Her volunteering started in 2008, and was prompted by her desire to fill specific personal needs. "Well, my boys were both in college and I felt I had a lot of free time. I wanted to do something to fill my time and I wanted to do something that made me feel like I was



making a difference, being productive and certainly contributing. I guess I feel I needed to be needed.” During her participation in ENCorps, this member has held a number of volunteer roles. Most recently, she has been a site educator for the Safe Medicine Disposal for ME program. While joining ENCorps didn’t prompt this member to volunteer, it did have an impact on her work, “if anything, ENCorps has encouraged me to volunteer more.” While this member is involved in a number of very different volunteer roles, she reflected on two as among the most important in her work. When discussing the impact of ENCorps on her work she said that as an outreach educator for recognizing heart attacks she “was educating people to make that call when they are feeling symptoms of a heart attack, because I think women especially, we don’t recognize those symptoms and they can be different than men. Often women would call for their spouse or a loved one but they don’t for themselves, so encouraging them to take those steps and recognizing those signs. That was kind of fun too.” The volunteer stated that her greatest impact was through the Safe Medicine Disposal for ME program, noting, “I spread the word on that and telling them how they can be safer, because if your medicine cabinet is full of expired, unused, unwanted medications you may take something that isn’t healthy. It isn’t very safe. It’s scary because people sometimes break into your home looking for medications. It’s an easy way to contribute to a healthier environment. I think a lot of people want to help or contribute but they don’t know how and this is painless. It’s very exciting.” This individual perceived her role as awareness building, and in the case of the Bog Boardwalk, advertising for it and helping to raise money. When discussing the role of ENCorps on her work, the individual stated that the program has helped her by building her confidence and showing her how to put her skills to greater use.

In addition to the information provided above directly from the participant, ENCorps staff further identified that this particular volunteer began volunteering with the Orono Bog Boardwalk as a result of her participation in ENCorps. In this respect, ENCorps acted as a connector and was able to build the capacity of the Boardwalk by connecting a volunteer with their organization. This particular volunteer has helped the Boardwalk to raise thousands of dollars over the course of the past two years by assisting with their annual yard sale event.

### **Case Study – Building a Healthy Environment**

Through ENCorps, this individual takes part in a wide variety of activities including volunteering at a children’s museum, local ASPCA and one of her main activities was participating in the Department of Agriculture’s forest pest outreach and survey project. In describing her impact, the person stated, “I go out in the community and I do research with various groups of people and my belief is that I’m empowering them with

not only the understanding that they are in charge of forest health in a huge way in Maine, but also that there is something specific that is within their ability to do.” She also stated that her greatest accomplishment was “Empowering 5th graders at [a local] school to write a book about Asian long-horned beetles as it applies to a peril of Maine forests and to continue supporting that venture and working with them until it becomes published.” This book is now being disseminated by the Department of Agriculture.

ENCORPS staff also identified that this individual has used her skills and talents to build the capacity of another ENCORPS project—a community garden. This member helped to connect other community garden volunteers with a source for heirloom seeds thus expanding the offerings of the garden and increasing the sense of community available through garden activities.

### **Case Study – Historic Preservation**

This individual began volunteering in the 1970’s for a church that she was involved with and since joining Encore Leadership Corps, this individual has been heavily involved in historic preservation work and has been a leader in a downtown revitalization group where she serves on the Executive Committee. The individual has also volunteered for a county historical society. When discussing the greatest accomplishments in her downtown revitalization work, the individual mentioned that in 2012 the downtown revitalization program received an award from the Maine Development Foundation recognizing them for being the most improved network community and that she was involved in the attainment of the 501(c)3 classification for the organization which will allow them to begin to raise funds to increase their impact. As the individual stated, “Those are the big things. Most of the volunteer work I do, it’s not like I go someplace and do something and say wow I served 29 people or I gave away 300 pounds of food, most of the volunteer work I do is very long term and something that you work at over a long period of time and then you have a success, because you’re really trying to change a culture, trying to change a community.” When discussing the impact of ENCORPS, this individual stated, “A lot of skills that I’ve used in my volunteer work are skills that I’ve had, but there is something really critical and fundamental about ENCORPS, because there are skills that it provides me, just in terms of working with people, meeting new people, making connections to new people. A part of my connection to [the downtown network coordinator], I really think she called me about developing the Downtown Alliance because of work that we had done at ENCORPS (I was at a conference with her there). But the main thing that ENCORPS gives me, I think, is confidence, confidence in a way that I didn’t have it before, to do this kind of work.”

In addition to the accomplishments described above, this individual went on to participate in the Boomer Reporting Corps Project where she used skills and resources available to her to create a video highlighting her downtown. This video was a requirement for pursuing their Main Street Maine designation. In this regard, program resources were used to further develop that community's ability to become a Maine Street Maine community which will bring additional resources to the downtown area.

### **Case Study – Downtown Revitalization**

Two ENCorps members, a husband and a wife, did a joint interview describing their volunteer activities. Both originally from outside the state of Maine, they noted that when they came to their new community, they “didn’t know a soul” and that “we knew from past experiences that if we volunteered, we’d meet people, so we started volunteering at the library.” This initial volunteer activity was followed by many additional ones, from participation on a downtown revitalization committee, to a Lion’s Club, to a downtown business association, Senior College, and more, many of which involved leadership roles. These two individuals saw the impact of their work by describing the evolution of their town, “You know it’s a town that lost all of its mills, lost all of its jobs, and a lot of the downtown burned down. People were saying, it used to be nice, but it’s not anymore. I think we’ve started helping bring up the spirit of the town and bring more things back.” One particular success has been the development of a grant to improve infrastructure in the town, including sidewalks and street lighting, as well as growing the town business association to more than 30 regular members in just the first month of its existence. Describing the impacts of ENCorps, one of the individuals stated, “I would say for me, I’ve gone to more workshops than [the other participant] has, and I had never written a grant before. Now I’ve written two grants. I kind of owe it to [the workshop presenter] being really good about telling you how to go after grant money. I think that’s just been reinforced in the conferences and all the grant workshops I’ve attended through ENCorps.” For the other individual, a significant impact has been the connections that are made, stating, “You talk to some of the members who are there and you hear their experiences. All of that helps. Anything you learn about human nature or how to affect change against resistance, you know, anything like that you can pick up. Whether it’s anecdotal or formulaic, it’s useful.” Also highlighted was the motivation that ENCorps provided, saying, “... [ENCorps] gave us a quick kick in the butt and told us to get out there and do something. We’re semi-retired and we have the time to do it. Sitting around and complaining how there’s nothing going on in your community, you know, I think ENCorps tells you to go out and do something about it and that was helpful.”

Themes that have emerged from semi-structured interviews and other data sources show that the work of **ENCorps members, often in leadership roles, have resulted in avenues for improved community health through the creation of options for physical activity and the dissemination of information in order to support healthy living.** Bog boardwalks, conservancies, and other organizations that are supported by members offer the opportunity for exercise and recreation for community members, while preserving the natural environment. Community health has also been supported by ENCorps members such as the individual cited above who is teaching nutrition to community members, and through a variety of community garden projects which help to provide engagement for citizens in a community, increase food security, and provide ready access to healthy food. ENCorps members approach this work through a variety of avenues, and currently, members serve with 8 land trusts, 5 watershed councils, and many more organizations undertaking this type of work.

**ENCorps members have also played a key role in the development of organizational and community capacity.** ENCorps member are frequently volunteer leaders who serve on boards, town committees, and a variety of other groups. The examples of the member who maintains the cross-country ski trail, as well as the member who supports the boardwalk fundraising efforts, show the crucial role of the members in supporting organizational and community capacity. The case studies at the end of this report illustrate a variety of leadership roles that ENCorps members have taken, such as town selectmen, board members of downtown revitalization committees, board members of nature conservancies, and a wide-variety of additional organizations.

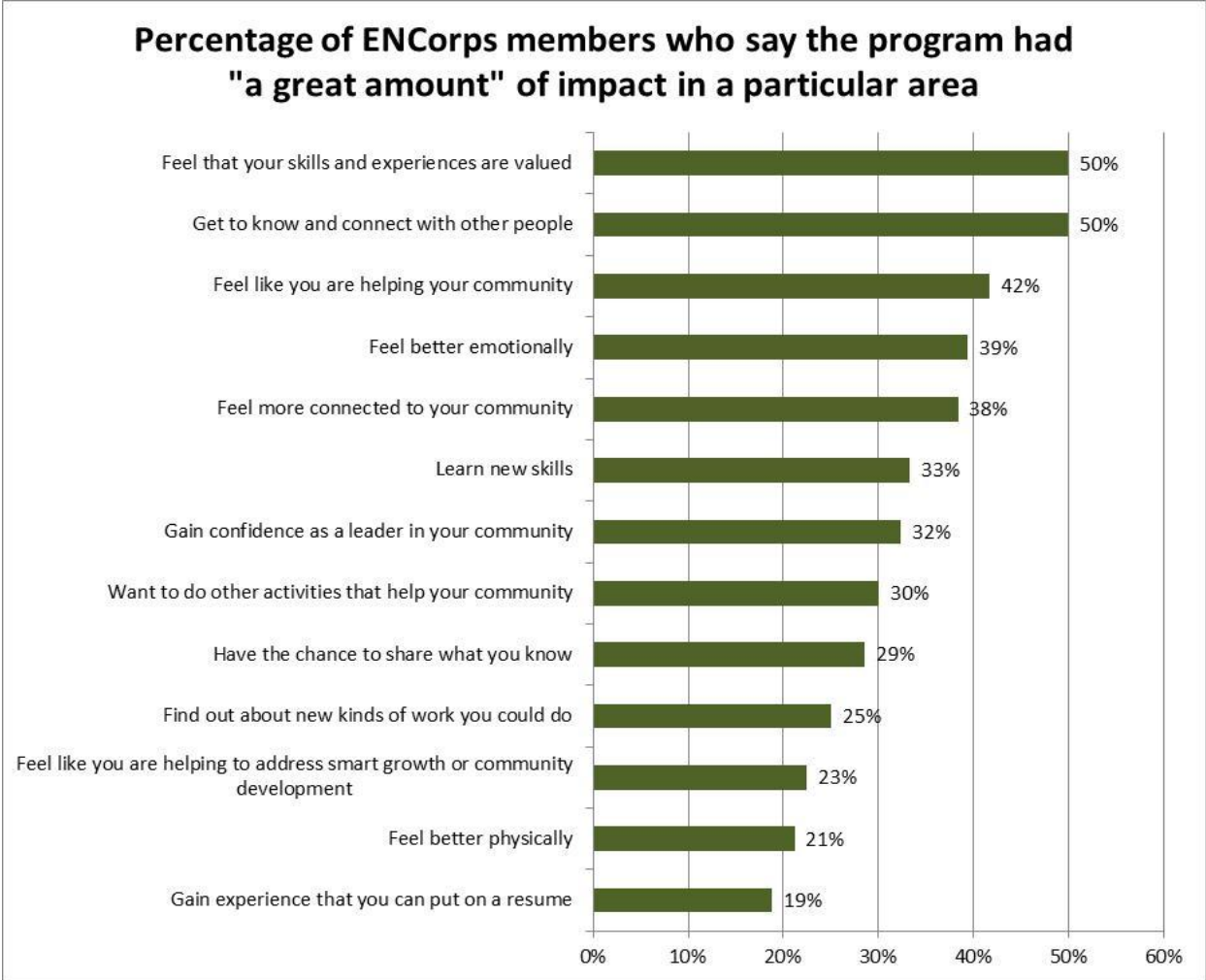
**ENCorps members have been leaders in downtown revitalization and community building.** In both rural communities and Maine's larger cities, many ENCorps members have taken part in downtown revitalization efforts through the convening of business associations, creating economic development plans, and planning downtown events. ENCorps members have a significant presence in Maine Downtown Network communities. ENCorps members have reported service with 5 downtown revitalization groups in Maine; 13 historical societies; and 14 community gardens, garden clubs and associations. ENCorps members also play major roles in the civic and community life of their towns in cities, serving with 5 senior colleges, 3 community theatres, 3 community centers, 13 town committees, 15 libraries, 5 planning boards, and many additional organizations.

## **Member Impacts**

As part of the Community Experience Partnership's 2011 and 2012 cross-site evaluation activities, a sample of 77 ENCorps members completed online surveys. As

part of this survey, respondents were asked the extent to which ENCorps helped them in various areas through a scale that includes the choices “Not at all”, “A small amount”, “A moderate amount”, and “A great amount”. Figure 1 has the full results of this survey.

Figure 1



The three areas where the greatest percentage of the sample stated that ENCorps helped them “A great amount” were:

- “Feel that your skills and experiences are valued” (50%)
- “Get to know and connect with other people” (50%)
- “Feel like you are helping your community” (42%)

The areas which members of the sample said that ENCorps helped them to the smallest extent, namely gaining work experience (57%), feeling better physically (47%), and learning about new kinds of paid work that they could engage in (47%) are not surprising given that the focus of ENCorps has been exclusively on volunteering, both

from the perspective of building skills that are useful in volunteer settings, as well as introducing individuals to new volunteer opportunities that they could engage in.

These personal impacts are largely borne out in the qualitative information that has been collected through the ENCorps program through both the cross-site survey, as well as semi-structured interviews with ENCorps members.

The following section will provide key themes from the qualitative analysis. The quotations are in response to the question “How has ENCorps helped you as a volunteer?” For the most part, although there is diversity among those who said ENCorps had some impact on them, the responses from ENCorps members focused on the role of the program in:

- Building connections and helping them feel a part of a community
- Shaping their understanding of how they view their volunteer work
- Providing encouragement and recognition for their volunteer work
- Helping to support personal changes such as building confidence
- Building skills and knowledge and having access to resources
- Learning new opportunities

### ***Helping to build connections/Being a part of a community***

One of the most evident impacts on ENCorps members appears to be connections built between members, both for the purposes of networking, but also simply being part of relationships for their own sake. For a number of respondents, there was a feeling that they were part of a larger community.

Sample Responses:

- “Networking”
- “Summit Conference is a great opportunity to connect other ENCorps volunteers across Maine. Lots of sharing and networking with folks working on many different volunteer projects. Has a support system that allows peer support as well as support from the "experts".”
- “introduced me to active people all over the state”
- “being part of a community”
- “By meeting and networking with others who are involved in the community and learning what they do. The more I volunteer the more I want to volunteer!”
- “I have met people from other walks of life with different skill sets that I wouldn't have otherwise met.”

- “Network with others who share my interests. Some ENCorps participants have become good friends”
- “By providing opportunities to connect, share & learn”
- “Provided resources, advice, a sense of state-wide community, and a feeling others are working toward the same goals”
- “It actually helped me find some assistant committee chairs, who have been great. This came out of the first Summit and continues to be a huge help today. I look forward to getting other members of our senior college to attend and thus get inspired to take on a little more, so that we share the load better.”
- “It has given me more access to state leaders and the many resources they offer.”

### ***Deepening their understanding and practice of volunteering***

According to respondents, participating in ENCorps has served to shape their understanding of their volunteer activities. This includes broadening their perspective on volunteering, building understanding of the value older adult volunteers can have, as well as the general value of volunteering and the direction they want to take with their volunteer work.

Some respondents focused on how their perception of the value of volunteering changed, with some specifically mentioning age as an important factor:

- “Helped clarify what older Mainers find important and worthwhile”
- “Given me a renewed sense of hope in my own aging that I can still be fit, active and an important participant in shaping Maine”
- “I’m working harder now at 68 than ever, and Encore is a powerful force in that it says a big thank you and is a clear indication that older people are an important resource in our community. We have the time, the money and the imagination to participate in a big way in community building to save the environment.”
- “Helped me realize there [are] many hard working and dedicated volunteers throughout Maine.”
- “It has made me feel better about being a volunteer because back in the 1970’s when I graduated from graduate school (MSW Social Work), the movement was to decrease community volunteerism because it was seen as a way to keep women (primarily) working without pay...that those jobs that were volunteer jobs should be paid jobs.”
- “It confirms the premise that connected and giving seniors are healthier and happier.”

- “Especially helpful in organizing my priorities and showing me more opportunities. Very helpful in showing me the value of my experience.”
- “I feel that my time and experience are valued, and I feel a bond with other seniors who are trying to make a difference and have fun. Hearing about other causes and roles people play in them has been inspiring. I came home with more respect for my efforts in causes I feel are important.”
- “I have done extensive volunteering before Encore and my new/recent involvement with Encore reassures me that after retirement I'll pick up the ball again and have my volunteer involvement benefit my community.”
- “It has clarified the value of my work as a volunteer; given my role a greater dignity”

A number of ENCorps members also said that the program has shaped their vision of the areas they want to volunteer in, broadened their scope, and helped to identify new solutions to problems:

- “ENCorps has helped me to refine my vision as to how I want to help”
- “Encouraged me to expand my area of volunteering”
- “Broadened my outlook”
- “It has given new ideas and perceptions of problems being faced in my community.”
- “The program has helped me see other approaches”
- “Having a new view and possible solution of the same old problem is invaluable.”
- “I have only belonged for a few months and have only attended one meeting, that meeting and the newsletters have allowed me to look at my volunteering in other ways and also to encourage others to volunteer also.”
- “It has provided support to my desire to begin a new phase of my life. It has brought me new ideas on how to do this”
- “It has piqued my interest in furthering smart growth in my community where we need a new YMCA. Ours is the oldest of 16 YMCA's in Maine. A new YMCA would better serve the needs of our expanding childcare programs, the swim programs, the outdoor activities programs, and programs for the elderly, who do not have an elevator to go from the basement (lockers and pool) to the 4th level (for YOGA). Parking is also lacking. So I see more clearly how a new YMCA can be a major factor in promoting smart growth, particularly in the selection/purchase of a piece of land large enough to meet the various needs of our community and in a location easily accessible by public or private transport.”
- “Developed my interest in seeking political office.”



## ***Encouragement***

Numerous respondents reported that the program encouraged and energized them in various ways:

- “Has helped [my] morale a lot.”
- “Given me a helluva pat on the back, a sense of appreciation for the many hours (tens if not hundreds of thousands of dollars of my time).”
- “Encouragement to continue volunteering”
- “It has also helped me as a volunteer, by encouraging me, increasing my confidence, and helping me to feel more connected in my community and with others in Encore.”
- “It has given me new inspiration for fund raising to do the things identified as needed in this low income low educated Piscataquis County.”
- “Yes, it has given me encouragement to continue my efforts to serve my community and allowed me to network with others doing the same.”
- “Encouragement and inspiration.”
- “Moral support,”
- “The best thing it’s done is to re-energize me as a volunteer.”
- “Got me out and doing more in my area”

## ***Develop personal characteristics***

Individuals mentioned that being a part of ENCorps has some impact on personal qualities such as confidence:

- “given me confidence to speak out”
- “The experiences of other ENCorps members gives me the courage to "put myself out there." ”
- “Personal growth”
- “It has helped me build confidence.”
- “making me feel more confident in my learned knowledge from the weekend away in Northport last year”
- “I am bolder.”
- “The last summit that was held I learned to use my time more wisely and which projects that will work better for me when fund raising. I am now planning a community BBQ and auction to bring awareness to the operational needs of our food cupboard.”
- “More organized”

### ***Building skills/knowledge and having access to resources***

Building specific skills and knowledge were mentioned by numerous respondents as an impact of ENCorps, as well as the ability to access resources:

- “I have taken workshops that have given me more skills that I bring to the organizations that I volunteer for.”
- “Informative trainings.”
- “I was blown away by the Summit meeting last year. Just attended a seminar on Grant Writing which completely opened my eyes to possibilities for funding the \$700K building we are about to start fundraising for.”
- “I have gained applicable skills from other people who are involved in ENCorps. These skills have helped me to be a much better volunteer.”
- “provided training and support”
- “Brought to the fore latent networking skills that I haven't used in years”
- “ENCorps has helped me as a volunteer, through building my skills; especially communication, networking, smart growth, grant writing, and fund raising”
- “It has given me resources to go to when I need help with a program.”
- “It has given me a refresher in good practices for nonprofit management.”
- “The tools and resources are invaluable in developing skill sets and rationales for increasing the impact of my involvement”
- “Learning from hearing other volunteer's stories”

### ***Building Awareness of New Opportunities***

- “It has let me know of other opportunities where organizations need help and [I have] meet some of the people involved in them.”
- “It introduced me to community service”
- “Opened my eyes to many other volunteer opportunities”
- “Assisted me in finding ways to help my community”
- “Greater awareness of opportunities”

### **Process Findings**

When asked to identify areas for program improvement, respondents frequently mentioned a desire for trainings offered by the program to be more accessible in various ways, such as the timing and location. Less frequently mentioned were suggestions such as having more time to network, as well as comments that there was difficulty understanding the mission of ENCorps, or of workshop topics not being relevant to a particular need they have.

*Participant responses:*

- “The things that I find least helpful are things that can’t be helped. It would be great if we could offer the educational programs, for example, the Boomer Reporting Corps, if we could offer that in multiple places. But the program is limited by resources and the state is very big.”
- “I see that there are workshops offered that aren’t in my area or aren’t a need that I have. I also haven’t targeted a need from a workshop. Some are too far away and some offer information that I already know, for example, I know how to do social networking. They are also offered during the times that I work.”
- “Distance is always a challenge with people traveling, I think Patti [Program Coordinator] and I overcame that with holding trainings here virtually and that broke the barrier of people not being able to get to trainings because of time and the price of gas. That was something we worked on together to allow myself and others to attend the trainings that they would have been challenged to attend otherwise.
- “I find that it’s the timing of the workshops, it would be better if they were a little later in the day.”
- “Not having enough time for discussion at the events. I want more time to talk to members.”
- “Not meeting on a regular basis, because of busy scheduling. I don’t really know the mission of ENCorps. There’s not a continuity of groups.”
- “The time restraints and distance in schedules of events.”

The following are outcomes originally established for the Encore Leadership Corps in the CEP Implementation Proposal. It includes an assessment of our progress towards these goals, as well as an analysis of outcomes that do not fall into the anticipated ones articulated below.

*Program outcomes identified in the Encore Leadership Corps Implementation Proposal for CEP:*

The following five outcomes that were articulated at the beginning of the project roughly fall into the category of community-level impacts of ENCorps member activities, specifically as they related to smart-growth. Please note that in the following analysis, Case Studies in Appendix 2 are referenced.

- Maximize citizen participation in local, county, and state planning

- Raise public awareness of the link between the built environment and public health
- Reduce environmental impacts of rural development
- Increase the number of smart growth planning activities implemented in small and medium sized towns and municipalities
- Improve environmental and public health outcomes in Maine over the long-term

Evaluating the impact of individual projects was well beyond the scope of the evaluation plan for this project. With as many as 482 different volunteer projects engaged in by ENCorps volunteers, the number, and diversity of projects, as well as variations in their timing and developments and the geographic spread of the projects, made detailed measurement of impact implausible. However, these outcomes did appear as important themes in our analysis of semi-structured interviews.

When talking about maximizing citizen participation in local, county, and state planning, the semi-structured interviews with respondents provide examples of the work of ENCorps members in these areas. ENCorps members engaged in a variety of activities related to this work. For example, one ENCorps member who is also a town selectman increased his own engagement in civic issues by working to support the implementation of key public fire services. In another example, one couple developed a downtown business association that facilitated not only their own engagement in local planning but developed a vehicle for others to engage as well. Finally, a third ENCorps member began a project focused on raising awareness about safety and transportation issues with her town's road and main intersection (also an example of raising awareness of the link between the built environment and public health.)

The activities that reduce the environmental impacts of rural development are also clear from the semi-structured interviews with ENCorps members. For example, the efforts of the ENCorps member at securing grant money for land conservation, as well as the two different projects related to the development of window inserts which have helped to increase the energy efficiency of Maine homes.

The activities highlighted in the case studies that illustrate the supporting of healthy communities include one member building homes for Habitat for Humanity, the efforts to reduce isolation among older adults that the ENCorps member described in their activities through Senior Companions, the focus on building healthy communities exhibited by the heart attack prevention awareness activities and safe medicine disposal activities of the ENCorps member in one case study, and the efforts of the

ENCOrps member to improve senior safety through elder abuse awareness and prevention efforts. These are all examples of the diverse ways that ENCOrps members have created change in their communities.

Although the sample is limited relative to the actual size of the ENCOrps volunteer pool, examples of volunteer impact from semi-structured interviews presented above illustrate how ENCOrps members are working in Maine communities to not only further smart growth activities, but to generally work toward building healthier communities and environments in diverse ways.

In addition to the community-level outcomes of the ENCOrps program, the program had an anticipated outcome related to improving ENCOrps members understanding of smart growth:

- Encore Leadership Corps volunteers who have completed the training will be able to both understand and transmit to others the principles of smart growth and the relationship between the built environment and public health

This outcome was monitored early in the program and utilized a pre-post analysis of member definitions of smart growth prior to and after the first Summit. Findings are presented in the table below which indicates measurably richer definitions of smart growth when comparing pre and post-Summit responses.

Thematic analysis of free response definition of smart growth	Pre-summit response N = 68	Post-summit N = 61
Mix land use	16.2%	27.9%
Housing opportunities	4.4%	6.6%
Walkable neighborhoods	7.4%	9.8%
Attractive neighborhoods w/sense of place	22.1%	26.2%
Provide transportation	4.4%	13.1%
Encourage community collaboration	25%	26.2%

**Unanticipated Outcomes:**

*Personal Impacts*

Some of the most significant outcomes resulting from Encore Leadership Corps to date have been the personal impacts that have resulted from participation in the program which were not explicitly stated in the program’s planned outcomes.

What ENCorps members have benefited from as a result of the program is diverse, but as is evident in a number of examples from ENCorps members' responses found in surveys and semi-structured interviews, some of the major impacts of participating in ENCorps have been the following:

- Building connections and helping them feel a part of a community.
- Deepening their understanding of their volunteer work.
- Providing encouragement and recognition for their volunteer work.
- Helping to support personal changes.
- Building skills and knowledge.
- Learning about new opportunities.

A full explanation of these personal impacts are listed in the Member Impacts section.

*Specialized Skills and Learning: Boomer Reporting Corps*

Other significant outcomes are those that have arisen from the creation of the Boomer Reporting Corps. The Boomer Reporting Corps program utilized a combination of training and access to technical expertise to support the development of ENCorps members as citizen journalists who are able to then more effectively report on community news and share information.

In terms of skills learned, Boomer Reporting Corps members were asked to rate their pre-workshop and post-workshop understanding of citizen journalism on a 10 point Likert scale with no understanding of a topic being a 1 on the scale and a 10 being a complete understanding of the topic. The following table shows the topics that have the **largest average point increases based on pre and post scores** on the Likert scale for a particular topic. The full list of skills and before and after ratings are presented in Appendix 3.

Skill	Average Self-Reported Skill Increase (points)
Understanding of the term "social media," and how it is different from traditional media.	6
Awareness of some subject areas in your home community that may be explored using multimedia narrative techniques	6
Understanding of how photographs can be grouped and sequenced to create a visual narrative in galleries and slide shows	5

Ways you can share your knowledge with others.	5
The tools and principles of interacting on Facebook and Twitter as a publisher.	5
Understanding of how to identify subjects that lend themselves to multimedia narrative	5
Ways to find and build audience for your work on the Internet.	5
Understanding of the minimum sample rate and bit depth settings required to produce broadcast quality audio recordings	5
Publishing roles available through legacy media.	5
Understanding of "A-roll" and "B-roll" and how the two can be combined to construct a multimedia video narrative	5
What freelancers need to outline in a story pitch to established media outlets.	5

The training that was received by the ENCorps members who have taken part in the workshops have resulted in the creation of quality citizen journalism pieces that were presented at the Boomer Reporting Corps convening at the Encore Leadership Corps Summit in 2013. Pieces created so far include the following pieces, titled:

- “Downtown Augusta”
- “Finding Grace”
- “Enjoying Retirement on Swan’s Island Maine”
- “Hope: Healing of Persons Exceptional”
- “Bangor Next 6 Exits”

These citizen journalism pieces touch on a variety of topics including a downtown revitalization effort, an older Mainer’s story of retirement on a small Maine island, a young adult’s search for meaning and purpose, and more. These videos, as well as training videos, are available online at: <http://vimeo.com/user16009974>

Boomer Reporting Corps members have also developed written pieces, one of which includes a reflection on the evolution of a Maine town and a prominent local business. This piece is accessible at: [www.boomerreportingcorps.org](http://www.boomerreportingcorps.org)

Through the Boomer Reporting Corps, individuals reported a wide variety of theoretical knowledge and technical skills gained by participating in the workshops. The following are examples of some of the skills reported having been acquired by Boomer Reporting Corps members in workshop evaluations:

- “Awareness of Evernote and Skitch and how they work. Both will help with connectivity and committee work.”
- “How to put together a story that will be well received.”
- “Paradox of Choice” to leads for linking; focused writing techniques that will improve my presentation”
- “Think clearly about the focal point of any media you produce”
- “Rather than a “concrete skill” I would suggest that my learning consisted of small but important additions to the tool kit I already own. I plan to implement some strategy(ies) around cloud storage and sharing and I also believe that the journalism refresher offered by Mike Lange was very timely for me because some elements of it have been lately overlooked.”
- “Photos increase interest, attention, and memory. The intro to photo staging will enhance my shots. I will add photos to the email newsletters I send out.”
- “Suggestions for telling stories without photographs/ direct shots of subject”
- “I had no skill in photography. This helped a great deal...ready to practice.”
- “Using the iPad, tips for video, tips for interviewing”
- “How to run an iPad! I'm in the market for one and now I know a lot more than I did.”
- “Proper interviewing procedures”
- “Putting a slide show together”
- “There have been many: how to set up Facebook, Twitter, LinkedIn, and additional social media network accounts; very helpful in developing interest in producing websites, blogs, and personal profile sites to showcase one's multimedia material; eventually hope to gather material I've created and perhaps publish online, once I get through sale of my house and have the time!”

### *General Skills Building*

Although skill building was not explicitly listed as an outcome in the logic model, the program was very successful in offering practical monthly skills-building workshops that were designed to improve the competencies of ENCorps members in various areas of volunteer work. Including the Boomer Reporting Corps workshops, 33 workshops were held, on a wide range of topics including: grantwriting, social media, volunteer self-care, conflict resolution, building consensus in community change, becoming a nonprofit organization, marketing, the basics of smart growth, running for political office, board and leadership development, healthy aging, ensuring quality of place in communities,



how to use Facebook, volunteer recruitment, photo editing, dealing with challenging people, and more.

Based on a weighted average across the workshops, the percentage of individuals who “strongly agreed” that the workshops would help them as a volunteer (on a scale that consisted of strongly agree, agree, neutral, disagree, and strongly disagree) was 65%.

The Summits were another opportunity for general skills building and the following are combined ratings for the four Summits on skills gained and the usefulness of the Summits to members as volunteers based on a weighted average.

Overall, I believe that the topics covered at the Summit will help me as a volunteer					
N = 228	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rating	49.6%	46.1%	3.5%	.9%	0

I feel I can now distinguish smart growth from sprawl					
N = 182	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rating	52.5%	42.3%	5.5%	0%	0%

I now have a better understanding of smart growth concepts					
N = 109	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rating	33.9%	53.2%	10.1%	1.8%	.9%

### *Volunteer Manager Training*

In addition to training ENCorps members, the program conducted three workshops for volunteer administrators, the first of which was in 2010 on “Navigating the Landscape of Volunteer Management”. The 2011 volunteer manager training was on the topic of marketing and developing a positive organizational culture for older adult volunteers and was held in collaboration with the UMaine Center on Aging RSVP. The 2012 workshop was done in partnership with Barbara Kates Consulting and focused on establishing “Community Insight Project Teams,” which are teams of older adult volunteers who are convened to address a time-limited project or issue within an organization or the community.

The following were participant ratings from these trainings:

Today I learned something new that I can apply in my current job or career.

N = 69	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	0%	0%	37.7%	62.3%	100%

I feel better equipped to attract and utilize older adult volunteers (age 50+) to address short-term projects in my organization and the community.

N = 15	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	0%	0%	73.3%	26.7%	100%

I feel I have gained the tools and knowledge that I would need to implement the Community Insight Project Teams model in my organization.

N = 15	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	0%	0%	80%	20%	100%

I feel better equipped to work with baby boomers and older adult volunteers (ages 50+)

N = 28	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	0%	3.6%	46.4%	50%	100%

I can discuss how generational differences impact volunteer work

N = 28	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	3.6%	0%	39.3%	57.1%	100%

I can identify the different factors that motivate volunteers

N = 28	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
	0%	0%	57.1%	42.9%	100%

I feel better equipped to attract and retain older adult volunteers (ages 50+)

N = 30	Strongly Disagree	Disagree	Agree	Strongly Agree	Missing	Total
	0%	3.3%	60%	3.3%	3.4%	100%

I learned about at least one new strategy to foster a volunteer culture at my agency/organization

N = 30	Strongly Disagree	Disagree	Agree	Strongly Agree	Missing	Total
	0%	0%	63.3%	36.7%	0%	100%

I learned at least one new low-cost option for marketing volunteer opportunities

N = 30	Strongly Disagree	Disagree	Agree	Strongly Agree	Missing	Total
	0%	0%	73.3%	16.6%	10.1%	100%

Individuals at the Changing Perspectives and Community Insight Project Teams workshops were asked about how they planned to implement learning from the workshops and the following are a sample of the action steps that the managers said they would take based on information learned in the training:

#### *Changing Perspectives*

- “Creating job descriptions for the volunteer opportunities at our agency”
- “Put together staff volunteer coaching modules to involve all staff – already know volunteer culture; what’s needed are to identify challenges felt by staff toward “unsuccessful” volunteers”
- “Articulating what every volunteer contributes to our mission – VALUE of volunteers”
- “Evaluate volunteer experience of Board of Directors”
- “Meetings with supervisors of volunteers to assess their volunteer experience and needs and assist them in enriching their volunteer experience for staff/volunteer/community”
- “Make sure that in other venues, little tokens of appreciation are bought for volunteers”

#### *Community Insight Project Teams*

- “Educate fellow staff on Project Teams and how we may use in our agency”
- “Plan to involve a local senior living facility to join elementary students in a literacy program. Possibly form a team at that facility to organize the activities.”
- “Investigate with my ED the feasibility of a CIPT for a project that would benefit my agency.”
- “Meetings with our volunteer coordinator to share information and develop implementation plan.”

After following up a month from the workshops about how they have implemented learning from the workshops, respondents indicated the following:

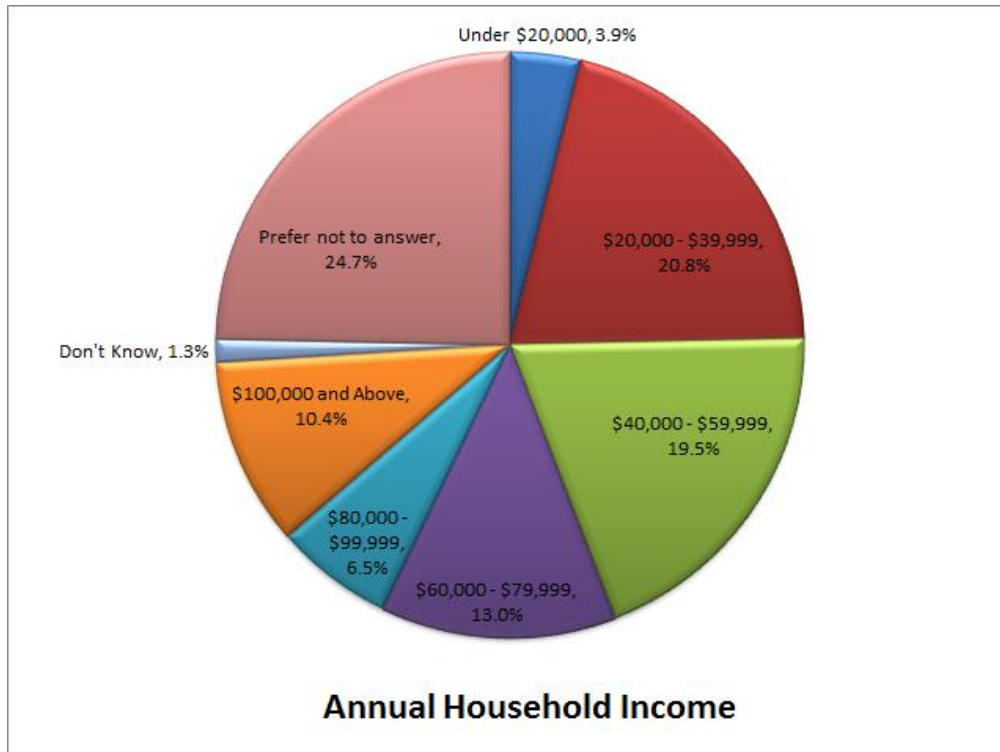
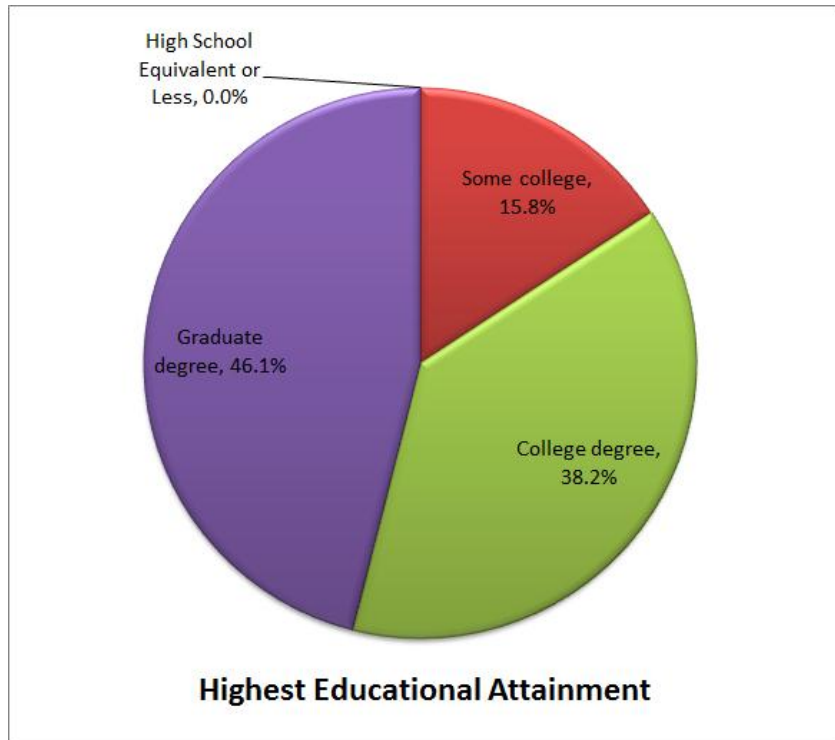
### *Changing Perspectives*

- “Connecting with a local group to recruit new volunteers. Honing a recognition program for volunteers.”
- “Our agency is planning to work with older adult volunteers to develop and operate an Adult Day Services program. We may need volunteer help with other projects, too.”
- “Ensuring that older adults [are] on our volunteer advisory council and thinking about ways to coach current staff on how to 'think outside the box' regarding engaging skilled (older adult) volunteers. Also thinking more about terminology.”
- “I have published an article in the weekly newspaper, keying in on the pluses of the workshop and how they might be applied locally.”

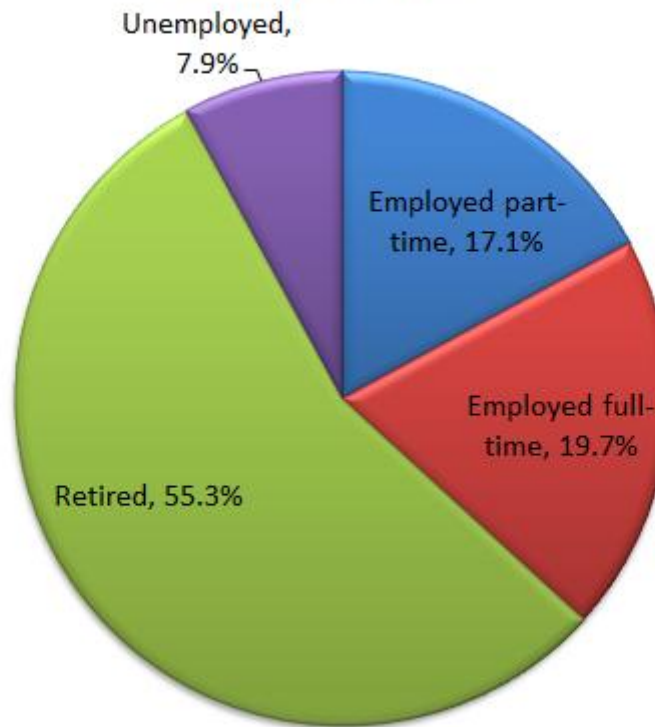
### *Community Insight Project Teams*

- “My volunteer project is not typical because I am building it from the ground up, and like most people attending, their work is in conjunction with an existing organizational infrastructure in which teams can be put to use. In addition, several sub-units of the workshop offered me information that is most helpful in building my project at the initial stages where I am currently working. Specifically, information on the differing characteristics of volunteers in different age groups, and, how the team concept can be utilized as temporary bridge toward future goals without long-term commitments.”
- “I hope to create a team to help Girl Scouts of Maine develop a "Speaker's Bureau" (still working on a title) to promote Girl Scouts in the central part of Maine. I have been given the go ahead to begin the process of developing the team by our CEO. Support will be provided by our Communications Department. I have spoken to a couple of volunteers about being the Team Facilitator. We hope to have this person(s) in place by early January.”
- “I work with 14 food pantries which are run almost entirely by volunteers. Because of their structure, there are many projects that they would like to do but do not have the time or energy. Community Insight Project Teams would enable them to hand off projects to a team and keep their focus on the food pantry. I have introduced the idea of CIPT to the food pantries and will follow up with a more in depth workshop early in 2013.”

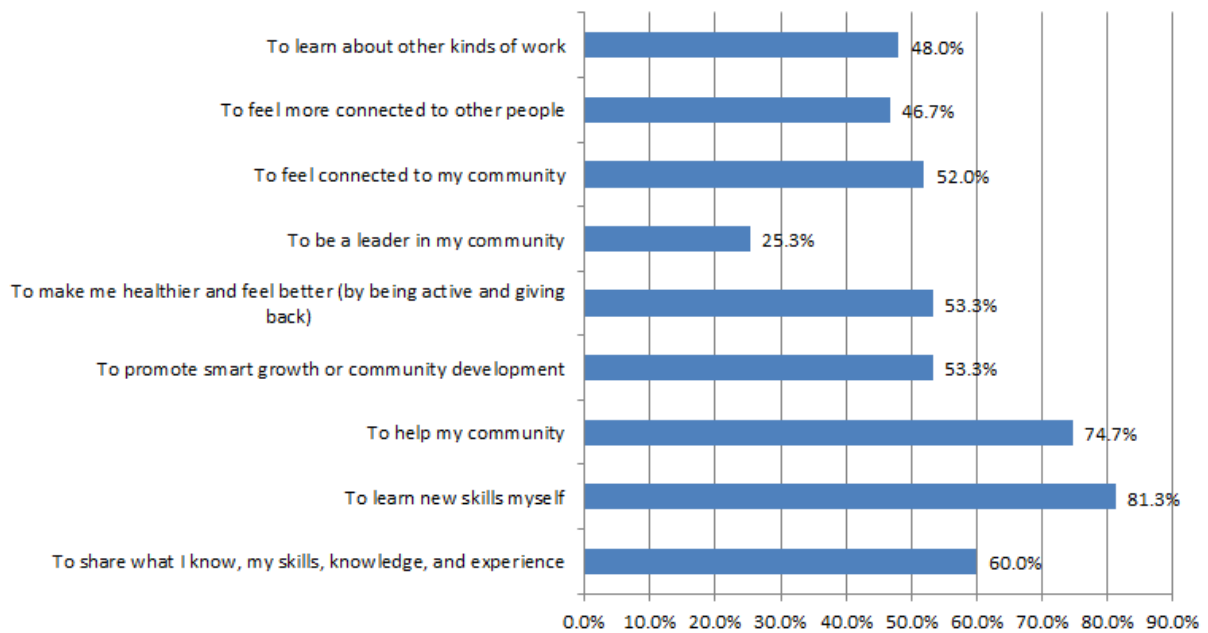
## Appendix 1 – Demographic Data Charts



## Employment Status



## Reasons for Joining ENCorps



## **Appendix 2 – Impact Case Studies**

### **Case Study 1**

Volunteering since high school, this member has been involved in a variety of community services and volunteer work with their church. As an ENCorps member, the individual has built three homes with Habitat for Humanity in a Maine town and also volunteers with the Town's Chamber of Commerce, connecting local businesses. When asked how ENCorps has supported him as a volunteer, the individual stated, "emotionally, it's impressed on me how active seniors are at every age or can be at every age. It gives you hope for the future when you see people in their eighties still being vibrant leaders in their communities." The individual also stated that "sharing great ideas and sharing what works in other communities, especially what works in communities in Maine [was an impact of ENCorps]. Not just how volunteer projects work, but how other people have been successful in motivating volunteers or getting people to stay committed to a project or managing the finances and personalities. I think the whole sharing aspect is very beneficial."

### **Case Study 2**

This individual began volunteering in 2000 during a career change. Since joining ENCorps, she had been involved in the Healthy Maine Partnership, an organization named The River Coalition, and the Literacy Volunteers of Maine, providing coordination for the volunteers in her region. Reflecting on her impact, the respondent stated that "I know that it has been a positive one. In collaborative efforts, I have helped people come to know what the organizations are doing and to help eliminate duplication of services within the community." When discussing the impact of ENCorps, this individual stated that the impact has been "In the awareness of what other organizations are doing, I have been able to develop the skill of looking beyond our own organization to other organizations that serve similar needs and similar populations." Additionally, the individual stated, "I've become more aware of my need to become part of a larger group of aging individuals, together doing things I had never imagined doing around the state."

### **Case Study 3**

With a desire to give back, this individual began volunteering twelve years ago. The individual has been key in the operation of a program focused on developing money saving window inserts for low-income families that also engages these families in the creation of the inserts. This individual stated that the program has seen numerous successes including expansion of program impact as other communities implement the

program model. It has also had the effect of getting the people who participated in these insert building events more involved in other activities in the community, which the ENCorps member termed a “ripple effect”. The individual stated that she had also been successful in engaging a wide range of ages and individuals with varying abilities. For this particular individual, skills-building and networking were the biggest impacts of ENCorps on her volunteer work. As she stated, “I had taken grant writing before, but this helped me get an idea of what funders are looking for - that was really valuable. I went to the ENCorps Summit last year, networking with other people, especially older adults. They were all very beneficial.” This member is a key individual in a volunteer network in her county and was able to collaborate with ENCorps to have the individuals the network serves participate in ENCorps workshops.

#### **Case Study 4**

For the past five years, this ENCorps member has helped teach a boat-building class in a high school to students “who probably wouldn’t graduate without some hands-on practical work”. For this individual, the choice to volunteer was from “a sense of community responsibility”, but it was also something he enjoyed. This ENCorps member stated that the boat building program has had successes and spinoffs and mentioned the case of a former student who approached him for a job recommendation for boat building work. This ENCorps member had limited involvement in the program and stated that the program had not had any particular impact on his volunteer work, stating that in terms of skills that he had learned, there had been none, noting “I have only been to that one meeting and I haven’t been back, not because I don’t think that it’s worthwhile, but I just don’t feel like it. I don’t do meetings very well.”

#### **Case Study 5**

This ENCorps member began volunteering in their early teens as part of a 4H group, and as the ENCorps member stated, “...we saw a need to help out some folks so we got together and did it.” The individual's mother also volunteered and served as a model for the ENCorps member. During her time in the ENCorps program, the member had participated in a variety of activities including the Senior Companion Program, Maine Coalition for Aging, a library association, and a County Cooperative Extension Board. This individual perceived her greatest accomplishment being with her work in Senior Companions, both for the impact on the seniors she worked with as well as herself. For instance, the individual stated that Senior Companions furthers the goal of aging in place. Additionally, stated the respondent, “it also helps their caretakers be able to be part of the community and get out and have a little respite.” In terms of how participation in ENCorps has impacted this individual, the individual stated that it has built



interpersonal skills, as well as hard skills, noting, “I have found that the ENCorps training, particularly the management of volunteers and the various difficult personalities trainings have been very helpful for me.” The individual stated that it “...has enriched and deepened my own satisfaction with what I am doing. I have certainly gotten a perspective of how much is going on and how many great and different things people are doing. I have met a lot of interesting people through ENCorps.”

### **Case Study 6**

Beginning to volunteer in the last 4 or 5 years, this ENCorps member has had an interest in nature and the environment. The individual got involved in a local land trust with the goal of protecting a watershed and local land for traditional uses and since becoming an ENCorps member, has participated in a Herron observation network and developed an online blog for her town as well as her land trust. When discussing her impact, the individual stated that it has been generating new ideas for the land trust, disseminating information from her website, as well as “encouraging other people to do what they do and seeing their strengths and getting them to start things.” For the land trust organization in particular, the impact she makes stems from her “ability to motivate others while not operating with a lot of funding for the land trust” and “helping a director keep going when things are hard.” In terms of how ENCorps impacted this individual, Boomer Reporting Corps was highlighted as being important for developing the individual’s skills in storytelling, photography, equipment operating, how to access more information, and networking. To sum up the impact ENCorps has had on her volunteer experiences, the individual stated, “I will be 67 and I feel there is still a lot for me to do, there’s another round in life. The structure of ENCorps helps me get organized again.”

### **Case Study 7**

A long-time volunteer, this individual has been in the Master Gardener program since the beginning of the 1990’s and has also volunteered with the Bangor Homeless Shelter, a Bangor book festival, and as a lay leader with the Retired and Senior Volunteer Program’s Bone Builders Program. This ENCorps member stated that she got involved because “I love Bangor and wanted to invest in the community and indulge my love of gardening.” When discussing the impact of her work on the community, the individual stated, “I bring my enthusiasm for whatever we are doing. There are so many things that need support and enthusiasm for such as the gardening and book festival. The garden is a tranquil surrounding for the church and makes for a great spot for outdoor meetings and events.” The impacts of ENCorps on this individual stem from her involvement in Boomer Reporting Corps. As the respondent noted “It will help me [with] the recording of events or documenting our success through pictures and audio. I

learned how to create and use that media.” The individual added, “It’s given me confidence and hope that I can document events this year.”

### **Case Study 8**

This individual has volunteered periodically since college (when she started with a Junior Chamber of Commerce) in activities such as Habitat for Humanity. The individual’s desire to be involved with the community was traced back to her father who was involved in school board work and a mother heavily involved in church activities. Since joining ENCorps, the individual has been involved in a library support board, woman’s board, and with a food pantry. The individual viewed the impact of her volunteer work as generally helping the organizations she works with reach their mission goals and as the individual stated, “I think it has helped sustain organizations [and] bring value to the community.” The individual also saw her impact as boosting the capacity of the organizations they work with, stating, “...it is hard to find volunteers, my presence alone boosts their organization.” The individual has participated in a number of ENCorps activities including workshops, regionals meetings and an annual Summit and the individual stated that the impact on her was “meeting the different people who are involved with ENCorps. To connect with the people who are there. I get ideas from other people to use in different programs.” Further, the individual stated that the most helpful aspects of the ENCorps project in increasing her impact on the community were, “the personal connections and the workshops that are [of] wide variety and practical to projects. It develops different skill sets.”

### **Case Study 9**

An ENCorps member for two years, the individual had “started volunteering years ago.” The individual stated that she belonged to churches and social organizations and that “I always tried to be helpful to people.” Since becoming an ENCorps member, the individual has been involved in a wide variety of activities including Meals on Wheels, Salvation Army Advisory Board, the Downeaster train and the Saco, Maine train station, as well as ushering for the Portland Symphony Orchestra. When this individual talked about the impact she makes through their volunteer work, she stated, “I make a difference to people’s lives, especially with Meals on Wheels. I try to bring a little bit of sunshine in people’s lives.” she also discussed her activities as “helping people be independent instead of being in nursing homes.” In discussing how ENCorps impacted her work, this individual stated that “the program is a network of people who can encourage one another”, and “It has increased my enthusiasm, because I can see how many things people are involved in.”

## **Case Study 10**

This individual began volunteering in the fall of 2009. During her time with ENCorps, this respondent has been involved with Heifer International and when discussing her impact, she saw herself as being “added manpower” and also providing skills in public relations, stating “I have helped my program allow people to fulfill their need” and “...I increased the awareness in outreaching.” For this ENCorps member, the impact of the program on her was stated to be “continued networking, [and] making myself aware of need in the community.” She also stated that she had put to use skills gained from workshops, noting, “I have used marketing skills for others and working with difficult people.” The individual also stated that the program “maintains my attitude that volunteering is important for all ages” and noted that the program has been valuable to them in making an impact in their community because of “...the support for seniors to be active and networking with like-minded people.”

## **Case Study 11**

Volunteering since 1970, this individual joined Encore Leadership Corps in March of 2012. The individual serves as a chair of a conservation commission and as an officer in a land reserve. The individual sees her greatest impact as coming from her conservation work, giving the example of a successful fundraising campaign, “We started a campaign that raised about one hundred and fifty thousand dollars through grant writing,” further stating that “we met the time frame to purchase the land with over the amount of money needed.” When discussing the role of ENCorps, the member stated that “their trainings helped me with grant writing and finding grants for our land conservation efforts” and that other activities such as the Summit and dealing with difficult people workshop were helpful in facilitating the impact she made as well.

## **Case Study 12**

This ENCorps member began volunteering 25 years ago through Big Brothers Big Sisters. When stating why he got involved in volunteering, the individual said “I think it is a desire to give back. The older you get, especially when you are retired, you have a lot of free time. I think that volunteering is a wonderful way to stay active. Making a difference that I can readily understand, not something remote, that is what I would say is the core of my volunteering.” Since being an ENCorps member, this member’s focus has been on the development of a window insert program designed to reduce energy consumption and which gives away 30% of its windows to low income individuals. When discussing the impact of his work, this individual stated that “it has inspired others to make efforts of their own. This volunteer effort really involves using your hands to deal

with an environmental problem. So much of what is going on is trying to influence government and tax policies and businesses to become more efficient.” This individual has attended the grant writing workshop by ENCorps which has opened up possibilities for pursuing additional funding to support this program.

### **Case Study 13**

This ENCorps member was already an active volunteer when she joined ENCorps. Her volunteering started in 2008, and was prompted by her desire to fill specific personal needs. “Well, my boys were both in college and I felt I had a lot of free time. I wanted to do something to fill my time and I wanted to do something that made me feel like I was making a difference, being productive and certainly contributing. I guess I feel I needed to be needed.” During her participation in ENCorps, this member has held a number of volunteer roles. Most recently, she has been a site educator for the Safe Medicine Disposal for ME program. While joining ENCorps didn’t prompt this member to volunteer, it did have an impact on her work, “if anything, ENCorps has encouraged me to volunteer more.” While this member is involved in a number of very different volunteer roles, she reflected on two as among the most important in her work. When discussing the impact of ENCorps on her work she said that as an outreach educator for recognizing heart attacks she was convinced she “was educating people to make that call when they are feeling symptoms of a heart attack, because I think women especially, we don’t recognize those symptoms and they can be different than men. Often women would call for their spouse or a loved one but they don’t for themselves, so encouraging them to take those steps and recognizing those signs. That was kind of fun too.” The volunteer stated that her greatest impact was through the Safe Medicine Disposal for ME program, noting, “I spread the word on that and telling them how they can be safer, because if your medicine cabinet is full of expired, unused, unwanted medications you may take something that isn’t healthy. It isn’t very safe. It’s scary because people sometimes break into your home looking for medications. It’s an easy way to contribute to a healthier environment. I think a lot of people want to help or contribute but they don’t know how and this is painless. It’s very exciting.” This individual perceived her role as awareness building, and in the case of the Bog Boardwalk, advertising for it and helping to raise money. When discussing the role of ENCorps on her work, the individual stated that the program has helped her by building her confidence and showing her how to put her skills to greater use.

In addition to the information provided above directly from the participant, ENCorps staff further identified that this particular volunteer began volunteering with the Orono Bog Boardwalk as a result of her participation in ENCorps. In this respect, ENCorps acted as a connector and was able to build the capacity of the Boardwalk by connecting a

volunteer with their organization. This particular volunteer has helped the Boardwalk to raise thousands of dollars over the course of the past two years by assisting with their annual yard sale event.

#### **Case Study 14**

This ENCorps member stated that “I always volunteered. I really got active when my kids were in school, being on the Parent Teacher’s Association and the leadership role in running programs to fundraise and all that. So I’ve been pretty active all my life.” As she stated, her main motivation for volunteering was “...helping out where there’s a need. It’s there and if you have the time you can do it. You know, it’s a great thing to do.” This ENCorps member has a focus on elder abuse prevention and awareness and is a leader in a county elder abuse task force as well as a TRIAD (coalition of older adults, law enforcement and service providers focused on senior safety). When discussing her impact, this individual saw herself as an awareness raiser, stating that “getting the information out to the seniors, so they can stay in their homes and stay safe, that’s our biggest accomplishment. We do several big programs a year and they all really appreciate the information.” In terms of the impact of ENCorps, this individual stated that it has allowed for opportunities to share the work of the elder abuse programs with other programs across the state through connections made through ENCorps. Additionally, as this individual stated, the impact has been “just meeting the other volunteers and learning what they were doing and getting advice and [having] them learning what my program is...and you know, being there for each other.”

#### **Case Study 15**

This individual began their volunteer activities in the 1970s through his work as a volunteer fire fighter and as an ENCorps member has been a selectman for a Maine town and has been involved in numerous activities including helping to facilitate the attainment of a grant to buy equipment for the city’s fire department. This individual sees his impact as helping the town to look out for its interests and also keeping other volunteers on track with the town’s work. For this individual, he stated that “... [ENCorps] certainly encouraged me and supported me in being active and doing things. I think that’s a vital role for any individual who’s trying to accomplish anything. You need someone to say “hey, you’re doing a good job” and support you in that way.”

#### **Case Study 16**

Two ENCorps members, a husband and a wife, did a joint interview describing their volunteer activities. Both originally from outside the state of Maine, they noted that when

they came to their new community, they “didn’t know a soul” and that “we knew from past experiences that if we volunteered, we’d meet people, so we started volunteering at the library.” This initial volunteer activity was followed by many additional ones, from participation on a downtown revitalization committee, to a Lion’s Club, to a downtown business association, Senior College, and more, many of which involved leadership roles. These two individuals saw the impact of their work by describing the evolution of their town, “You know it’s a town that lost all of its mills, lost all of its jobs, and a lot of the downtown burned down. People were saying, it used to be nice, but it’s not anymore. I think we’ve started helping bring up the spirit of the town and bring more things back.” One particular success has been the development of a grant to improve infrastructure in the town, including sidewalks and street lighting, as well as growing the town business association to more than 30 regular members in just the first month of its existence. Describing the impacts of ENCorps, one of the individuals stated, “I would say for me, I’ve gone to more workshops than [the other participant] has, and I had never written a grant before. Now I’ve written two grants. I kind of owe it to [the workshop presenter] being really good about telling you how to go after grant money. I think that’s just been reinforced in the conferences and all the grant workshops I’ve attended through ENCorps.” For the other individual, a significant impact has been the connections that are made, stating, “You talk to some of the members who are there and you hear their experiences. All of that helps. Anything you learn about human nature or how to affect change against resistance, you know, anything like that you can pick up. Whether it’s anecdotal or formulaic, it’s useful.” Also highlighted was the motivation that ENCorps provided, saying, “... [ENCorps] gave us a quick kick in the butt and told us to get out there and do something. We’re semi-retired and we have the time to do it. Sitting around and complaining how there’s nothing going on in your community, you know, I think ENCorps tells you to go out and do something about it and that was helpful.”

### **Case Study 17**

This individual began volunteering in the 1970’s for a church that she was involved with and since joining Encore Leadership Corps, this individual has been heavily involved in historic preservation work and has been a leader in a downtown revitalization group where she serves on the Executive Committee. The individual has also volunteered for a county historical society. When discussing the greatest accomplishments in her downtown revitalization work, the individual mentioned that in 2012 the downtown revitalization program received an award from the Maine Development Foundation recognizing them for being the most improved network community and that she was involved in the attainment of the 501(c)3 classification for the organization which will allow them to begin to raise funds to increase their impact. As the individual stated,

“Those are the big things. Most of the volunteer work I do, It’s not like I go someplace and do something and say wow I served 29 people or I gave away 300 pounds of food, most of the volunteer work I do is very long term and something that you work at over a long period of time and then you have a success, because you’re really trying to change a culture, trying to change a community.” When discussing the impact of ENCorps, this individual stated, “A lot of skills that I’ve used in my volunteer work are skills that I’ve had, but there is something really critical and fundamental about ENCorps, because there are skills that it provides me, just in terms of working with people, meeting new people, making connections to new people. A part of my connection to [the downtown network coordinator], I really think she called me about developing the Downtown Alliance because of work that we had done at ENCorps (I was at a conference with her there). But the main thing that ENCorps gives me, I think, is confidence, confidence in a way that I didn’t have it before, to do this kind of work.”

In addition to the accomplishments described above, this individual went on to participate in the Boomer Reporting Corps Project where she used skills and resources available to her to create a video highlighting her downtown. This video was a requirement for pursuing their Main Street Maine designation. In this regard, program resources were used to further develop that community’s ability to become a Maine Street Maine community which will bring additional resources to the downtown area.

### **Case Study 18**

This individual had been volunteering since he was a child and the individual said that volunteering had been a part of his “own personal culture”. Since being an ENCorps member, the individual has served on a board of an organization that focuses on building connections and coalitions and supporting members of a growing African community in a Maine city. Through this organization, the ENCorps member was key in developing an international gardening project that helps immigrant and refugee populations. As the individual stated, “for those people who were from the African countries who were formally farmers, we were able to provide an opportunity for them to utilize a skill that was dormant here in the housing and apartments that those folks primarily live in. There was very little opportunity to do farming or gardening as the case may be, and this international garden was an opportunity to provide them with a means to allow them to have their culture and to be able to practice the skills that they learned, as well, it allowed them to be able to socialize.” When asked about the impact of ENCorps on him, the individual responded that “if nothing else, it provides the motivation to continue on with what you are doing or an opportunity to help someone else or become interested in what other people are doing and see who else is in the playing field of volunteers.”

## **Case Study 19**

Through ENCorps, this individual takes part in a wide variety of activities including volunteering at a children's museum, local ASPCA and one of her main activities was participating in the Department of Agriculture's forest pest outreach and survey project. In describing her impact, the person stated, "I go out in the community and I do research with various groups of people and my belief is that I'm empowering them with not only the understanding that they are in charge of forest health in a huge way in Maine, but also that there is something specific that is within their ability to do." She also stated that her greatest accomplishment was "Empowering 5th graders at [a local] school to write a book about the Asian long-horned beetle as it applies to a peril of Maine forests and to continue supporting that venture and working with them until it becomes published." This book is now being disseminated by the Department of Agriculture.

ENCorps staff also identified that this individual has used her skills and talents to build the capacity of another ENCorps project—a community garden. This member helped to connect other community garden volunteers with a source for heirloom seeds thus expanding the offerings of the garden and increasing the sense of community available through garden activities.

## **Case Study 20**

This individual started volunteering when she was six years old and said that her commitment to volunteering has been because of her "parents' example". This individual has been a key person in the development of a program to provide children with sporting equipment and she has also been a leader in a local watershed association. In her work with the local watershed, she started what is known as a "ponders group" bringing together a wide variety of stakeholders in a watershed to build community and exchange views. This individual very sees herself as a facilitator with the role of "laying groundwork for sustainability and compatibility and developing missions," as well as "getting people together to exchange diverse views." When discussing the impact that ENCorps has had on her, the individual stated, "I think the biggest impact it has had on me is to understand that there are a lot of other passionate people out there. That I'm not alone."



### Appendix 3 – Boomer Reporting Corps Workshop Topic Knowledge Ratings

The following table shows the topics that have the **largest average point increases based on pre and post scores** on a 10 point Likert scale for topics that were covered during Boomer Reporting Corps workshops.

Skill	Average Self-Reported Skill Increase (points)
Understanding of the term "social media," and how it is different from traditional media.	6
Awareness of some subject areas in your home community that may be explored using multimedia narrative techniques	6
Understanding of how photographs can be grouped and sequenced to create a visual narrative in galleries and slide shows	5
Ways you can share your knowledge with others.	5
The tools and principles of interacting on Facebook and Twitter as a publisher.	5
Understanding of how to identify subjects that lend themselves to multimedia narrative	5
Ways to find and build audience for your work on the Internet.	5
Understanding of the minimum sample rate and bit depth settings required to produce broadcast quality audio recordings	5
Publishing roles available through legacy media.	5
Understanding of "A-roll" and "B-roll" and how the two can be combined to construct a multimedia video narrative	5
What freelancers need to outline in a story pitch to established media outlets.	5
Awareness of some of the simple, affordable software applications that can be used to create multimedia narratives	4
Understanding the value of subject selection, research, and planning in order to anticipate active photo opportunities.	4

Understanding how to use natural and artificial light to provide emphasis, clarity, and mood to a photograph.	4
Understanding of the range of tools that are available for recording audio and video interviews	4
Understanding of how types of questions effect content of audio narrative	4
Understanding of how microphone placement effects quality of audio recording	4
Understanding how unwanted noises effect quality of audio recording	4
Understanding of how interviewing technique effects quality of audio recordings	3
Understanding of how choice of subject effects content of audio narrative	3
Understanding how setting effects quality of audio recording	3
Understanding of how setting effects content of video interview	3
Understanding how quality of light effects content of video interview	3
Understanding of how to acquire royalty-free music to add to audio narratives	3
Understanding the difference between topics that lend themselves to photo reporting and those that are better reported with words, graphs, charts, or maps.	3
Understanding the role of aesthetics in adding clarity, drama, and impact to a photograph.	3
Understanding of how to edit interviews to minimize distracting vocal patterns without misrepresenting character of speaker	3
Understanding how to write captions that add value and provide context needed to accurately “read” a photograph.	2
Understanding how the primary technical considerations – aperture, shutter speed, ISO – influence the effectiveness of a photograph.	2

Understanding the difference between enhancement and manipulation when creating and editing photographs.	2
Understanding of how to add music to an audio interview	2
Understanding the importance of showing respect for those whom you seek to photograph.	1