Encore Leadership Corps

Promising Practices from Year One

University of Maine Center on Aging

Made possible by a grant from the U.S. EPA Aging Initiative (#CH-83421501-0)
Acknowledgements

UMaine Center on Aging - The Center on Aging is a university-wide, interdisciplinary center specializing in aging education, research and community service. The mission of the Center is to promote and facilitate activities on aging in the areas of education, research and evaluation, and community service to maximize the quality of life of older citizens and their families in Maine and beyond.

Maine Community Foundation - The Maine Community Foundation serves thousands of people who share a common mission: improving the quality of life in our state. Individuals, families, businesses and organizations create charitable funds that help Maine meet the challenges of changing times. Maine Community Foundation grants cover the full range of nonprofit undertakings, with a special focus in the areas of education, the environment, arts and humanities, and social and community services. Since opening its doors in 1983, the foundation has awarded more than $123 million in grants and scholarships.

Maine Development Foundation - The Maine Development Foundation (MDF) drives sustainable, long-term economic growth for Maine. MDF stimulates new ideas, develops leaders, and provides common ground for solving problems and advancing issues. MDF was created by the Governor and Legislature in 1978. Funding comes from a variety of sources including fee-for-service, private contributions, memberships, foundations, and state government contracts.

Environmental Protection Agency's Aging Initiative - A major goal of the Aging Initiative is the development of a National Agenda for the Environment and the Aging. The National Agenda will prioritize environmental health hazards that affect older persons, examine the environmental impact of an aging population in a smart growth context, and encourage civic involvement among older persons in their communities to reduce hazards. The National Agenda for the Environment and the Aging, developed through a public participatory process, will help guide the Agency’s work to protect the health of older persons now and in the future.

The Atlantic Philanthropies Community Experience Partnership Initiative - The Community Experience Partnership involves 32 community foundations located across the United States. These partners are working to find new ways to engage the rapidly growing population of people over 60 in activities that serve others and improve quality of life. This initiative is demonstrating timely new ways to respond to the needs of communities—and of one of America’s most vital population groups. Partners are helping redefine traditional perceptions of aging, and creating new pathways for older adults to engage in lifelong learning and personal development and solving social needs through volunteering or employment in the nonprofit or government sectors.

Jane's Trust - Jane's Trust was created through the beneficence of Jane B. Cook, who died in July 2002. Mrs. Cook was known in the communities where she lived as a down-to-earth woman who was generous to the core. The Trust was established to continue for a thirty-year period to continue the legacy of generosity that she established during her lifetime. Jane's Trust is a philanthropic branch of Hemenway & Barnes, LLP.
Margaret E. Burnham Charitable Trust - The Margaret E. Burnham Charitable Trust was established to benefit nonprofit organizations located or operating in the State of Maine and serving within the State of Maine. The Trust, in responding to the needs of the Maine communities it serves, is dedicated to funding five significant program areas of interest; community and social services, medical, educational, arts and cultural, and environmental topics.

Davis Conservation Foundation - The Davis Conservation Foundation is a public charitable foundation established in 1989 by Phyllis C. Davis and H. Halsey Davis of Falmouth, Maine, to support protection of the environment and conservation of our natural resources. The foundation was established following Mr. Davis’s retirement as President and Chairman of Shaw’s Supermarkets, Inc. and has provided over $10.73 million in grants to conservation organizations since its founding.

University of Maine, School of Social Work - Social work has a proud history of working with people for the purposes of enhancing human well-being, preventing and alleviating human suffering, and advancing social and economic justice. At the University of Maine, The School of Social Work provides the highest quality education for both beginning and advanced professional social work practice. The School educates at the Baccalaureate and Master’s level in an atmosphere of individualized learning, respect for individual rights, and a celebration of diversity.
# Table of Contents

Overview and Program Background ............................................................................................................. 5-9

Getting Started: Preliminary Planning ........................................................................................................ 10-11

How to Hook Them: Recruitment ............................................................................................................. 12-18

Welcoming and Energizing Your Members: The Kickoff Event ................................................................. 19-22

Building Statewide Capacity: Volunteer Management Training ................................................................. 23

Keeping the Energy and Skills Alive: Workshops and Gatherings ........................................................... 24-26

Keeping Them Going: Member Retention .................................................................................................. 27-28

Tracking Impact: Evaluation and Volunteer Reports ................................................................................ 29-30

Leaving YOUR Legacy ............................................................................................................................... 31-32

Final Thoughts ........................................................................................................................................ 33

Bibliography ........................................................................................................................................... 34

Appendix (A-L) ......................................................................................................................................... 36
Overview and Program Background

Throughout our lives we are given many different opportunities to learn, work, and grow. We’re expected to go to school in our early years and then focus on work and family in our young adult and middle age. But what about our golden years? This question has been debated for centuries. Should older adults just stay at home and enjoy the peace and quiet of an empty house? Or should they reinvest in hobbies or perhaps even travel the world? Times have changed and more older adults continue to stay active well into their later years. They’re doing more, trying new things, and giving back to their communities and future generations. Many older adults choose not to stop working full-time at the traditional retirement age and when they do, they’re often looking for part-time work, a new career, or volunteer opportunities to keep them active and engaged.

The Encore Leadership Corps (ENCorps), a program administered by the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many local, state, and national organizations, offers engaging opportunities for older adults. Through specific training and education, ENCorps members are equipped with the skills and tools to make a true difference as volunteer leaders. ENCorps focuses on providing support to volunteers who work in environmental or community development settings, which are in need of skilled volunteers. This program offers older adults the chance to learn new skills, give back to the environment and community, and network with people who hold similar beliefs. To date, there are 140 ENCorps members enrolled in the program. ENCorps members have reported completing more than 7,900 hours of volunteer work across the state during a reporting time of eleven months. All of this would not be possible without the generous financial support from the Environmental Protection Agency's Aging Initiative (Grant# CH-83421501-0), Atlantic Philanthropies, Jane’s Trust, Margaret E. Burnham Charitable Trust, and the Davis Conservation Foundation.

How to use this manual

A program like ENCorps could be easily replicated in other areas. The Encore Leadership Corps originated in the State of Maine, but its mission and purpose can be realized across the nation. In this manual, you’ll find tips and resources to start an Encore Leadership Corps in your area based on lessons learned in the first year of the program. This manual is designed to provide you with accurate information about the experience of setting up an older adult volunteer training program and to assist you in developing your own local programming. Treat this manual as a guide, not a rule book. What may work in one setting, may not work in another.
Background

Volunteerism and Older Adults
People volunteer for many different reasons. Some volunteer because they have free time or skills that could benefit someone else. Others volunteer because in the past a volunteer helped them in a time of need. While some people volunteer because they see it as an opportunity to build their career and work-related skills.

With that said, it’s safe to say that nearly everyone who volunteers does so because they want to give back. Give back to their communities. Give back to the environment. Give back to the younger generations. We all want to leave this world a little better than before, so why not do so through volunteering?

Volunteers are the backbone of many organizations, agencies, and nonprofits. People who volunteer not only provide free service to organizations but they also bring with them their personal expertise, enthusiasm to make a difference, and the ability to create ties between programs and the community. In 2009, 63.4 million Americans volunteered over 8 billion hours of service which was worth approximately $169 billion dollars (Corporation for National and Community Service, 2010). This is a 1.6 million volunteer increase from 2008, "making 2009 the largest single-year increase in the number of volunteers since 2003" (Corporation for National and Community Service, 2010). Those statistics are incredibly significant when considering the context of a national recession that put a strain on families, non-profits, and communities.

Volunteers come from many different walks of life and age groups and have many different reasons for donating their time and effort. The table below shows a breakdown of the volunteer rate for each age group in 2008 and 2009.

Fact: In 2009, volunteers contributed $169 billion dollars in the form of service.
As detailed in the table on page 6, a significant portion of adults aged 45 and older volunteer in their communities. In 2009, a total of 22.8 million Baby Boomers (born between 1946 and 1964) and 9.1 million older adults (65 and over) completed over 4 billion hours of service in America (Corporation for National and Community Service, 2008a; Corporation for National and Community Service, 2008b). Adults aged 55 and older volunteer, on average, more hours per year than other ages groups, which averages 226 hours a year compared to only 132 hours for the age group of 30-39 (VolunteerMatch, 2007). Since 1974, midlife volunteering between the age of 45 and 64 has increased almost 30%, largely due to the Baby Boomer generation (VolunteerMatch, 2007). Most people in these age brackets volunteer through religious institutions and complete activities such as fundraising, collecting and distributing food, management, and general labor.

As the data above illustrate, older adults have a strong desire to give back to their communities through volunteerism. Through volunteering, older adults are able to share their expertise from past careers and life experience, try new pursuits and activities, and create connections with others in their community. Older adults have a lifetime of knowledge, skills, and experience to bring to volunteer positions. Over half (53%) of volunteers aged 55 and older who were surveyed for the Hart Survey of Volunteers preferred opportunities to volunteer that utilized their past work and personal skills (VolunteerMatch, 2007). Volunteers may offer these skills to non-profits because of their expertise, comfort levels, or belief that it will have the most impact.

Volunteering may offer older adults an avenue to pursue interests and activities that were not possible during their working years. Once older adults retire from the workplace, more time is available to explore these dreams and give their passions more attention through volunteerism. The Hart Survey of Non-Volunteers, found that 52% of non-volunteers aged 55 and older view retirement as a chance to start a new chapter, get more involved, and stay active (VolunteerMatch, 2007). Thirty-two percent of non-volunteers also report a preference towards volunteer opportunities that would increase their skills and reveal new areas of interest (VolunteerMatch, 2007).

Becoming more involved within their local community is also a strong motivation for older adult volunteers. All too commonly, older adults feel isolated in their communities because of driving limitations, inaccessible buildings, and services geared towards the younger population. By volunteering, older adults are able to make a difference in their towns, work for a cause they care about, and be surrounded by other volunteers who feel as passionate as they do about volunteer work. The top two reasons people over 55 years old volunteer are because they feel like they make a difference by helping others and that they can meet people in the community (VolunteerMatch, 2007).

The term "encore" best captures the spirit of older adult civic engagement. The word encore is defined as "any repeated or additional performance or appearance" (Dictionary.com, 2011). When applied to the Boomer generation, encore takes on new meaning. The richer definition of "encore" grew out of a need Marc Freedman and Civic Ventures noticed in those who are getting ready to retire. Their definition of encore is a second chance to give back to society. After years of devoting your life to one career, it's time to retire but you're not quite ready to leave the work world behind. Encore jobs give retirees the opportunity to apply talents and knowledge to meaningful and impactful positions, such as teaching, green jobs, health care positions, and in nonprofit organizations. The original purpose of
Encore careers was for older adults to find paying positions, but it has since grown to include unpaid internships and volunteer work. To find out more information about Encore careers from Civic Ventures, please visit their website at www.encore.org (Civic Ventures, 2010).

The Setting- The State of Maine

There are many nicknames for Maine: Vacationland, The Pine Tree State, "that part of the country that might as well be Canada." Whatever you decide to call it, Maine is one of those states you fall in love with and never want to leave once you visit. Its citizens are friendly and down to earth, the cities are small enough to not get lost in, and the gorgeous coastline is beyond comparison.

It's no wonder that Maine is considered one of the best places to retire in the United States and attracts some of the most active older adults in the country. The US Census estimates that 15.1% of Maine's population consists of people who are the age of 65 or older, fourth in the country only behind Florida, West Virginia, and Pennsylvania (U.S. Census Bureau, 2008). In 2008, the US Census estimated that the median age of people who lived in Maine was 42 years old. That's 5.2 years older than the country's estimated median age of 36.8 making Maine the oldest state in the United States (Miller, 2009).

Maine's older adults are also leaders the nation in volunteerism rates. A significant amount of baby boomers (36.1%) and adults 65 and up (29.6%) volunteer (Corporation for National and Community Service, 2008a; Corporation for National and Community Service, 2008b). These numbers are above the national average, which demonstrates the commitment of Maine’s experienced adults to giving back to the state.

About 30% of volunteers in Maine volunteer in an educational setting and almost 20% provide service through religious organizations (Corporation for National and Community Service, 2009). On the other hand, only 7.2% volunteered for civic or political opportunities in the state (Corporation for National and Community Service, 2009). It's surprising that so few older adults volunteer in environmental settings given that Maine is known for its beautiful shorelines and unspoiled forests. One would think that Mainers would want to protect the natural land and take up civic engagement to see that natural resources, community activities, and open land are preserved.

Even more concerning is the amount of problematic development and sprawl that has occurred in Maine over the past three decades. From 1980 to 2000, almost 870,000 acres of Maine's rural land was converted for suburban uses; the second worst loss of land in the country during this time period (The Brookings Institution Metropolitan Policy Program, 2006). From 2000 to 2005, 77% of population growth occurred outside the main regional hubs of the state (The Brookings Institution Metropolitan Policy Program, 2006).
Program, 2006). The irony of this is that 75% of Maine's jobs, services, cultural centers, and retail enterprises are found where people are moving away from (The Brookings Institution Metropolitan Policy Program, 2006). Thus, people must commute from their suburban homes to work, shop, and find cultural activities. All this driving and less time walking or biking has a significant impact on weight, health, and environmental stability.

In 2006, The Brookings Institution Metropolitan Policy Program brought to light the seriousness of these issues in a report which highlights the changes Maine must make to stop this detrimental tendency towards sprawl. In Charting Maine’s Future: An Action Plan for Promoting Sustainable Prosperity and Quality Places, the Brookings Institute recommends crucial steps that must be taken to unify the state, find a better solution to the rising population, and plan for economic success. The Brookings Institute believes that Maine has great potential but needs government agencies, nonprofit organizations, and its citizens to participate in taking steps outlined in the plan.

In 2007, the State of Maine was chosen to take part in the National Governors Association Center for Best Practices’ Policy Academy on Civic Engagement of Older Adults. Other states selected included Alabama, Arkansas, Colorado, Florida, New Mexico, Ohio, and Wyoming. The purpose of the Academy was to improve opportunities for older adults to be employed or volunteer in meaningful ways. Representatives from Maine were invited to participate in a three day Academy meeting in Annapolis, Maryland where they learned from experts and their peers about ways to strengthen the older adult work force in Maine (Maine Department of Health and Human Services, Office of Elder Services, 2007). After receiving this distinction, the governor, legislators, and non-profit leaders quickly realized the significance of providing opportunities and support to older adult workers. The National Governors Association Center’s invitation to the Academy on Civic Engagement of Older Adults led the way for ENCorps to be successful in Maine.

*View of the ocean from where the 2010 ENCorps Summit was held at Point Lookout in Northport, ME*
Getting Started: Preliminary Planning

Armed with the expertise and desire to bring change to the state of Maine, a diverse collection of organizations gathered together to start brainstorming. Of course, there were many different ways these issues could have been addressed. In the end, the organizations that came together converged on one idea; the Encore Leadership Corps, or ENCorps (formerly the Maine Senior Environmental Leadership Corps). The original goal of ENCorps was to train older adults to be volunteer leaders in their respective organizations. The foundation of the program would include older adult volunteers working in new volunteer placements that promoted “smart growth” or continuing volunteer work with smart growth organizations in which baby boomer and older adult volunteers could take on new or more challenging roles.

The definition of smart growth is both very broad and complex at the same time. Smart growth is, at its core, any action that promotes a reduction in sprawl development, returns economic and population growth to town centers, and encourages a healthier lifestyle. When the process of ENCorps began, many different strategies were explored for conveying the concept of smart growth to organizational directors, town council members, everyday volunteers, and other stakeholders. Eventually a definition was settled on that allowed a variety of volunteer opportunities to work within the smart growth definition.

The structure of the program itself transformed over time and continues to be shaped by the needs of ENCorps members. The goal of ENCorps is to provide training to older adults so that they can become leaders within their volunteer settings. To accomplish this, the program is structured as a no-cost program in which members are expected to attend trainings and workshops. Members are also expected to not only volunteer in settings applicable to smart growth but to also be accountable for their volunteer work through reporting the monthly total of volunteer hours completed. The structure of the program is simple and straightforward with the main focus on providing the volunteers with any and all skills they feel are necessary.

As required by grant applications and for program development purposes, we created a program timeline, or Gantt chart, to visualize the steps needed to implement such a program (Appendix A). A Gantt chart is a helpful way to map out when activities should take place, measure progress, and develop new strategies of completing tasks on time. The example found in Appendix A is a Gantt chart used during preliminary planning. A program timeline, in this case, is more of a guidance tool rather than a strict agenda.

After coming up with a plan for the program an advisory board was formed which was comprised of essential community leaders from community-based and statewide organizations. With input and approval from the board, the University of Maine Center on Aging applied for a grant from the U.S. Environmental Protection Agency’s (EPA) Aging Initiative. The goal of the US EPA Aging Initiative is to identify environmental issues that impact seniors, determine the results of increased senior population on the environment, and encourage older adults to become civically active to reduce future problems (U.S. EPA Aging Initiative, 2010). The ENCorps program fit nicely with this mission and the program was ultimately one of two grants that were awarded in 2009 (U.S. EPA Aging Initiative, 2009). Through a partnership with the Maine Community Foundation, Encore Leadership Corps joined the Community
Experience Partnership initiative administered by the Atlantic Philanthropies. With this partnership also came the opportunity for any funds raised for ENCorps to be matched dollar for dollar up to $500,000.

After acquiring these foundational financial supports, additional funding sources were obtained that would help sustain the program and keep it free-of-charge for participants. In late 2009 to early 2010, additional funds from Jane's Trust, the Margaret E. Burnham Charitable Trust, and the Davis Conservation Foundation were awarded to the program.
How to Hook Them: Recruitment

Recruitment of volunteers is the cornerstone of the ENCorps program because its aim is to recruit, train, and retain a growing number of volunteers. Recruitment requires that you must not only be able to explain and market your program to potential participants, you must also motivate them to take the next step and apply to join the program. Through intensive marketing and recruitment efforts detailed below, the Encore Leadership Corps went from three applicants to 130 in just six months. Recruitment for this type of program requires the use of several different approaches and being broad and open-minded to volunteers’ needs and desires is crucial. There are a few recommended steps when starting up an older adult volunteer leadership initiative like ENCorps.

Before beginning recruitment, it’s a good idea to take a critical look at the name of your program. The name of your program is the first piece of information potential members receive. It should capture the essence of your program and should avoid potentially unwanted connotations. For example, the original name for ENCorps was called The Maine Senior Environmental Leadership Corps. Both "senior" and "environmental" are words that can have negative connotations for some people. Many older adults do not view themselves as senior citizens. Along the same lines, you may want to steer away from using the word "retired" as many older adults are still active in either part-time jobs, volunteer work, or caring for loved ones. The word environmental may turn some people away as well. As mentioned before, smart growth involves many different types of activities that create a better, cleaner environment including community development and creating healthy activities. Try to use words in your program’s name that are neutral and could be appealing to many people.

1. **Develop a plan for recruitment**

The first step when beginning the recruitment process is to make a plan for obtaining volunteers. It’s important to think about what message you want to give volunteers, the type of people who would be a good fit for this type of volunteer work, and the process that your program will take to accomplish your recruitment goals.

**Message**

The message and description of the program is a very important place to start. Before talking to any potential volunteers, all program staff should have a firm understanding and definition of the program itself, expectations of volunteers, and reasons volunteers would want to join. For the Encore Leadership Corps, a message was crafted that emphasized the program structure, expectations, and opportunities available for volunteers:

“The Encore Leadership Corps (ENCOrps) is a volunteer training program for adults aged fifty and older from the State of Maine who wish to give back to their communities by volunteering in environmental or community development areas. The purpose of ENCorps is to increase the skills and knowledge that volunteers need to assume leadership roles as volunteers. ENCorps members will be offered various training
opportunities, ongoing support from staff, and local and national resources to broaden their expertise. Volunteers are expected to attend these trainings and report back about where they're volunteering and what skills they've used. Becoming an ENCorps volunteer is not only a great way to advance in the volunteer world, it's also a chance to network, have fun, and truly make a difference for Maine."

This may seem like a lengthy explanation of the program but it captures every important aspect a prospective volunteer may want to know. It tells what the program is, what's being offered, what the volunteer must do, and additional reasons to join. Of course, volunteers will have questions past this initial description, but this is a great way to start a letter, presentation, or phone conversation.

It's also important to tailor the message depending on who the audience is. For example, if you're speaking to a group of volunteers who already give their time at a local land trust, you may want to emphasize the importance of preserving open spaces. Perhaps you're talking to someone who has never volunteered before; be sure to mention that staff support will be available to locate an appropriate placement. If you're holding a teleconference with municipal leaders from around the state, mentioning ways trained volunteers could benefit their town's goals could draw volunteers within their district.

**Target population**

Another key step to planning for recruitment is exploring how to best reach the people who would benefit the most from this type of training. Of course, anyone can be a volunteer and many who don't volunteer already just need extra motivation to start. By defining a target population you're not excluding others, but simply aiming for the most new recruits through strategic marketing. By identifying a target population, you also ensure that staff resources are focused on recruiting from sources that have the greatest potential for reaching volunteers.

For an environmental leadership volunteer program like ENCorps, the group that you'll get the most return from during recruitment will be people who are already volunteering in organizations that work in environmental and community development areas. Some organizations that already fit well with the smart growth concept include land trusts, town conservation committees, historic societies, and garden clubs.

It's also important to get the word out to other older adults who are not currently active volunteers. This can be done by locating places and groups where older adults spend their time. Great places to find older volunteers for a program like this are service club meetings (like Rotary and Lion's Clubs), through senior college programs, from area agencies on aging, and fifty and plus social groups to name a few.

Keep in mind that "older adults," by the Encore Leadership Corps definition, means anyone fifty years of age and older. This is a unique age group because some people are retired and have plenty of time to
volunteer, while others may still be balancing the demands of paid work, raising children and caring for aging parents. It's important to remember to be sensitive to the different needs of baby boomers and older adults as these needs may be as diverse as your volunteer cohort.

**Process**

Setting out the guidelines and course of the actual recruitment ahead of time is also very helpful. By doing so, everyone involved with the program knows the steps and people to talk to about certain recruitment attempts. These steps can be included in the program timeline that was mentioned earlier (Appendix A). You may consider developing talking points about your program to guide discussions and presentations. Some sample discussion points developed for ENCorps are:

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**Sample Talking Points for Potential Members**

- Free training program for people fifty and older in Maine
- Focus on environmental and community developmental volunteer placements
  - Examples: Land trusts, historic societies, conservation groups, recreation activities, town councils, downtown revitalizations, beach clean-ups, etc.
- Free trainings offer skills to bring to your volunteer placement
  - Examples: Grant writing, social media, marketing, volunteer-self care, conflict resolution
- Complete volunteer work in smart growth related area and submit hours monthly
- Two-day Summit opportunity once a year to network, learn from state and national experts, and talk with others interested in your topic area
- Regional gatherings twice a year to network with other ENCorps members from your area
- Support from staff available to find volunteer placement, locate resources, and hear what workshop topics are important to you
- Contact information for your program

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It's important to also identify some of the ways you'll be reaching out to volunteers. Targeted, thoughtful, and considerate attempts to share information about your program will yield the greatest numbers of potential volunteers.

At this point you'll also want to start creating an application, set a deadline (or decide on a rolling admission), identify a contact person, and start planning for the program evaluation.

2. **Marketing**

How you choose to spread the word about your program can make all the difference. Now that you're armed with a recruitment plan, it's time to get out and share your program with your target audience. Following are some successful marketing strategies.
Current volunteer placements

One of the best places to start marketing is to reach out to volunteers where they already are volunteering. Start by contacting local organizations, agencies, and municipalities that utilize volunteers in their environmental and community development efforts. It may also be helpful to reach out to groups that utilize older adults specifically, such as area agencies on aging, and Senior Corps programs such as RSVP. Speak with a director, volunteer manager, or town manager, about what your program is, what you have to offer their volunteers, and how a connection with your program can be beneficial to their organization. Be sure to emphasize that your program isn’t looking to lure volunteers away from their program, rather enhancing their current skills and leadership abilities. See Appendix B for an example of a letter that explains these key points.

Sample Talking Points to Emphasize to Agencies and Organizations

- Free training program for people fifty and older in Maine
- Focus on environmental and community developmental volunteer placements
  - Examples: Land trusts, historic societies, conservation groups, recreation activities, town councils, downtown revitalizations, beach clean-ups, etc.
- Free trainings offer enhance the skills of your volunteer pool
  - Examples: Grant writing, social media, marketing, volunteer-self care, conflict resolution
- Two-day Summit training event which gives volunteers the chance to network, learn from state and national experts, and gain new leadership skills
  - Exhibit tables for organizations and agencies that need volunteers
  - Opportunity to recruit new volunteers
- ENCorps is a great chance for your volunteers to gain new skills, additional training, and networking with other volunteers in Maine.
- ENCorps is a member program; we’re not taking volunteers away from your organization but rather extending your training and support capacity.
- If you know of a volunteer in your organization who would benefit from this free training, please pass along the information about ENCorps to them.

After making initial contact with a volunteer group or agency, ask to speak to the group or have a table at an upcoming event or conference. This will allow you to have direct contact with potential volunteers and hear about what impact they are already making through their volunteer work.

Social media

Social networking sites are not just for teenagers and college students anymore. People of all ages are getting online, sharing photos, and looking for opportunities to meet new people and reconnect with old friends. In fact, from 2009 to 2010, the amount of internet users aged fifty and older who use social media nearly doubled from 22% to 42% (Madden, 2010). Social media sites include Facebook, Myspace, Twitter, and YouTube.

Try creating a Facebook page for your group or putting an ad on a local volunteer search tool. Represent your program on these websites like you would anywhere else; be professional and clear. It’s important
to realize that updating and maintaining social networking sites can take time and requires a commitment to keeping posts active and content relevant to your target audience.

It is also crucial to have a website devoted to your program. Once people hear about the program, they're most likely going to want to do more research on their own. By providing a website with all the key features, like current volunteer testimonials, application material, newsletters, and other resources, volunteers are more likely to feel connected to the group and excited about joining.

**Newspapers/newsletters**

More often than not, our volunteers heard about our program through a local newspaper or through an organizational newsletter. Try getting your program featured in an audience-appropriate column or write an editorial for a local, small town newspaper.

Ad space can be expensive, even in small town newspapers. If you have nonprofit status, be sure to mention this when talking to advertising managers. Advertisements that are clear, to the point, and provide contact information are crucial and will give you the most return. See Appendix C for examples.

**Radio shows and public service announcements**

Another great way to market to your target population is through the radio. Radio advertisement can be less expensive and complicated than television space because it eliminates the need for creating a video production. It’s important to first research the target audiences and catchment areas of radio stations in your local area. Contact the radio personalities that cover statewide and local topics of interest as well
as issues that affect older adults. A good place to look for topics like these are on talk radio and public broadcasting stations.

A public service announcement, or PSA, can also be an influential way to reach possible volunteers. PSAs are usually free of charge for nonprofits and only require taping of your message (there may be a fee). Be sure to check with the advertisement company about time requirements. However, because these spaces are provided for free, you may not get the best advertisement placement available and it may not run every day. An example of the script used by ENCorps for a PSA on a radio station is as follows:

Are you ready for your next great adventure? 
Looking for a way to volunteer but aren’t sure where to start? 
Do you want to preserve the beautiful qualities of Maine while revitalizing your community? 
Then please consider joining the Encore Leadership Corps. Through ENCorps, you’ll gain the knowledge and skills to make a real difference. 
The first ENCorps training will take place April 12th and 13th and is free for participants. 
If this sounds like something you’re interested in, please visit our website at encoreleaders.org or call 207-262-7931. 
And remember, it’s never too late to make a difference!

3. Application Process

The next step of recruitment is to actually have people sign up for the program. Before recruitment even starts, you should have an application created with all information you need from volunteers. You'll want to ask basic contact information, their age and gender, how they found out about the program, their past and current volunteer activity, and perhaps why they want to join. In the initial stages of program development, ENCorps volunteers were asked to submit a letter of recommendation along with their application. This became complicated as time went on and was somewhat unnecessary so it was removed from the application process. An example of an application can be found in Appendix D.

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<tr>
<th>ENCorps Application Essentials</th>
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<tbody>
<tr>
<td>• Name</td>
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<tr>
<td>• Contact information (mailing address, phone number, email address)</td>
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<td></td>
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<tr>
<td>• Age</td>
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<td>• Gender</td>
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<tr>
<td>• How did you learn about ENCorps?</td>
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<tr>
<td>• Why are you interested in being an ENCorps Member?</td>
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<tr>
<td>• What is your current or past experience volunteering? What is your past or current involvement with environmental, green growth, or community development?</td>
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Dr. Len Kaye, Director of the UMaine Center on Aging being interviewed by a local television network about ENCorps.
Make the application as accessible for people as possible. Post it on your website, mail it out to potential volunteers who express interest, and hand them out at any events you attend. Make the process easy as well. Provide a mailing address, fax number, and email where people can send applications when completed. Also be available to fill out applications over the phone. Some older adults find this easier and it provides a connection between staff and volunteers. Completing an application by phone can help both the volunteer and the staff member assess whether or not the program is a good fit for the individual volunteer.

4. Follow-up

After volunteers sign up, it’s time to review the applications and decide whether to accept the applicant. It is important for staff and board members to develop a clear understanding prior to the application review of what are the essential elements you are looking for within your volunteer pool. While anyone can be a successful volunteer, even if they have limited past experience, you need to ask yourself “what will make the right fit?”

After you’ve reviewed an application and accepted the participant, be sure to welcome them into the group as a member of your volunteer program. An example of a welcome letter can be found in Appendix E. It may also be appropriate at this time to ask more demographic questions that volunteers may want to remain confidential, like income, race and ethnicity, and educational level. These statistics may be important to funders and help give an overview of the people you’re serving. It would be inappropriate to collect this data prior to accepting the volunteer into your program because volunteers may be concerned that the information could keep them from being accepted. An example of demographic questions you may want to collect are available in Appendix F.

It’s crucial to document all the information you receive from applicants in an Excel document or other database program. It’s important to keep all contact information for participants and a list of accommodations they may require. Member information should be shared with stakeholders because it shows a good overview of who your members are. Items like average age of participants, gender breakdown, past volunteer experiences, and geographic representation are important aspects to showcase to funders and at conferences to help others understand the individuals you serve.

As shown in the multiple steps presented in this chapter, recruitment is a long, dynamic, and on-going process. However, the rewards are well worth it in the end. You’ll soon find yourself with a group of dedicated and motivated adults who want to make a difference in their communities. The next step is to give them what they need to maintain their energy, enthusiasm, and commitment to your program: specialized training in leadership and environmental issues.
Welcoming and Energizing Your Members: The Kickoff Event

The cornerstone of the Encore Leadership Corps Program is an annual summit which serves to both energize and welcome new and existing volunteers while also providing an orientation to smart growth and community development volunteer work. The first event should be one the volunteers won't forget and will be talking about with friends, family, and fellow volunteers long past the closing remarks. The kickoff event should cover many different topics that can get volunteers on their way to making a significant difference in their local communities. If done correctly, volunteers will not only feel like they learned valuable skills, but also a new sense of motivation and enthusiasm about volunteering.

Planning for the event

Planning for a kick-off event should start months in advance. It's highly recommended that this event take place over at least a two day period to allow for many lectures, special interest sessions, and networking. Be sure to find a venue large enough to accommodate your needs, such as multiple rooms for "break out" sessions. If possible, use a location with on-site lodging to cut down on the need for volunteers to commute back and forth. Also remember the population your event is serving and make sure the rooms are wheelchair accessible and do not require considerable distances for walking or multiple sets of stairs. In addition, closely examine the layout of your presentation room. Does it allow those with visual and hearing impairments to fully enjoy the presentations and discussion that will be occurring?

Start thinking about the types of presentations you'd like at this event as well. For the first ENCorps Summit, it was decided that day one would focus on environmental and smart growth issues, while day two centered more around increasing leadership skills. Find engaging and knowledgeable speakers who have the ability to present to an audience of

Helpful Tip: Never forget the population you're serving when planning a conference. Make sure the venue is easily accessible, has a high quality sound system, and consider dietary restrictions when planning meals.
everyday people. Some speakers may be accustomed to presenting to professionals who have an advanced knowledge of a topic in which people who attend an ENCorps event may not have an extensive background. The 2010 ENCorps Summit agenda can be viewed in Appendix G.

A month or two before the event, send a confirmation form out to all accepted ENCorps members. This form not only lets you know they’re planning on attending, but it can also be your chance to ask about special accommodations, dietary restrictions, and overnight room arrangements. See Appendix H for an example of a confirmation form.

Some individuals may not have a place to volunteer and need help finding an appropriate volunteer placement. The Summit is a great opportunity to connect volunteers with potential volunteer placements. If there is space available at your venue, consider giving organizations and agencies the chance to have an exhibit table. Exhibit tables can be used to share details about the agency and its mission. Volunteers have opportunities to browse the tables during the event and link up with future volunteer placements. This was successful at the first ENCorps Summit as several people noted in their subsequent monthly reports that the organization they’re now volunteering with was an exhibitor.

As the event draws closer, you'll need to start putting together a toolkit of resources and tips for your volunteers. This toolkit should include a welcome letter, program of the day, and contact information for staff and presenters. It’s also important to include resources that volunteers can refer to long after the event. Some ideas for resource sections include volunteer self-care, how to work with the local government, resources to find grant opportunities, and other tips and tools.

Volunteer Toolkit Topic Ideas

- Summit schedule
- Handouts from presenters
- What is smart growth?
- Volunteer tools
  - How to search for volunteer opportunities, research sources, how to contact legislators, how to set up a Facebook account
- Volunteer self-help
  - Finding the best fit, volunteer burnout
- Inspirational stories and quotes about volunteering
- Tips on how to live green
- ENCorps contact information
  - Staff contacts, monthly volunteer reporting information, directions to online community and social media
It's also very important to create an evaluation form for any gathering that you host for your program. The evaluation form will collect member feedback about the event, allow volunteers to share suggestions for future topics, and identify areas to be improved upon in the future. The ENCorps Summit evaluation form was placed in the toolkit provided to attendees so that volunteers could give feedback throughout the event. The ENCorps Summit evaluation had two goals: to gather feedback about the summit in addition to tracking changes in knowledge of the topical areas presented. An evaluation is often necessary to demonstrate to funders the progress that's been made thanks to your program and document a continued need for funding. An example of an evaluation form can be found in Appendix I.

**Tips for the Day-of the Event**

Most of the planning for the Summit occurs before the actual event. Nevertheless, the day(s) of the Summit is just as important. The summit event will be the first time volunteers become acquainted with your program. The thought and organization that has gone into the event will be a basis for once you are on-site - this is where the little touches count. For example, it is helpful to have a clearly marked registration table and people to welcome volunteers as they arrive. At the registration desk should be a sign in sheet, name tags, media waiver form, lodging accommodations if needed, and the toolkit for each volunteer.

Throughout the event, you should be organized and clear about the timing and tasks ahead. Have a schedule of presenters at your disposal along with a working agenda of the day with internal notes regarding locations of presentations, important contact numbers, and other essential information. Have a staff member available to assist speakers and have an additional staff member who can be present to answer questions that volunteers may have about the program, how events in the future will be scheduled, where the closest water fountain is, etc. The volunteers will appreciate your enthusiasm and assistance throughout the event.

As the event draws to a close, set up another table for people to stop at on the way out. This is where people can recycle their name tags, drop off their evaluation forms, and ask any last questions. We found that more volunteers turned in their evaluation forms when a small token of appreciation was given. For instance, as each ENCorps volunteer departed they were given an official ENCorps pin and a recognition certificate as they handed in their evaluation forms.
The Summit should be fun for not only volunteers but for everyone involved. An event like this can be stressful for staff. Have space and time set aside for staff to wind down and get ready for the rest of the day's events.

It's easy to see how much work needs to go into an event such as this. The kickoff event requires extra attention and planning. The goal is to leave volunteers with a renewed sense of commitment not just to your program but also their volunteer sites and to one another as fellow members of this new and growing corps.

Dr. Len Kaye speaking to the first cohort of ENCorps members at the 2010 Summit.
Building Statewide Capacity: Volunteer Management Training

In addition to training older adults to be leaders within their volunteer settings, it is essential that those who manage volunteers know how to tap the capabilities of this unique age cohort. Volunteers provide non-profits with the opportunity to provide more services, increase the quality of current services, and give individual consideration to the clients served (VolunteerMatch, 2007). In conjunction with the ENCorps Summit, the Center on Aging offered a training opportunity for volunteer managers with a strong emphasis on how to best utilize older adults within an organization. This training, titled "Navigating the Landscape of Volunteer Management," was designed to increase the interest and capacity of environmental and community-building organizations to recruit, retain, and effectively manage older adults.

Older adult volunteers are willing and able to work at a variety of different settings, so be sure to invite many types of organizations. Some examples of organizations represented at the volunteer management training included the Department of Agriculture, downtown revitalization groups, chambers of commerce, cultural centers, and even a mayor from a large city in Maine. These volunteer managers have had many different experiences working with older adults and may be able to share some of their own tips.

It's crucial to have speakers at this special event who have worked with older volunteers and can offer insight into how to best support volunteers. The directors and coordinators of state Retired and Senior Volunteer Programs (RSVPs) are a perfect example of such experts. RSVP is a national volunteer program for people who are 55 and older who serve in many different settings and obtain support and recognition through that particular Senior Corps program. An RSVP director or coordinator would be a wonderful addition to speak at such an event. This also provides an opportunity for volunteer coordinators and other program staff to learn more about the RSVP program and the distinct benefits that such a program can offer their agency or organization.

**Important Volunteer Management Topics for Organizational Trainings and Skills Building Sessions**

- How to recruit, recognize, retain, and engage older adult volunteers
- Elements of volunteer opportunities that are attractive to baby boomers and older adults
- Generational differences in volunteers
- Basics of a volunteer position description
- Motivational interviewing techniques for your volunteer search
- Best practices in volunteer management

Questions: What makes a volunteer experience positive? What makes it negative?
Keeping the Energy and Skills Alive: Workshops and Gatherings

Although the kickoff event should be memorable and engaging, it should not be the only focal point of your program. Training should continue throughout the year and cover more specific areas of interest that are of importance to your volunteers. As recommended, be sure to ask volunteers after the Summit and in follow-up contact what other topics they are interested in learning about. The volunteers are your best source of insight when it comes to strategizing for skills building. It is also important to note that baby boomer volunteers are particularly interested in shaping their volunteer experience. Providing avenues for continual feedback not only improves your volunteer programming but it also helps to keep volunteers engaged along the way.

Workshop ideas gathered in the first year of the ENCorps program from the volunteers themselves included: grant writing, mediation techniques, social media overview, how to obtain 501c3 status, how to run for local office, and specific training in environmental settings like water testing and how to effectively research the impact of sprawl. The volunteers from your area may come up with different ideas or build upon the ones listed.

Planning a workshop

This event should not require as much planning and time as the kickoff Summit event, but it should be well thought out and convenient for volunteers to attend. The example used throughout this section will be a workshop covering the topic of grant writing, our most popular suggestion from volunteers which was offered twice in the first year of ENCorps.

The first step is to find a knowledgeable and reputable speaker. Identify agencies and organizations in your state that work within your area of interest. For grant writing, a long-time partner and funder for ENCorps, the Maine Community Foundation, was invited to facilitate the workshop. After establishing the partnership, planning of the rest of the details for the event began, such as location, time, and refreshments. In addition, connecting with another organization that can act as a co-sponsor is a great way to help educate your volunteers about other organizations in your state while also opening up the workshop to volunteers and members of that particular

ENCorps members at a workshop about 501(c)3 status.

Workshop Ideas

- Grant writing
- Social media
- Volunteer self-care
- 501(c)3 status
- Running for political office
- What is smart growth?
- Marketing
- Mediation
- Communication
- Recruitment and retention

What else do your volunteers want to learn about?
organization as well. For example, two local senior colleges agreed to co-sponsor the grant writing workshops. This opened up the opportunity for senior college members to connect with the ENCorps program.

Another helpful tip for creating a successful workshop is to create a flyer to distribute to all your volunteers. The flyer should include an explanation of the event, short bio on the presenter, and information on how to register. Include information about any co-sponsoring agencies and distribute widely with the help of your established networks and event co-sponsors. Please see Appendix J for an example of a flyer from the grant writing workshop hosted by ENCorps.

As you'll notice in the sample flyer, a small fee was charged for those who were not ENCorps members to attend the workshop. Opening workshops to others may also serve to motivate them to join ENCorps once they see the benefit that membership brings to them. In addition, the fee helped to offset the costs of food and workshop space. In order to attend free of charge, all current ENCorps volunteers were required to be up-to-date in their monthly check-in forms (for more details on this, see the evaluation section of this manual). This provided an incentive for current volunteers to remain current with their volunteer hours tracking.

![ENCorps members learn how to do tai chi at a workshop on volunteer self-care.](image)

**Checklist for Planning a Workshop**

Things to bring to each event:

- List of registrants
- Accompanying handouts
- Extra paper and pens (for participants to take notes on)
- Name tags
- Flip chart and markers
- ENCorps brochures/flyers/applications/announcements about upcoming workshops
- Certificate of workshop completion
- Camera
- Media waiver form (if pictures will be taken)
- Back up laptop (for PowerPoint presentations)
- Evaluation forms
- List of volunteers who are up-to-date on their hours

It's important that workshops are offered on an ongoing basis. Our goal is to offer at least one workshop to our volunteers each month. It may also be helpful to volunteers to repeat certain workshops in different locations throughout the state. As you start scheduling multiple workshops, create a
compilation of workshops in one flyer. This will cut down on the amount of information you send out to volunteers and keep them from becoming overwhelmed.

As with the kickoff event, it's crucial that evaluation forms are administered after every workshop. Evaluation forms provide yet another opportunity for your members to provide valuable feedback. See Appendix I for a sample evaluation form.

**Regional Gatherings**

The regional gatherings for ENCorps volunteers are an essential component of the program as identified by volunteers themselves. On the Summit evaluation form, it was clear that volunteers wanted ENCorps meetings to be frequent and closer to home. Volunteers were motivated by issues closer to their hometowns and wanted to talk with other volunteers from their area.

These follow-up meetings occurred in three regional hubs around the state (Portland, Augusta, and Bangor). Volunteers chose which meeting they'd like to attend and staff set up the first meeting location and date with the expectation that these meetings would be volunteer run and planned into the future with support from ENCorps staff. At these meetings, local experts were invited to speak with the volunteers about specific issues in their region. The volunteers were then given a chance to share information about their own volunteer placements and were updated about future events.

After this meeting, it was up to the volunteers to organize and retain the meetings. By requiring the volunteers to organize these meetings on their own, it helps the volunteers feel more connected to one another and requires increased investment in the program.

![Bangor regional ENCorps gathering](image-url)
Keeping Them Going: Member Retention

Retention and motivation of volunteers can be just as difficult as recruiting them in the first place. A program such as ENCorps can only be successful if its members are active and enthusiastic about the program's mission. As a volunteer manager of an ENCorps program, you may feel frustrated or confused as to why volunteers haven't reported their hours or maintained contact with program staff. Be aware, retention of volunteers will take work and a little charm. There are many ways to keep volunteers engaged and only a few will be touched upon here.

Staff Involvement

One of the easiest ways to motivate and retain volunteers is for staff to remain active in the program. This may mean updating the website regularly, responding to voicemails and e-mails within a timely manner, or simply taking the time to talk to volunteers about their projects and goals. By being active as a staff member, it sets the precedent for all members to respond to requests and remain involved in the program. This type of contact also helps to solidify your program’s position as a respected and trusted program.

Newsletter

Another important action staff can take is to create a newsletter for the program. The newsletter is your chance to share successes of past events, promote upcoming workshops, and feature the latest relevant resources. Adding a "member spotlight" or total hour achievement award sections can also increase participants’ investment in the program and motivate volunteers to work harder to obtain such recognition. Quarterly newsletters are a fun way to keep in touch with volunteers and it helps them feel connected. An example of a newsletter from ENCorps can be found on the ENCorps website at www.encoreleaders.org/volunteers.html.

 Volunteer Advisory Board

It's incredibly important to involve volunteers in all facets of the program. As noted before, the ENCorps program began with a traditional advisory board consisting of professionals and stakeholders who gave guidance to the project. Once the program was fully operational, it became essential to include volunteers in the decision making process as well.

A dozen volunteers whom program staff felt were active and engaged and had a working understanding of the ENCorps mission were selected to serve in an advisory capacity. These volunteers were invited to an initial phone

Dick Matthews shares his thoughts at the 2010 ENCorps Summit
conference to discuss the direction and future of the program and the supports offered to volunteers. The conversation that ensued raised many valuable ideas and suggestions, all of which were considered for implementation by program staff. The conversations covered topics such as the mission of the program, the location of the next Summit meeting, and the importance of regional gatherings. By offering the volunteers a voice in the process, they become more empowered to continue to participate in ENCorps and to spread the word to others who may be interested in participating.

**Stipend Opportunity**

Volunteers give so much of their time and money for organizations and causes they care about. Many of our members volunteer for small non-profits with limited resources. As a result, a stipend opportunity was developed to fuel and support critical volunteer projects. Staff offered active ENCorps members the opportunity to apply for ten $200 stipends that could be used towards almost anything involved with their volunteer work. Members could request stipends for printing materials, gas reimbursement, or for material needs at the site. The application for the stipend was fairly simple and straightforward, and asked for a short description of the volunteer placement, how it fit into the smart growth concept, and exactly how the money would be used. An example of a stipend application can be found in Appendix K.

After the stipend application deadline had passed, several staff and stakeholders for ENCorps reviewed the submitted applications. Through a process of elimination, we determined which applications fit the best and demonstrated the most need. Stipend awardees were notified of their acceptance and the applicants who were rejected received a letter stating with information on how to revamp their application for future stipend requests.

The stipend opportunity is a great way to show ENCorps members that their work is valued. It also acts as a way to retain volunteers because they can see tangible benefits to their volunteer work as a result of ENCorps involvement.

*Kerry Corthell, one of our stipend winners, volunteering at the Maine Narrow Gauge Railroad.*
One requirement of becoming an ENCorps member is that participants must have a placement at an environmental or community development setting. Each month, participants are asked to report back to staff about where they’ve been volunteering, the hours they completed that month, and the skills they used (Appendix L). The report is brief to encourage a response from volunteers. Volunteers are given the option of sending in the form in several different methods; e-mail, mail, fax, and phone. The check-in report is also made available online using the survey hosting website Survey Monkey.

The monthly report serves as a mechanism to collect additional research questions that may be needed for evaluation purposes. Some questions that have been incorporated into the monthly reporting form include: "How do you define 'smart growth'?" or "Have you attended a town or community planning board meeting in the past three months?" This has helped to not only document overall volunteer contribution in the state but it has also helped program staff to gauge the impact ENCorps programming has had on volunteers’ understanding of smart growth and participation in local decision making activities.

It is important to keep track of all volunteer hours and placements. This information will be helpful in showing the impact the program is having on the community and the environment. It’s also great information to share with volunteers when they reach certain hourly milestones.

Evaluation is a crucial part of the program that offers the opportunity to assess both the program’s accomplishments and areas for improvement. It is often overlooked but will make the difference when reporting back to funders and sharing the findings with the public. For an evaluation to be successful, it must begin when the program starts and be based on a solid evaluation plan. The first step is to decide what you want to evaluate. Data can be collected on many different topics and issues. Some examples of items that can be evaluated are whether the volunteer’s definition of smart growth changes over time, whether or not volunteers increase service hours over time, and if volunteers are serving in new and more challenging leadership roles as a result of their participation in ENCorps. In addition to your own program evaluation, funders may also have additional information they would like to see collected about your efforts. Building in a framework from which this information can be collected (like monthly reports and surveys) will help to strengthen and streamline the way you are able to collect and report out information to a variety of sources.

Evaluation requires that you obtain information from volunteers about themselves, their volunteer placements, and their input on the program. This information is usually collected through forms that are given to volunteers periodically throughout the program. Information for evaluation purposes can be gathered from applications, demographic questionnaires, and on monthly check-in forms. Examples of these can be found in Appendices D, F, H, I, and L. An additional means of collecting data about your program is through having individual and group conversations with volunteers about the impact of

Where ENCorps members are volunteering:
- land trusts
- historic preservation projects
- downtown revitalization
- trail maintenance
- outdoor and city guide programs
- municipal/local government positions
- water and beach monitoring programs
- affordable housing initiatives
- accessible transportation projects
programming on their volunteer work, such as regional gatherings or through your volunteer advisory board.

Once all this information has been collected, it needs to be analyzed. At this point the information should be entered into a program such as Excel or a statistical analysis program, such as SAS or SPSS. This will allow for easier access to the data and if knowledgeable about the program, it will facilitate the data analysis. These types of programs can be very useful if you're knowledgeable about their functions. It may be necessary to take a class or two to get the most out of them. An outside evaluator may also be able to provide data analysis expertise if needed.

The results of the evaluation will prove to be incredibly beneficial. Demonstrating to funders the progress that has been made is sure to impress and give them confidence in your work. Evaluation is also a great tool to look back at your program and make changes for the future based on the outcomes that you document. It is important that when you evaluate your program you share the results not only with your funders but also with volunteers themselves. Evaluation findings can help volunteers to see they are part of a larger movement. Such results can also spur volunteers on and reinvigorate their work.
Leaving YOUR Legacy: Sustainability

Often when we think of sustainability our thoughts immediately come to money and funding. How will we fund these efforts? Who will continue to fund this into the future? This section of the manual will discuss some key issues related to sustaining a volunteer program like ENCorps.

Funding

When exploring funding options, a mixture of funding sources can be advantageous. The following are some potential sources of funding that should be tapped in combination when possible.

Grants-Grant funding is one of the hardest things to come by, especially when trying to compete against other organizations for limited grant money. The best advice is to either become an experienced grant writer or hire one. Funding may be available in the form of grants from funders that are either interested in funding work with older adults or interested in your topical area (such as environmental work, smart growth, etc.). A simple internet search will turn up many foundations, federal agencies, and other funders that are interested in funding programs where older adult volunteers work to solve community problems.

Program Income-In addition to grant funding, examine opportunities to draw in funds from workshop registrations and other streams of revenue for the program. Can you charge a fee for a portion of your program to bring in some supplemental income? Charging a fee for a portion of the programming will help your volunteers decide if they are committed enough to your programming to pay a portion of the costs. A caution here is to keep fees reasonable. Scholarships should be offered when possible so that your program remains open and accessible to those who are not able to pay but willing to volunteer and participate.

Corporate Sponsorship-Are there corporate sponsors who have similar interests either in your topical area or are interested in supporting work with baby boomers and older adults? If so, sit down with a representative to discuss ways in which you may be able to partner with that business or corporation. This may mean that you charge a fee to have that company host a table at an event or put their logo on the Summit tote bag. There are many great opportunities for partnering with private business; the hardest part is starting the conversation.

Fundraising Activities- As volunteers begin to engage and personally invest in your program, they may be interested in assisting with fundraising events or annual pledge drives. This is a great way to tap your volunteers so that your program can survive financially and your volunteers will feel that much more engaged and committed to your efforts. Your volunteers are your best cheerleaders so put them to work for you!

Volunteer and Community Support

Money is not the only important part of creating a sustainable program. It's important to also obtain the acceptance and support of the community and the volunteers whom you serve. This can be done in several different ways.
Try to collaborate with programs that are already established in the community and explain your mission and objectives to them. For example, in the beginning stages of ENCorps, directors from programs such as RSVP, land trusts, cooperative extensions, and municipalities were engaged in collaboration around mutual goals. By working with other programs and organizations, you may find ways to help one another achieve your goals while tapping the networks of each partner.

The strongest support you need to sustain the program is from your volunteers. Without volunteers, there is no ENCorps. Many ideas to gain volunteer support have been mentioned throughout this manual, such as working towards retention and successfully incorporating volunteers into the decision making process. The best way to keep volunteer support strong is to include them in meaningful program development roles.

**Capacity Building**

When planning for the sustainability of your program, you need to ask yourself, if my program went away tomorrow, what would be left behind? For ENCorps, this “leave behind” is an infrastructure throughout the state that is ready and able to engage more older adult volunteers in meaningful volunteer roles. By offering training and support to volunteers and volunteer organizations we know the impact will be a lasting one that will help to support and sustain volunteers long after the ENCorps program is gone. As a program manager or volunteer coordinator, there is a level of comfort that needs to be developed around the idea that some day your program may not exist. This means focusing on building and strengthening systems and volunteer cohorts so that the legacy of your program lives on in other ways.
Final Thoughts

The Encore Leadership Corps that was started in Maine has thus far been a great success. In a little over a year, the program has changed and evolved in unexpected ways. Program staff have learned a great deal about what it means to develop and implement an older adult volunteer leadership program. It takes time, energy, patience, and a little creativity to get up and running.

Program staff have been privileged to hear about the triumphs and witness the enthusiasm volunteers have for their work. Baby boomer and older adult volunteers are truly committed to making the world a little better and they, above all, enjoy learning new skills and meeting new people. Volunteers continue to share with us how valuable the workshops and gatherings are to them. Not only are they learning new ideas and putting them to use for their volunteer organizations, they're also learning from one another and growing as individuals.

Please take this manual and make a difference in your own community or state. Use this model as a guide or a stepping stone. Perhaps sprawl and environmental problems are not as big of a problem in your area. Or maybe you'd like to adapt this type of program to include other issues of interest in your state or community. ENCorps is meant to tap into the leadership capabilities that baby boomers and older adults possess and provide them with outlets to continue to volunteer or to take on new and more challenging roles that shape the world around them.

Richard Matthews, ENCorps member, asking for a show of hands at the ENCorps Summit.
Bibliography


Appendix Items

A. Sample implementation plan
B. Letter to organizations
C. Marketing materials
D. Application
E. Welcome letter
F. Demographic questions
G. Summit agenda
H. Confirmation form for Summit
I. Evaluation form
J. Workshop flyer
K. Stipend application
L. Monthly report form
Appendix A - Sample implementation plan for months 1-12

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Activity Months 1-12</th>
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<td>Convene quarterly meetings of the Project Advisory Board</td>
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<tr>
<td>Confirm trainers and finalize site arrangements for Leadership Summit</td>
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<tr>
<td>Develop marketing materials for member selection process</td>
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<td>Recruit member via Municipal Associations, RSVP programs, Office of Elder Services, Area Agencies on Aging, Community Action Programs, Advisory Board, and Senior College network</td>
<td>1 2 3 4 5 6 7 8 9 10 11 12</td>
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<tr>
<td>Interview key informants on existing opportunities for older adult engagement in smart growth activities</td>
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<tr>
<td>Inventory volunteer opportunities marketed through volunteer websites/online portals</td>
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<tr>
<td>Finalize training curriculum and training materials for delegates</td>
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<tr>
<td>Develop toolkit/reporting mechanisms for post-Summit volunteer monitoring</td>
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<tr>
<td>Develop evaluative assessment tools for gauging project outputs and outcomes</td>
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<tr>
<td>Hold Summit</td>
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<td>Conduct timed series survey of volunteer pre- and post knowledge levels and accomplishments and municipal representatives about activities carried out post Summit</td>
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<td>Publish newsletter and provide website support for volunteers</td>
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<td>Multimedia student/ volunteer</td>
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<td>Team assembled documenting the Corps development process</td>
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<td>Follow-up training and technical supports provided to volunteers</td>
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<td>Develop and administer data collection at regional forum events in focus group format</td>
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<tr>
<td>Identify and secure resources for sustaining the</td>
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Appendix B- Letter to organizations

November 15, 2009

Dear Director:
I’d like to share with you an exciting opportunity for your organization and volunteers. My hope is that you will spread the word about this program to interested volunteers.

The program is entitled the Encore Leadership Corps (ENCorps). It is a statewide program designed to train a group of Mainers who are aged 50 and up to help make our communities healthier and more accessible. The training will focus on building leadership skills and increasing knowledge of smart growth concepts. ENCorps is free to participants and will include a two-day education and training summit for your volunteers on April 12-13, 2010.

ENCorps is sponsored by the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many other area organizations. We are able to offer the program free to your volunteers as a result of initial funding received from the U.S. E.P.A. and the Atlantic Philanthropies.

Older adults in Maine have significant experience in environmental and community involvement. The purpose of ENCorps is to provide volunteers with additional skills and techniques that they can bring back to the organizations and communities they serve. During the training summit, ENCorps volunteers will have a chance to work alongside community planning and leadership development experts while also networking with other volunteers from Maine.

After the training summit in April, ENCorps volunteers are encouraged to return to their communities and organizations to continue working on their current projects or else complete a new volunteer project. Follow-up support at no cost will be offered from ENCorps as the volunteers continue with current projects or establish new ones.

The Encore Leadership Corps is looking for individuals who are 50 years and older, have a strong commitment to improving Maine’s communities, and are able to attend the training summit in April. We are also looking for existing volunteer opportunities at community agencies and in towns and municipalities like yours where we may be able to direct other ENCorps volunteers. Please review the enclosed materials for more information.

We encourage agencies and organizations to nominate individuals who they feel would benefit from such training. We can also enroll volunteers directly by phone if they call us at 207-262-7931. If you have questions about ENCorps or would like to request additional materials, please contact Amanda Chamberlain, Project Assistant, at the Center on Aging, at 207-262-7931 or by e-mail at amanda.chamberlain@umit.maine.edu. Our website is at www.encoreleaders.org.

Thank you!

Lenard W. Kaye, D.S.W/Ph.D.
Director
Appendix C- Marketing ad

ENCOrps is a free volunteer training program for individuals age 50 and older who currently volunteer or would like to get involved in areas such as community development and environmental stewardship. As an ENCorps volunteer you will:

• Learn valuable skills and techniques
• Receive guidance and information from national and local experts
• Become part of a statewide network of volunteers
• Meet other people who share similar interests

ENCOrps volunteers receive free training at workshops, attend a yearly summit, receive ongoing support, and participate in social gatherings with other ENCorps volunteers. Check out our website at www.encoreleaders.org.

To learn more, call 207-262-7928 or email info@encoreleaders.org
Appendix D- Application

Encore Leadership Corps

2010-2011 ENCorps Volunteer Application Form

Please send you completed application and recommendation form by mail, fax, or email to:
Encore Leadership Corps
UMaine Center on Aging
25 Texas Avenue, Camden Hall
Bangor, ME 04401
Fax number: 207-262-7921
E-mail: Amanda.chamberlain@umit.maine.edu

Encore Leadership Corps ENCorps Volunteers will be required to:

• Attend a two-day summit on smart growth, environmental planning, and leadership skills
• Apply what they have learned at the summit to local community volunteering, share information to other volunteers in your community through presentations and courses, attend town meetings and legislative hearings, etc.
• Participate in follow-up activities and trainings to continue building skills and connecting with other ENCorps volunteers. These activities will be carried out by internet, telephone, mail, and regional in-person meetings.

1. Personal information (Please print)

   Name:

   Street Address:

   City: State: Zip Code:

   Home phone:

   E-mail address:

   Age: _____ years Gender: Male _____ Female: _____

2. Do you have internet access? Yes _____ No _____

3. Why are you interested in being in ENCorps Volunteer?

4. How did you learn about the Encore Leadership Corps?
5. Do you attend or participate in any of these organizations? (Check all that apply and write in the name of the organization, agency, or town/city with which you are affiliated). If these do not apply write N/A below.

   Name Here

   a. Area Agency on Aging  
   b. Senior College  
   c. RSVP or other volunteer program  
   d. Community Action Agency  
   e. Other agency/organization  
   f. Municipal township/city  
   g. Other  

7. Briefly describe any involvement or experience you have had in environmental, green growth, or smart growth projects or activities. If this does not apply to you, please describe other volunteer experiences you have had including any boards or committees you currently serve on (use a separate sheet of paper if needed).

Please note: ENCorps Volunteers must be 50 years of age or older, from the State of Maine, and will be expected to complete the aforementioned criteria.

Questions or want to fill out the application over the phone? Please call Amanda at 207-262-7931 or email amanda.chamberlain@umit.maine.edu

____________________________________  ____________
Applicant signature  Date
Dear Ms. _____,

On behalf of all of our partnering and sponsoring organizations, I would like to take this opportunity to personally welcome you to the Encore Leadership Corps program (ENCOrps). After reviewing your application, it is clear that your volunteer experience, concern for Maine’s communities, and enthusiasm are a perfect fit for ENCorps.

Enclosed in this welcome packet is all the information you’ll need to be actively involved with ENCorps. You’ll find a list of free, upcoming training workshops, our most recent newsletter, a contact list for staff at ENCorps, and much more. We hope this information will help you get acquainted with the program and all it has to offer.

All the staff and I at ENCorps and the University of Maine Center on Aging very much look forward to working with you now that you have joined the growing ENCorps “family.” Please feel free to contact us with any questions you have regarding ENCorps. I look forward to hearing about your volunteer experiences and learning how ENCorps can support you in your efforts.

Sincerely,

Lenard Kaye, D.S.W./Ph.D.
Director
Appendix F - Demographic questions

**Encore Leadership Corps**  
**Volunteer Demographics**

We’re interested in learning a bit more about whom Encore Leadership Corps volunteers. We are collecting information about ENCorps members to better understand the volunteers we serve. If you could take some time to fill out this form anonymously and mail it back to the UMaine Center on Aging, it would be greatly appreciated. If you have any questions, please contact Amanda at 207-262-7931.

Thank you,
The ENCorps Staff

**Gender:**  
☐ Male ☐ Female

**Age (fill in): _____ years**

**Ethnicity/Race (choose all that apply)**

☐ Multi-Racial ☐ Latino/Hispanic
☐ White/Caucasian ☐ Franco American
☐ African American/Black ☐ Other _____________
☐ Asian
☐ Pacific Islander ☐ Prefer not to answer
☐ American Indian/Native American

**What is the highest level of education you have completed?**

☐ Grade School (grades K-5)  
☐ Middle School (grades 6-8)  
☐ Some high school  
☐ High school diploma or GED  
☐ Some college  
☐ College degree  
☐ Graduate degree  
☐ Prefer not to answer

**What is your current employment status? (Check all that apply)**

☐ Full-time  
☐ Part-time  
☐ Self-employed full-time  
☐ Self-employed part-time  
☐ Unemployed and looking for a job  
☐ Retired  
☐ Full-time student  
☐ Part-time student  
☐ Prefer not to answer
What is your approximate yearly income?

☐ Less than $20,000 ☐ $80,000- $100,000
☐ $20,000- $40,000 ☐ More than $100,000
☐ $40,000- $60,000 ☐ Don’t know
☐ $60,000- $80,000 ☐ Prefer not to answer

How many people are in your household? ______

☐ Prefer not to answer

Thank you for completing this demographic form. Please mail back this form to:

Encore Leadership Corps
UMaine Center on Aging
Camden Hall
25 Texas Ave
Bangor, ME 04401-4324
April 12th, 2010

Dear ENCorps Volunteers,

We would like to take this opportunity to extend a hearty welcome to each of you to the inaugural Encore Leadership Corps Summit. The Summit represents a truly momentous event and we’re delighted that you’re here to share in the excitement.

Together, ENCorps volunteers, more than 125 in number, represent what growing older productively is all about. Each of you has so much to offer our communities, society, and the environment. Your powerful commitment to improving Maine communities is certainly a resounding testimonial to the critical contributions that Maine citizens can make to maximizing the quality of life of everyone in the Pine Tree State. The power of volunteerism is certainly alive and well and reflected beautifully in your efforts as ENCorps Volunteers.

During this two day Summit event we’re hoping that you will not only have the opportunity to thoroughly enjoy your time in this beautiful and pristine setting but that you will also enhance your capacities and skills as community volunteers. We’ve gathered national and local experts to talk with all of you about ways to make a difference as volunteer leaders. We want each of you to leave the Summit with new resources and knowledge that you can then share with the organizations you’re associated with and in the communities where you live.

Please sit back, learn from some amazing speakers, and network with others like yourselves from around the state. This event was designed to be for you and all about you. We’re so pleased to have the opportunity to get to know all of you over the course of this unique program.

Thank you for being here and devoting your time and effort to being Encore Leadership Corps volunteers.

With our best wishes,

Lenard W. Kaye, D.S.W/Ph.D.    Meredith Jones
Director and Professor     President and CEO
UMaine Center on Aging &     Maine Community Foundation
School of Social Work

UMaine Center on Aging
The Atlantic Philanthropies

Maine Community Foundation

Meredith Jones
President and CEO

Maine Community Foundation

Maine Development Foundation
Schedule: Day One, Monday, April 12

8:30-9:00 am  Registration, Lobby of Erickson Hall

9:00-9:30  Welcome & Introduction to ENCorps, Isleboro Ballroom
~ Len Kaye, DSW/PhD, Director, Center on Aging, University of Maine
~ Meredith Jones, CEO, Maine Community Foundation

9:30-10:00  Leaving a Legacy
~ Laurie Lachance, President & CEO, Maine Development Foundation

10:00-10:20  Ice Breaker

10:20-10:40  Break: Chance to browse Exhibit Booths

10:40-11:25  Land Use and Sprawl
~ Evan Richert, PhD, Professor, Muskie School of Public Service, New England Environmental Finance Center

11:25-12:10 pm  Growing Together: Consensus Building, Smart Growth, Community Change ~ Produced by the New England Environmental Finance Center

12:10 – 1:00  Lunch, Penobscot Pavilion

1:00 – 1:45  Effecting Change at the Local Level
~ Richard Barringer, PhD, Professor, Muskie School of Public Service, New England Environmental Finance Center

1:45 – 2:00  Break: Chance to browse Exhibit Booths

2:00 – 2:45  Change, Conflict, Collaboration
~ Jack Kartez, PhD, Professor, Muskie School of Public Service, New England Environmental Finance Center

2:45 – 3:30  Best Practice in Creating Change: Connecting People with Places
~ Theo Holtwijk, Director of Long-Range Planning, Town of Falmouth

3:30-3:45  Encore Online Learning & Sharing Community
~ Jennifer Crittenden, MSW, Program Manager, ENCorps, UMaine Center on Aging

3:45 – 5:30  Break: Chance to browse Exhibit Booths

5:30 – 6:30  Cocktail Hour, The Veranda

6:30 – 7:30  Dinner, Penobscot Pavilion
~ Entertainment by Gary Crocker, Maine Humorist, Unregistered Maine Guide
Schedule: Day Two, Tuesday, April 13

7:30-8:30 am  Yoga/Wake-up Session & Check Out
8:30-9:00  Breakfast, Isleboro Ballroom
9:00-9:30  Welcome & Participant Feedback
  ~ Len Kaye & Meredith Jones
9:30-10:00  What is Smart Growth?
  ~ Kathy Sykes
  Senior Advisor
  Aging Initiative, U.S. EPA
10:00-10:15  Call to Action
  ~ Maryalice Crofton, Dir.,
  Maine Commission for Community Service, State Planning Office
10:15-11:30  Workshops
  Breakout Room 1  A - Volunteer Recruitment - Matching Hearts to Needs
  ~ Lorain Francis, Executive Director, Rockland Main Street, Inc.
  Breakout Room 2  B - Finding the Right Fit for What You Truly Want to Do
  ~ Suzanne Austin, Associate Director, Institute for Civic Leadership
  Breakout Room 3  C - Impacting Public Policy: How to Squeak the Wheel
  ~ Mary Cathcart, Senior Policy Associate, Margaret Chase Smith Policy Center, and Bill King, Senior Advisor, Maine Downtown Center & Owner, RVI
11:30-12:30 pm  Lunch, Penobscot Pavilion
12:30-1:30  Workshops
  Breakout Room 2  B - Finding the Right Fit for What You Truly Want to Do (repeat)
  Breakout Room 3  C - Impacting Public Policy: How to Squeak the Wheel (repeat)
  Breakout Room 1  D - Resources and Relationships: The Essentials of Fund Raising
  ~ Patricia Hubbard, Director of Advancement, Farnsworth Art Museum
1:30-1:45  Break: Chance to browse Exhibit Booths
1:45-2:45  Workshops
  Breakout Room 1  A - Volunteer Recruitment - Matching Hearts to Needs (repeat)
  Breakout Room 2  B - Finding the Right Fit for What You Truly Want to Do (repeat)
  Breakout Room 3  D - Resources and Relationships: The Essentials of Fund Raising (repeat)
2:45-3:30  Closing: Open Microphone & What’s Next?
Suzanne Austin is Associate Director of the Institute for Civic Leadership. She directs all nonprofit board programs, including board education workshops, the board matching program, and also consults with nonprofits across Maine. Suzanne is a leading expert in the field of board training and development and has years of experience reporting to and serving on boards. Prior to 2006 she was Executive Director of the Board Network.

Richard Barringer (Professor) has taught Foundations of Public Policy, Sustainable Communities, and Environmental Policy, and is principal investigator for the EPA’s New England Environmental Finance Center. He served in the administrations of three Maine governors as Commissioner of Conservation and Director of State Planning. Richard is the author of numerous books, reports, and landmark Maine laws in the areas of land use, education, the environment, energy, economic development, and tax policy.

Mary Cathcart is currently Senior Policy Associate and Co-Director of Maine NEW Leadership at the Margaret Chase Smith Policy Center of the University of Maine. She served four terms (1996-2004) as the State Senator representing communities in Penobscot County and previously served three terms in the Maine House of Representatives. Outside of state government, Mary Cathcart chaired the U.S. Commission on Child & Family Welfare (1995-1996) at the appointment of former U.S. Senator George Mitchell.

Jennifer Crittenden is a Research Associate at the University of Maine Center on Aging. She received a BA in Psychology and a Masters in Social Work from the University of Maine. Jennifer currently serves as Program Manager for the Encore Leadership Corps, the Safe Medicine Disposal for Maine Program, Maine Rural Relatives as Parents Project and the Maine Kinship Connections Project. She is a member of the Maine Gerontological Society and co-chairs the Rural Aging Interest Group of the Gerontological Society of America.

Gary Crocker heard his first Maine tales from his Grandfather Russell as the two of them walked the Maine woods together. But it was legendary Marshall Dodge who had the most impact on Crocker’s decision to become a Maine humorist. Gary’s first official booking as a paid humorist was around 1980 at a Rotary club in Augusta. Since then he has performed in Maine and throughout the United States. His audiences have ranged from a captivated four people to 30,000 Boy Scouts attending a Jamboree at the Brunswick Naval Air Station.
Maryalice Crofton joined the Commission staff as Grant Program Officer in 1995. She was appointed Director of the Maine Commission for Community Service in May 1996. Maryalice supports 25 citizen volunteers who serve as Commissioners, serves as liaison to external partners, and represents the Commission on regional and national initiatives. She describes her life as being in the middle of one big traffic circle where the greatest fun comes from forging links between people or programs whose paths had not yet crossed.

Lorain K. Francis is the Executive Director of Rockland Main Street, Inc., a Main Street Community. Lorain moved to Maine in 2006 from her hometown of Fairport, NY. A past Main Street shopkeeper for seven years, she has been involved with community volunteers for the past 12 years. Working with volunteers on events, committees, visitor centers and special projects has given her wonderful experience and understanding of this great group of people who want to give back to their communities.

Theo Holtwijk works as Director of Long-Range Planning for the Town of Falmouth. He hails from the Netherlands and has Master’s degrees in Urban and Regional Planning and Landscape Architecture. He has worked in private and public practice in Portland, Brunswick, and Sanford and occasionally teaches at USM’s Muskie School. His work has garnered various awards, including the book *Bold Vision: The Development of the Parks of Portland, Maine*.

Patricia Hubbard is Interim Director of Advancement at the Farnsworth Art Museum and has worked in development for 25 years helping volunteers learn the fine art of inviting individuals, corporations and foundations to support the not-for-profit sector. Patricia serves clients across New England in the areas of capital and endowment campaigns, feasibility studies, development assessments, annual fund development, strategic planning, grant development, case statement development, public relations, and major donor research.

Meredith H. Jones is the president and CEO of the Maine Community Foundation (MaineCF), a statewide public foundation with approximately $230 million in assets. Prior to January 2009, she served as the vice president of program where she helped create the Maine Compact for Higher Education and ENCorps. She has also worked for the Maine Development Foundation where she helped create Leadership Maine, the Maine Coalition for Excellence in Education, and the Policy Leaders Academy.
Jack Kartez (Professor) teaches Planning Theory & History, Land Use Modeling with GIS, Citizen Involvement & Dispute Resolution, and Local Environmental Planning. He came to the University of Southern Maine as implementing director of the new undergraduate Environmental Science and Policy (ESP) Program. In his research and training, he takes a special interest in incorporating principles of dispute resolution as alternatives to nonproductive conflict in community planning and environmental issues.

Lenard W. Kaye is Professor of Social Work at the University of Maine School of Social Work and Director of the UMaine Center on Aging. Dr. Kaye is the Principal Investigator of two U.S.E.P.A.-funded projects: the Safe Medicine Disposal for ME program and the Maine Senior Environmental Leadership Corps now known as ENCorps (Encore Leadership Corps). He is President of the Maine Gerontological Society and a Fellow of the Gerontological Society of America.

William F. King Jr. is a long-time downtown merchant and is owner of RVI in Bath. Bill worked to bring the Main Street program to Maine in the late 1990s. He served on the Main Street Bath Board for six years and chaired their Economic Restructuring Committee. He is immediate past chairman of the Maine Downtown Center’s Advisory Council and a current Senior Advisor. He conducts Main Street training and consults around New England. In 2005 he received the National Main Street Center’s Main Street Hero Award.

Laurie G. Lachance was named President & CEO of the Maine Development Foundation in 2004. Prior to joining MDF, Laurie served as the Maine State Economist for eleven years for three governors. Prior to joining state government, Laurie served as the Corporate Economist at Central Maine Power Company. She is a frequent author and speaker on the economic status of Maine. Laurie holds an undergraduate degree from Bowdoin College and an MBA from Thomas College.

Evan Richert (Professor) was the past director of the Gulf of Maine program of the Census of Marine Life. His interests are in regional and urban land use planning, including suburban sprawl, coastal resources, ocean life and governmental systems. Prior to coming to the Muskie School he was Director of the Maine State Planning Office, the policy and planning arm of state government in the areas of natural and coastal resources, community planning, economy, energy, and governmental affairs.
<table>
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<th>Exhibit Tables</th>
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| **Maine Congress of Lake Associations**  
www.mainecola.org  
1-877-254-2511 |
| **Retired and Senior Volunteer Programs (RSVP)** |
| **Aroostook RSVP**  
33 Davis Street  
Presque Isle, ME 04769-2218  
207-764-6184  
www.aroostookaging.org |
| **Penquis RSVP**  
170 Pleasant Street, Suite A  
Rockland, ME 04841-2119  
207-596-0361  
www.penquis.org/index.php?cpath=135_137 |
| **HealthReach RSVP**  
10 Water Street, Suite 302  
Waterville, ME 04901-6548  
207-861-3428  
www.mainegeneral.org/body.cfm?id=53 |
| **UMaine Center on Aging RSVP**  
Camden Hall  
25 Texas Avenue  
Bangor, ME 04401  
207-262-7926  
www.mainecenteronaging.org |
| **RSVP of Southern Maine**  
136 U.S. Route 1  
Scarborough, ME 04074  
207-396-6520  
www.smaa.org |
| **University of Maine Cooperative Extension**  
28 Center Street  
Machias, ME 04654  
207-255-3345  
http://extension.umaine.edu |
| **Center for African Heritage**  
68 High Street  
Portland, Maine 04102  
Tel: 207-831-6428 |
| **Rockland Main Street, Inc.**  
Tel: 207-593-6093  
www.rocklandmainstreet.com |
| **Damariscotta Lake Watershed Association**  
38 Lake Farm Circle, PO Box 3  
Jefferson, ME 04348  
207-549-3836  
www.dlwa.org |
| **Friends of Unity Wetlands**  
93 Main Street  
P.O. Box 184  
Unity, Maine 04988  
207-948-3766  
www.friendsofunitywetlands.org |
| **Maine Commission for Community Service/ VolunteerMaine.org**  
187 State Street  
Augusta, ME 04333-0038  
207-287-6047  
www.maineservicecommission.gov  
www.volunteermaine.org |
| **Portland Trails**  
305 Commercial Street  
Portland, Maine 04101  
207-775-2411  
www.trails.org |
| **Friends of Rockland Breakwater Lighthouse**  
P.O. Box 741  
Rockland, Maine 04841  
207-691-3422  
www.rocklandlighthouse.com |
Goodwill Industries of Northern New England
353 Cumberland Avenue
Portland, Maine
207-774-6323 ext.2308
www.goodwillnne.org

Office of Elder Services
32 Blossom Dr.
Marquart Building, 2nd flr.
State House Station #11
Augusta, Maine 04333-0011
207-287-9206

Maine Long Term Care Ombudsman Program
P. O. Box 128
Augusta, ME 04332
1-800-499-0229

Senior Companion Program
5717 Corbett Hall, Room 314
Orono, ME 04469-5717
207-581-3326

Maine Jobs Council Older Worker Committee
P.O. Box 426
Newcastle, ME 04553-0426
207-563-2150

Maine Department of Agriculture
Deering Bldg. AMHI Complex
28 State House Station
Augusta, ME 04333-0028
207-287-3871
www.maine.gov/agriculture/index.shtml

Women, Work & Community
1 University Drive-Bangor Hall
University College of Bangor
Bangor, Maine 04401-4367
207-262-7843
www.womenworkandcommunity.org

MedHelp Maine
207-793-4462
www.medhelppmaine.org

Maine Health Partnership for Healthy Aging
465 Congress Street, Suite 701
Portland, Maine 04101
207-775-1095

Senior Network/ Community First
3 Shore Road North
Dover-Foxcroft, Maine 04426
207-588-5058

Consumers for Affordable Health Care
12 Church Street, PO Box 2490
Augusta, ME 04338-2490
207-622-7083
www.mainecahc.org

Farnsworth Art Museum
16 Museum Street
Rockland, ME 04841-3347
207-596-6457
www.farnsworthmuseum.org

Spectrum Generations
18 Merriam Rd.
Belfast, ME 04915
207-338-1190
www.spectrumgenerations.org

Charlotte White Center
572 Bangor Road
Dover-Foxcroft, ME 04426
1-888-440-4158
www.charlottewhitecenter.com

Catholic Charities Maine S.E.A.R.C.H. Program
Suite B, 270 Minot Ave.
Auburn, Maine 04210
207-784-0157
Encore Leadership Corps (ENCorps) Advisory Board

We would like to acknowledge the work of the ENCorps Advisory Board for their time, effort, and consultation provided to the program. Advisory Board members represent the following organizations:

- AARP
- Aroostook Area Agency on Aging Retired and Senior Volunteer Program (RSVP)
- City of Bangor
- Community members and leaders from throughout the state
- Erickson Foundation
- GrowSmart Maine
- HealthReach Retired and Senior Volunteer Program (RSVP)
- Institute for Civic Leadership
- Maine Association of Area Agencies on Aging
- Maine Association of Non-Profits
- Maine Commission on Community Service
- Maine Community Foundation
- Maine Department of Environmental Protection
- Maine Development Foundation
- Maine Municipal Association
- Maine Office of Elder Services
- Maine Ombudsman Program
- Maine State Planning Office
- Natural Resources Council of Maine
- New England Environmental Finance Center
- Osher Lifelong Learning Institute
- Penquis Retired and Senior Volunteer Program (RSVP)
- Southern Maine Area Agency on Aging Retired and Senior Volunteer Program (RSVP)
- UMaine Center on Aging Retired and Senior Volunteer Program (RSVP)
- Washington Hancock Community Agency
- WBRC Architects/Engineers
Encore Leadership Corps (ENCorps) Partners

ENCorps is a program of the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of many other local, state, and national organizations. Initial funding for this project comes from:

U.S. Environmental Protection Agency’s Aging Initiative

The Atlantic Philanthropies

Jane’s Trust

Margaret E. Burnham Charitable Trust

Davis Conservation Foundation
Appendix H - Confirmation form for Summit

Encore Leadership Corps Summit
Confirmation Form
April 12-13, 2010
Point Lookout at Northport, ME

Your Name: ____________________________________
Your Town: ____________________________________
Telephone: ________________________________
E-Mail: ______________________________________

1.) Can you attend the Summit training on April 12th and 13th at Point Lookout in Northport, Maine?
   [ ] Yes    [ ] No

2.) Do you have transportation to the Summit?
   [ ] Yes    [ ] No

3.) Would you be willing to carpool? (See included information about carpool reimbursement)
   [ ] As a Rider    [ ] As a Driver    [ ] Either    [ ] Neither

4.) If you’re willing to drive, how many seats do you have available? _____

5.) If you’re commuting from more than forty minutes away, would you like lodging at Point Lookout (free of charge) for the nights of Sunday, April 11th and Monday, April 12th? (See included information about lodging accommodations)
   [ ] April 11+12    [ ] No lodging needed
   [ ] April 12 only    [ ] Not commuting forty minutes

6.) If there's another ENCorps volunteer(s) who you'd prefer to share a cabin with, please list their name(s) below:
__________________________________________________________________________
__________________________________________________________________________

***Please note, we will try our best to honor requests but we cannot guarantee cabin assignments***

7.) Do you require any special accommodations while at the Summit? (food allergies, special diet, handicapped accessible lodging, etc.)
__________________________________________________________________________
8.) Do you need assistance finding a volunteer placement for your ENCorps community project?

☐ Yes  ☐ No

If No, Please describe some of your current volunteer work including the name of the program/organization, how many hours per month, and your volunteer duties.

<table>
<thead>
<tr>
<th>Organization/Program</th>
<th>Hours/Month</th>
<th>Volunteer Duties</th>
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</tbody>
</table>

9.) If you need assistance finding a placement to carry out your ENCorps project, are there specific environmental or community development areas that interest you?

______________________________________________________________________________

10.) Have you attended a community or town planning board meeting in the last three months?

☐ Yes  ☐ No

11.) In your own words, please tell us what “smart growth” means to you?

______________________________________________________________________________

______________________________________________________________________________

______________________________________________________________________________

Thank you!

Please return this form as soon as possible to:

ENCORPS Leadership Corps
UMaine Center on Aging
Camden Hall
25 Texas Avenue
Bangor, ME 04401

You can also fax it to: 207-262-7921 OR e-mail it to amanda.chamberlain@umit.maine.edu
Appendix I - Evaluation Form

Grant Writing Workshop
Workshop Evaluation
September 15, 2010

Instructions: We are interested in your feedback about this workshop. Your feedback will help us improve ENCorps workshops in the future. Please tell us what you think by answering the following questions. Thank you for your time – We really appreciate it!

1. I believe the topic covered at this workshop will help me as a volunteer. (Circle one)

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

2. The content of the workshop was appropriate and informative. (Circle one)

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<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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3. I feel like the presenter was knowledgeable about the topic.

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<th>Strongly Agree</th>
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<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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4. The facility for the workshop was conducive to learning. (Circle one)

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<th>Strongly Agree</th>
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How will you apply what you learned today to your current volunteer or workplace setting? (Write in)

This workshop could be improved by: (Write in)

Please write any other comments you’d like to share with us here:
Grant Writing Workshop
Sponsored by Encore Leadership Corps (ENCorps)

Co-sponsored by the Penobscot Valley Senior College

This workshop will provide the elements of a strong grant application. In addition, you’ll receive an overview of philanthropy and foundations in Maine and learn about ways to find funding. There will also be a chance to ask any questions you have and discuss grant writing experiences with program participants. You don’t want to miss this great opportunity to learn from an expert grant writer!

Date: Wednesday, June 23, 2010
Time: 9:00am-2:00pm
Where: Buchanan Alumni House
University of Maine
Orono, ME

Who: Workshop led by Lelia DeAndrade
Cost: Free event for ENCorps volunteers
Only $25 for ENCorps non-members, Lunch included
(Checks made payable to “UMaine Center on Aging” and given at the workshop)

Registration due: June 16, 2010
For registration information and driving directions:
See page 3
Grant Writing Workshop

Tentative Agenda

9:00-9:30am — Registration
9:30-9:45am — Welcome/Introduction
9:45-11:30am — Grant Writing 101 Presentation
12:00-1:00pm — Working Lunch
1:00-2:00pm — Case Study/Questions

Dr. Lelia DeAndrade is the Director of Grantmaking Services at the Maine Community Foundation. In this position, she staffs a number of foundation grant programs, including the statewide Community Building Program, and the Equity Fund. Prior to joining the staff of MaineCF, she was the primary grant writer and manager of a successful Maine based nonprofit. In addition to her nonprofit experience, Lelia was also an academic for twelve years, and was the recipient of several prestigious grants and fellowships in support of her research and teaching.

Free event for ENCorps volunteers!!!
And, only $25 for ENCorps non-members
To learn more about the Encore Leadership Corps, please visit our website at www.encoreleaders.org

"ENCorps is a program of the University of Maine Center on Aging in partnership with the Maine Community Foundation and with the cooperation of local, state, and national organizations. Initial project funding is provided by the U.S. Environmental Protection Agency's Aging Initiative and the Atlantic Philanthropies. Additional funding provided by Jane’s Trust, Margaret E. Burnham Charitable Trust, and the Davis Conservation Foundation"

An additional grant writing workshop will be available in September in Southern Maine for those who cannot attend this workshop.
Appendix K - Stipend request application

Stipend Requirements:

- You must be a member of ENCorps and up-to-date on your volunteer hours reporting. If you need to update your hours, please call Amanda Chamberlain at 207-262-7931 or e-mail info@encoreleaders.org
- If you are not currently an ENCorps member but would like to apply to join, please call Amanda Chamberlain at 207-262-7931 or e-mail info@encoreleaders.org
- You must be currently involved in a volunteer project that fits into one of the following areas:
  - Community-Building
  - Development and Housing
  - Transportation and Mobility
  - Staying Healthy

PLEASE PROVIDE THE FOLLOWING INFORMATION

Name:
Address:
Phone:
E-Mail:

Are you currently an Encore Leadership Corps volunteer? 

YES
NO*

Please briefly describe the community project you are working on and for which you are requesting stipend support. You may use an extra sheet if needed.

In order to receive a stipend, you must be currently involved in a volunteer project that fits into one of the following areas: community-building, development and housing, transportation and mobility, and staying healthy. Which area does your project fit into? Please explain.

Are you working for an agency or organization on this project? If so, please list
What is your role on this project/effort? Please describe the tasks involved.

How will this stipend support benefit your volunteer work?

Beyond the stipend, are there other supports or assistance that the ENCorps program can provide for you?

Please send your request by November 1, 2010 to:

Encore Leadership Corps
UM Center on Aging
Camden Hall
25 Texas Ave
Bangor, ME 04401
Appendix L - Monthly report form

Encore Leadership Corps
Monthly Volunteer Check-In

1.) Name:

2.) Town:

3.) Which month are you reporting for?

4.) Please describe some of your current volunteer work including the name of the program/organization, how many hours per month, and your volunteer duties and skills used:

Program/Organization:
Hours/Month:
Volunteer Duties and Skills used:

Program/Organization:
Hours/Month:
Volunteer Duties and Skills used:

Program/Organization:
Hours/Month:
Volunteer Duties and Skills used:

5.) Have you used any skills, tools, or knowledge from the Encore Leadership Corps? If so, please tell us about it.

6.) Please leave any additional comments or suggestions for future workshops.