



Rural Minnesota Journal 2012

Who Lives in Rural Minnesota:

A Region in Transition

© Center for Rural Policy and Development

www.ruralmn.org/rmj/

Rural Volunteers: A Vital Force on Fertile Ground

M. Quirk, K. Bull, E. Ellis, and H. Thormodson

“If our program was not here, we would have nothing for seniors,” comments Yvonne Kazmierczak, executive director of the Stephen Living at Home/Block Nurse Program, one of 39 community-based programs in Minnesota that help elders stay living at home. Volunteers play critical roles in rural Minnesota communities every day. They distribute food to people who are hungry, provide firefighting, organize activities for youth, build homes for people who are homeless, provide disaster relief, support faith communities, improve the environment, raise funds to strengthen communities, help the elderly live independently, and much more.

The shifts in Minnesota demographics, however, are affecting the core of who is available to volunteer and what volunteers want to do. The Baby Boomer generation expects to volunteer on different terms compared to their parents, immigrants offer important community perspectives, and migration within Minnesota offers both opportunities and challenges.

As demographic trends affect different parts of our state in different ways, their impact on volunteerism also differs. The current shifts in volunteerism present peril to ways rural organizations have traditionally depended on volunteers, but they also offer opportunities through new resources to meet critical Minnesota needs. At this juncture in volunteerism, it is critical for communities and organizations to understand what is changing in volunteerism and to adopt strategies that capitalize on what the new volunteer workforce offers.

Key Demographic and Economic Trends Affecting Volunteerism in Rural Minnesota

Nationwide demographic trends affecting volunteerism

- Boomers and younger generations have very different expectation from volunteering than the generations before them.
- Increasing cultural diversity broadens the volunteer pool.

Minnesota migration trends affecting volunteerism

- Key volunteers become snowbirds and vacate for the winter.
- Decrease in population in parts of the state
- Many communities have residents move in during their thirties and forties, often with families
- Retirees moving to lake areas bring the potential of new resources

Economic trends affecting volunteerism:

- Working extra jobs or longer commutes squeezes time available to volunteer
- Influx of job seekers and college interns as volunteers
- Many people are delaying retirement and working longer
- Higher gas prices increases the cost of volunteering

Understanding the picture of how volunteerism in rural Minnesota is changing is complex, as the demographic and economic changes vary, often wildly, across the state. Due to the volume of core services delivered by volunteers, it important to anticipate how the demographic and economic changes in different parts of the state are impacting volunteerism and the strategies that can be adopted to make the most of the volunteer resources available.

The stakes are high: for rural Minnesota, a lack of volunteers means a significant decrease in services offered. It is important that we do not take rural volunteerism for granted and instead strengthen the infrastructure and resources to support it.

Volunteers, a Powerful Force in Rural Minnesota

Critical community services such as fire fighting, youth activities, and emergency food are much more likely to be done mostly or entirely by volunteers in a rural area than in an urban area. In most cases, the smaller the community, the larger the portion of essential services delivered through volunteers.

In a recent Rural Volunteerism Survey by the Minnesota Association for Volunteer Administration (MAVA) (MAVA, 2012) of rural communities and towns with a population under 30,000, the message was clear: “Folks are invested in their community.” Often residents help in many ways: “In smaller communities, we find that the same core group of people is engaged in volunteer roles. So, they are often spread thin and volunteering in many capacities as opposed to focusing in on just one area of interest.” Rural communities are proud of how invested residents are in the community and how people really understand what community is. As one person responded to the MAVA survey, “Small town people know each other, and they want to help!” Volunteerism is strong and growing in many rural communities. Of the organizations responding to the MAVA survey, 88% said they have as many or more volunteers this year than last (MAVA, 2011).

The value that volunteers receive in rural Minnesota from volunteering is also high. In her study of rural Minnesota women 50 and over, Jan Hively (2008) found that 61% of the interviewees were volunteering. When she asked about feedback they had received as they made transitions associated with aging, those who volunteered felt that people valued them more.

The importance of volunteer services in rural communities is huge. The MAVA Rural Volunteerism Survey (MAVA,

2012) tallied responses from 103 leaders of volunteers and nonprofits. To get a sense of the role of volunteers in the communities, they were asked to list what services in the community where they lived were provided mostly through volunteers:

Service	% Reporting Provided Mostly through Volunteers
Emergency food	65%
Activities for youth	64%
Transportation for older adults	62%
Firefighting	60%
Clean-up	58%
Civic improvement	53%
Emergency medical services	26%
Other	14%

The “other” services included mentoring, tutoring, grocery shopping for homebound seniors, tourism, arts, and as one person reported, “almost everything.”

At one rural foodshelf, the need to have food items delivered to seniors was identified, so a volunteer added that task to his already existing duties. In rural areas, often when a need is identified, a volunteer effort is started to take care of it. Volunteers are clearly a vital force in rural communities in Minnesota.

Aging of Minnesota Drives Major Changes in Volunteerism

“My biggest concern is the loss of older volunteers due to health issues and not finding new volunteers to replace them.”

Volunteer manager

The aging of Minnesota residents offers both challenges and opportunities for volunteerism, with some parts of the state experiencing more challenges and others, more opportunities. MAVA’s recent Rural Volunteerism Survey

(2012) found one of the most common concerns was that older volunteers are no longer able to volunteer, and there is no one to replace them. Jean Skomoroh at the Annandale Food Shelf in central Minnesota describes what she is seeing: “Our volunteer staff are fairly elderly, and I am protective of them, making sure they don’t hurt themselves. We need more young people.” Mike Prom of the Gunflint Trail Volunteer Fire Department said that their firefighters are older than is typical and that they “have a work capacity test because we don’t want to put people in a dangerous situation. The number one killer of firefighters is heart attacks.”

In many parts of rural Minnesota, core volunteers are in their eighties, and organizations are not seeing a significant number of younger people willing to take on responsibility. Chief Prom stated that they are keen to find younger firefighters, but most of the younger people in the area are “employees of resorts and outfitters, and they don’t stay around for as long. It’s not a long-term position for them, so after five years or so of working for a lodge, they move on.”

The roots of this problem are threefold. First, demographics: in parts of the state, the population is aging and there are literally fewer young people to help out. According to the 2010 Census (Missouri Census Data Center, 2011), in 21 counties in Greater Minnesota, more than 20% of the population is over 65. Secondly, the tough economic times have people working longer and having to juggle volunteering with work. Yvonne Kazmierczak in Stephen, a town of 700 in the Red River Valley, coordinates the senior nutrition programs as well as directing the Living at Home / Block Nurse Program. She has worked with the meal program for 23 years. When she started, the meals program served people in their late 60s and early 70s and had 28 volunteers from a variety of age groups. Now, she only has one volunteer who is in her eighties. Yvonne reports that people are working longer, and when they retire, they are ready to be served, not volunteer. Between people working longer before retirement and some communities having fewer younger people, the availability of volunteers to take over when older volunteers have health problems is in short supply in parts of the state.

A third and very significant factor in how aging is affecting volunteerism is that the Boomer generation has very different expectations and interests in volunteering compared to their parents' generation. In some areas, Boomers and younger people are more readily available, but organizations are having a hard time interesting them in volunteering.

The Harvard School of Public Health (2004) concluded:

As boomers move towards the traditional retirement years and the next chapter of their life, they will emerge as a unique cohort placing unprecedented demands on the volunteer sector. With existing infrastructure and capacity, organizations are simply not geared for properly serving the upcoming wave of boomer volunteers. The disparity between these dynamic younger older adults and the inadequate landscape of volunteer opportunities will only grow as the boomers age; without serious action, organizations may not be able to capitalize on the potential of this critical resource. (p. 120)

Organizations across Minnesota are learning that the types of volunteer positions that will interest Boomers are very different from what interested their parents. Boomers are looking to have an impact and want to see clearly how their work will affect the mission of the organization. They expect a wide choice of volunteer opportunities and for the organization to take time to learn their interests and shape a position that fits them. One of the biggest changes organizations are seeing is that Boomers, and the generations that follow, are seeking shorter-term and more flexible volunteer opportunities. In MAVA's Rural Volunteerism survey (MAVA, 2012), 33% of respondents reported they had seen an increase in volunteers seeking shorter-term assignments in the past year. Another difference is that many Boomers and younger volunteers do not want to do routine tasks such as stuffing envelopes and are looking for ways to apply their workplace skills to have an impact as volunteers. Using their skills and having leadership opportunities is especially important to the Millennial generation.

Many organizations are making changes in how they engage volunteers to better appeal to Boomers and younger volunteers. The MAVA survey on the Status of Volunteer Programs in a Shifting Environment (2011) found that over one third of organizations in Greater Minnesota were making the types of changes that appeal to Boomers and younger volunteers, such as offering a wider choice of volunteer opportunities, offering skills-based volunteer opportunities, and offering more flexible and shorter-term opportunities. In the Rural Volunteerism survey (MAVA, 2012), an organization reported success adapting volunteer roles, saying, "There are a lot of retired, well educated volunteers who have left the fast pace to slow down and take time to volunteer in areas of interest. They want challenging and rewarding opportunities, which we have to offer them."

MAVA has been working hard to prepare organizations to make the changes needed to appeal to the Boomer generation. Over the past four years over 1,400 leaders of volunteers and nonprofits have received training on how to update organizational systems for engaging volunteers. The good news for organizations working to make these changes is that MAVA research has found that Generation Y and Millennials have expectations very similar to the Boomers. If organizations make changes to appeal to the Boomer generation, it will take only smaller changes to also appeal to Generation Y and Millennials.

According to State Demographer Tom Gillaspay (as cited in Minnesota Department of Administration, 2011):

With the Baby Boom Generation now entering retirement, the next two decades will be unlike any in recorded history. Many of the rules that govern how the world normally works will change and a new set of rules of thumb for the 'New Normal' will take their place. The coming changes will affect individuals, businesses and all levels of government.

This statement clearly applies to the upcoming changes that will be needed in volunteerism to keep pace with the Boomers and the generations that follow.

Cultural Diversity Opens New Opportunities

“Our department works with refugee populations, and it is vital that we have volunteers who can speak their languages and who are a familiar face to our newly arrived families.”

Volunteer manager

The 2010 Census (U.S. Census Bureau, 2011) documented well the increasing diversity in Minnesota, with the majority of rural Minnesota counties showing growth in minority population of more than 28% between 2000 and 2010. Many communities and organizations are looking with interest to involve New Americans. In her 11-county region in Southeast Minnesota, Jennifer Halberg, Director of Senior Services at Catholic Charities of the Diocese of Winona, identified as one of the main demographic trends affecting volunteerism more Latinos moving to the area for employment. While it is challenging to figure out how to reach out to a new community, she sees engaging these New Americans in volunteerism as part of including them in the community.

Research by the MAVA on Volunteerism in Immigrant Communities study (2011) explored volunteerism in Latino, Somali, and Hmong communities. It found that in those cultures, the tradition of helping out was strong and informal, with value placed on helping the family and the community. The research found immigrant-led organizations looking at how they can involve volunteers in their organizations and also found interest among some New Americans in volunteering for mainstream organizations. Some New Americans identified this as a way to build relationships in their new community, while others identified the value of volunteering to gain employment and language skills. However, it is not easy to get involved. A recent study on barriers to community involvement found that minority members indicated that their community involvement is reduced by feeling unwelcome in both rural and urban areas (Torgeson & Edwards, 2012).

The MAVA research on Volunteerism in Immigrant Communities (2011) found many mainstream organizations in Minnesota interested in connecting with immigrants as

volunteers, but they were uncertain how to go about it. Sixty-nine percent of organizations felt it is important to involve immigrant volunteers in their organization for a variety of reasons:

- The changing demographics within Minnesota
- The need for organizations to be more culturally competent in service delivery
- The need to reflect diverse communities

Of the survey respondents who had engaged immigrant volunteers, only 36% felt they were successful at engaging immigrant volunteers. Those who did so cited being successful because their programs had very tangible skills to offer immigrant volunteers, and they spent the time to develop long-term relationships. When asked to identify the top capacity-building areas to be more successful in engaging immigrants as volunteers, 40% identified connection to immigrant communities, 39% identified cultural competency and 36% identified understanding what volunteerism looks like within immigrant communities. The research report recommended six success strategies to engage volunteers from immigrant communities:

1. Have key cultural competencies in staff and organization.
2. Be inclusive and respectful to individuals.
3. Build on the interests and talents of volunteers.
4. Have organizational flexibility.
5. Do community outreach and recruitment. Build relationships.
6. Provide meaningful opportunities.

Migration, Both Boon and Bust for Volunteerism

“Baby boomers that are highly skilled are entering retirement, which brings them to the lakes country.”

Volunteer manager

The picture of migration of Minnesotans is fascinating. It leads to good volunteerism potential for rural communities seeing an influx of residents and stressful times for communities seeing a decline in residents. Migration in Minnesota takes several main patterns:

1. *Snowbirds.* As enjoyable as escape from the Minnesota winters is for retirees, it can be hard on the organizations where they volunteer. Jennifer Halberg from Catholic Charities in Winona explains why the impact of snowbirds is so big in smaller communities: “If your town has a handful of main volunteers, and if two or three of them go away for the winter, there is a serious gap. Being in a small community, there are not college students or other people to recruit to fill in while they are gone.”
2. *Population loss.* “There are less of them (volunteers), and every non-profit agency wants them,” reported one of the respondents in MAVA’s Rural Volunteerism Survey (2012). The reality is that according to the 2010 Census, there was a loss of population between 2000 and 2010 in many counties in western, southern and northern Minnesota (U.S. Census Bureau, 2010). Fewer people in the community means those who are there need to do more. One respondent in MAVA’s Rural Volunteerism Survey clearly defined the problem: that they had a “declining population, therefore the same people are asked over and over.” Ben Winchester from the University of Minnesota Extension Center for Community Vitality has identified the concern, which is that the pool of leaders in many small towns is not keeping up with the leadership demands of an often growing number of organizations (2010).
3. *Migration into the community.* For some parts of rural Minnesota, migration is an opportunity rather than

a loss. Thirty-one percent of respondents in MAVA's Rural Volunteerism Survey reported that new people moving into the area are a new source of volunteers. The Minnesota Department of Human Services Baby Boomer Survey (2010) reported that nearly one fifth of all respondents (19%) said they are considering a move to a different community within the next nine years. According to demographic data, migration into rural Minnesota communities has clustered into two categories:

a. People in their thirties and forties moving out of urban areas

According to Winchester, Spanier, and Nash (2011), every rural county in Minnesota experienced a growth in the age 30-39 cohort, and many of them also saw growth in the age 40-44 cohort between 1990 and 2000. They reported that many newcomers also brought in families. As age 35-44 is the peak years for volunteering (Corporation for National and Community Service, 2011), this is a potential bonus for volunteerism. MAVA's Rural Volunteerism Survey (2012) found reports of newer residents bringing valuable skills and energy for volunteering and also reported some wariness of "newcomers." It appears that migration during peak volunteering years when kids are in school can be an advantage to the community if organizations figure out how to reach out and welcome new residents.

b. Draw to the Central Lakes and tourist areas

Recent Census data indicated a growth in population in the Central Lakes area of Minnesota and a few other counties that are tourist areas (U.S. Census Bureau, 2010). MAVA Rural Volunteerism Survey (2012) collected varying reports on engaging new lake residents as volunteers. One organization reported no luck with this group, "This is a lakeshore community, so we have many seasonal residents who are not generally a good resource." Another organization reported the reverse: "Primary source of volunteers are retired, seasonal residents." Mike Prom, Chief of the Gunflint Trail Volunteer Firefighters, stated that being a "tourism community" helped with recruitment of yearlong volunteers; "People have the

means to live up here year round, or they own or work for a lodge or outfitter.” It appears that some organizations are finding seasonal residents and new residents an asset for volunteering, but many organizations have not figured out how to tap this.

Changing Economic Times Impacts Volunteerism

Although many of the changes in volunteerism in Minnesota are related to demographic changes, the recent recession, slow economic recovery and rising gas prices are also affecting who is available to volunteer and what they are seeking. The main economic trends impacting volunteerism are:

1. *Working extra jobs and longer commutes squeezes time available to volunteer.* With the recession, MAVA started hearing reports that some organizations were experiencing a decrease in volunteers due to long-term volunteers needing to work more hours. The Civic Health Index (Boyte & Skelton, 2009) found that 58% of current volunteers in Minnesota said they cut back in volunteering in 2008 due to the economic downturn. MAVA’s Rural Volunteerism Survey (2012) also included reports that volunteers are driving further for work, and the longer commutes reduced time for volunteering.
2. *Influx of job seekers and college students as a portion of the volunteer pool.* At the same time some longer-term volunteers needed to cut back hours, the recession brought a flood of job seekers looking to volunteer for experience, references, and other reasons related to employability. Many organizations also saw a surge in college students seeking internships as jobs became harder to find. At the beginning of the recession, some of the larger and better known organizations had waiting lists for volunteers as they had more interest than capacity to add volunteers. Many organizations found that job-seeking volunteers wanted to use workplace skills, and this necessitated broadening how volunteers were involved. Jean Skomoroh at the Annandale Food Shelf reported, “In 2007 and 2009

we saw lots of new skilled volunteers who had lost their jobs but wanted to keep active and use volunteering as a resume builder. The local company sold out and more professionals came to us looking for volunteer opportunities.” This trend of job-seeking volunteers affected some parts of the state more than others as unemployment rates varied around the state. With the gradual recovery we are expecting to see this trend decline, though job seekers are still a significant part of new inquiries to volunteer.

3. *More people are delaying retirement and working longer.* As described in the earlier section on aging, some people are delaying retirement, and with that the time to focus more fully on volunteering is also delayed. Typically, people who are retired volunteer twice as many hours per week as people who are not retired, making a decrease in the pool of volunteers a loss for organizations.
4. *Higher gas prices increase the cost of volunteering.* A common theme in responses to MAVA’s Rural Volunteerism Survey was comments such as, “The high price of gas is preventing many older rural volunteers from being able to continue volunteering” and “With the price of fuel, it has caused many of our volunteers to seek opportunities closer to home.” One of the top changes in volunteerism identified in the survey was the effect rising gas prices are having on how much people can volunteer, with over half of the organizations seeing that as a problem. Organizations are coming up with strategies to deal with this issue, such as remote volunteering, having people come in for longer shifts, and trying to raise funds for mileage, but these efforts only get at the edge of the problem. This is likely the one factor most threatening the current level of rural volunteerism.

The economy has clearly affected who is available to volunteer and what they are seeking. A related economic factor in volunteerism is the importance of engaging volunteers across the economic spectrum of the community.

The findings from the Points of Light “Volunteering in Under-Resourced Rural Communities” study (2004) underscored the need for a greater focus on mobilizing low-income volunteers as equal partners in addressing the intractable social and economic challenges faced by rural families and communities today.

It Takes Infrastructure for Volunteerism to Thrive in Rural Minnesota

Many people assume that volunteerism just happens and that volunteers are “free.” In reality, it takes a structure and resources within an organization to design volunteer positions and recruit and support volunteers. At the community level, there needs to be a system to connect volunteers with opportunities and resources to support the volunteer programs.

Although stretched for resources, Minnesota has a good partnership of organizations working together to be the infrastructure for volunteerism. Minnesota Senior Corp (RSVP, Senior Companion, and Foster Grandparent programs) is a backbone of volunteerism infrastructure in many rural Minnesota communities, with 17,214 volunteers across the state in 2011. As a Crookston resident recently said, “Everyone knows that if you want to volunteer, just go to RSVP, and they will let you know where volunteers are needed.” Minnesota has Volunteer Centers in seven towns in Greater Minnesota (Duluth, Rochester, St. Cloud, Stillwater, Virginia, Willmar, and Winona) that serve the important role of helping volunteers find opportunities and encouraging volunteerism. Fifteen communities in Greater Minnesota have groups of leaders of volunteers that meet to share ideas, learn, and support each other. National Service is strong in Minnesota, where the Minnesota Corporation for National and Community Service and Serve Minnesota have VISTA and AmeriCorps members stationed around the state. The Minnesota Association for Volunteer Administration (MAVA) has emerged as a strong source of tools, training and resources for the updated forms of volunteerism identified in this article. See the side bar for contact information for key resources for volunteerism in

Greater Minnesota.

For many Minnesota volunteers, this infrastructure behind the volunteerism is virtually invisible. It is, however, the structure that keeps Minnesota ranked at the top in volunteerism and civic engagement, and a structure we need to help organizations update how they engage volunteers for the changing face of Minnesota. Rural Minnesota needs volunteers every day to keep basic services meeting the needs of its citizens.

Rural Minnesota: Will Volunteers Continue to Cover Essential Services?

Volunteerism in Minnesota has historically been strong. Minnesota currently ranks number three in the nation in the portion of its residents who volunteer (Corporation for National and Community Service, 2011). With demographic and economic changes, however, things are shifting, and volunteerism is at a juncture as to whether it will be able to continue to provide so many essential services in rural Minnesota.

Many of the demographic and economic changes in volunteerism in rural Minnesota are opportunities with new pools of volunteers available and skill sets to tap. The key *opportunities* for organizations, communities, and policy makers to capitalize on are:

- The large *Boomer population* will have more time for volunteering with retirement, if we can work with them to design the types of opportunities they seek.
- The growing *cultural diversity* in Minnesota is a resource to bring new perspectives and skills into the volunteer community if organizations reach out to build relationships.
- *New residents*, whether young families in rural communities or retirees in lake areas, can offer new volunteer power if the community reaches out to welcome them into their fabric.

Unfortunately, some of the changes impacting volunteerism pose *threats* to keeping this lifeblood of service in rural communities. There are four critical areas that need attention at the public policy, community, and organization level:

- *Impact of gas prices on service*

The reality that many volunteers and the organizations they work for can no longer cover the increased price of gas is the top threat to volunteerism in rural Minnesota. Mileage reimbursement for volunteers is an important issue for public policy attention if we are going to keep the network of essential volunteer services in rural Minnesota. For example, it is without a doubt less costly for an older Minnesotan to stay living in her home with an occasional ride by a volunteer to a medical appointment and for groceries than to go to a care setting, but this support will not happen if the volunteer cannot afford the price of gas.

- *Resources needed for volunteerism infrastructure*

There is a long history of social responsibility in Minnesota and infrastructure to support it. In recent years, however, Minnesota has lost key volunteerism infrastructure, including a reduction in Volunteer Centers by nearly half between 1995 and 2005 and the closing of the Minnesota Office of Citizenship and Volunteer Services in 2002. Although MAVA and other organizations have picked up some of the work formerly done by the Minnesota Office of Citizenship and Volunteers Services, this is being done without state resources and is limited in scale by funding. Additionally, current volunteerism resources are in jeopardy of federal funding cuts, including elimination of Learn and Serve through the Corporation for National and Community Service and proposed cuts for the Senior Corps. The infrastructure support for the volunteerism that is critical for so many functions in rural communities has shaky and inadequate funding. To continue with volunteer services that communities count on and to increase impact of volunteers on critical state issues, more secure funding

is essential. For rural Minnesota, no volunteers means no service.

- *Service sectors are in peril unless they can attract younger volunteers*

Some sectors, such as emergency food, are primarily “staffed” by volunteers, and many of the volunteers are moving into their late seventies, eighties, and nineties. For critical services like this to continue, organizations will need to redesign how they engage volunteers to attract younger volunteers, and those younger volunteers will need to step forward.

- *How far can volunteers be stretched in areas of declining population?*

In the parts of Minnesota along the northern, western, and southern borders that have seen the most population decline, there is a carrying capacity point where a smaller number of residents can only do so much. At a time of reduction in government funding, having these services picked up by paid workers is not an immediate possibility. Some communities are or will soon be at a cross roads of maintaining both basic and quality-of-life services through volunteers.

While the demographic and economic changes are posing some new opportunities for volunteerism, they are also creating changes that put many essential services supported by volunteers at risk of being unable to continue.

Conclusion

Who is available to volunteer and what they expect is changing rapidly in rural Minnesota. The Boomers and following generations have different expectations for volunteering compared to their parents. Engaging immigrant communities as volunteers and helping to support volunteerism in immigrant-led organizations has promise for developing stable, culturally diverse communities. Migration has brought new community members as potential volunteers to some parts of the state and decreased population in other

parts of the state. The shifting economy has brought an influx of job seekers into volunteering and required some long-term volunteers to cut back. These trends have affected different parts of Minnesota in different ways. As generalization, western and northern Minnesota rural communities express more concern over a shortage of volunteers with declining population. The Central Lakes Area has an increase in population that may or may not add significant new volunteers. The more densely populated rural areas in central and southeast Minnesota overall report fewer shifts in volunteer availability.

Volunteer efforts have historically been critical to life in rural communities, and in the tight budget times this trend continues. As a state, it is important that organizations update systems for engaging volunteers to what today's volunteers seek and that we build funding and infrastructure to support volunteerism in rural communities. For rural Minnesota, a loss of volunteerism would mean a decrease in services offered, and we cannot take a chance of that happening.

Thank you for Interviews:

Jennifer Halberg, Catholic Charities of the Diocese of Winona

Yvonne Kazmierczak, Stephen Living at Home/Block Nurse Program

Mike Prom, Gunflint Trail Volunteer Fire Department

Jean Skomoroh, Annandale Food Shelf

References

- Boyte, H. & Skelton, N. (2009) *Minnesota Civic Health Index*. Retrieved from: http://www.augsburg.edu/democracy/documents/MN2009CHI_web.pdf
- Corporation for National and Community Service. (2011). *Volunteering in America*. Retrieved from: <http://www.volunteeringinamerica.gov/>
- Harvard School of Public Health. (2004) *Reinventing Aging Baby Boomers and Civic Engagement*. Retrieved from <http://www.hsph.harvard.edu/chc/reinventingaging/Report.pdf>
- Hively, J. (2008). Women's work: Productive aging in rural Minnesota. *Rural Minnesota Journal*, 3(1), 81-100. Retrieved from <http://www.ruralmn.org/wp-content/uploads/2010/12/RMJ3-08.pdf>
- McCurley, S. (2005). Rural Volunteering. *E-Volunteerism*, Volume V, Issue 2, Retrieved from <http://www.e-volunteerism.com/quarterly/05jan/05jan-along>
- Minnesota Association for Volunteer Administration. (2011) *Relationships Matter: Volunteerism in Immigrant Communities*. Retrieved from <http://mavanetwork.org/diversity>
- Minnesota Association for Volunteer Administration. (2011). *Status of Minnesota's Volunteer programs in a Shifting Environment*. Retrieved from <http://www.mavanetwork.org/Resources/Documents/2011MAVAFullReport 2.4.11.pdf>
- Minnesota Association for Volunteer Administration. (2012). *Status of Rural Volunteerism in Minnesota*. Retrieved from <http://www.mavanetwork.org/ruralvolunteerism>
- Minnesota Department of Administration. (2011) As 'Baby Boom' generation enters retirement, Minnesota will undergo significant changes [Press Release]. Retrieved from: http://www.admin.state.mn.us/documents/newscenter_110208_demographic_change.pdf
- Minnesota Department of Human Services. (2010). *Transform 2010: DATA REPORT—Baby Boomer Survey*. Retrieved from: <http://www.dhs.state.mn.us/main/groups/aging/>

documents/pub/dhs16_156199.pdf

Missouri Census Data Center. (2011) *Basic five age cohort group for Minnesota* [Data file]. Retrieved from http://mcdc.missouri.edu/webrepts/agecohorts5_2010census/Minnesota.html

Points of Light Foundation. (2004) *Volunteering in Under-Resource rural Communities: Final Report*. Retrieved from: <http://www.pointsoflight.org/sites/default/files/RuralCommunities.pdf>

Torgerson, M. & Edwards, M. (2012) "Demographic Determinants of Perceived Barriers to Community Involvement: Examining Rural/Urban Differences." *Nonprofit and Voluntary Sector Quarterly*. Retrieved from <http://nvs.sagepub.com/content/early/2012/02/20/0899764012440181.abstract?rss=1>

U.S. Census Bureau. (2011). Overview of Race and Hispanic Origin: 2010. *2010 Census Briefs*. Retrieved from <http://www.census.gov/prod/cen2010/briefs/c2010br-02.pdf>

U.S. Census Bureau. (2010). Retrieved from <http://2010.census.gov/2010census/data/>

Winchester, B. (July, 2010). Measuring Organizational Leadership Demands in Rural Minnesota Counties. 2010 Community Development Society Annual Conference, New Orleans, LA.

Winchester, B., Nash, A. & Spanier, T. (2011). "The Glass Half Full: A New View of Rural Minnesota." *Rural Minnesota Journal*. Retrieved from <http://www.ruralmn.org/wp-content/uploads/2011/11/RMJ6-11winchester.pdf>