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Executive Summary

The mission of the Baltimore City Health Department is to advocate, lead, and provide services of the highest quality in order to promote and protect the health of Baltimore City residents. The number of Volunteers to be supported by this grant is 383 and the dollar amount requested is \$95,763. The service categories addressed will be Consumer Education, Social Services Planning & Delivery Systems, Community Organization, Mentoring for Education, Congregant Meals, Hospital & Clerical Support, Food Security, Physical Disabilities Programs, Companionship & Outreach, Disaster Preparedness & Response, Senior Center Programs, and Independent Living. The community needs addressed by RSVP volunteers will be as follows: assist with teaching employment skills to seniors, organize out of school activities, provide supportive services in daycare setting, provide immunization services, food services, and exercises programs for seniors and the public, provide companionship and outreach to long-term care residents and seniors, assist veterans and their families with finding support services, organize out-of-school activities, organize food and clothing drives for low- and moderate- income residents, support congregant meals, educate seniors on

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benefits, provide outreach for emergencies, assist with educational programs, and provide planning, fundraising, and volunteer management for organizations.

The research-based method used will include surveys from specific groups and existing data found through research or provided by RSVP volunteer stations.

The projects anticipated outcomes will include youth obtaining service learning hours required to graduate from high school. Day care recipients will obtain services to help them remain in the community. Residents will be educated about the benefits of healthy lifestyles. Residents will have food to eat and clothing to wear and will save money. Residents will also be immunized and protected against disease and their overall health will improve. Long-term care residents and seniors will be afforded opportunities for socialization and interaction, which will lead to less isolation. Nursing home residents will have their rights protected problems and / or concerns resolved and quality of life enhanced. Baltimore City residents will be prepared for emergencies. Finally, veterans and military families will be impacted by volunteerism, assisted with getting support services, and organizations will build capacity.

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Strengthening Communities

Long-term care residents and seniors will be afforded opportunities for socialization and interaction, which will lead to less isolation. Nursing home residents will have their rights protected problems and / or concerns resolved and quality of life enhanced. Baltimore City residents will be prepared for emergencies. Finally, veterans and military families will be impacted by volunteerism, assisted with getting support services, and organizations will build capacity. The City of Baltimore is located in central Maryland and is the largest jurisdiction in the state and urban in character. According to 2010 Census, its population is 620,961. African Americans account for 63.7% of the population; whites 29.6%; Hispanics or Latinos 4.2%, and 2.1% are of mixed race. The population age-range percentages are 24.8% for persons under 18, 10.9% ages 18 to 24, 29.9% ages 25 to 44, 21.2% ages 45 to 64, and 13.2% 65 or older. According to the 2009 Census, in 2008, 19.2% of Baltimoreans are below the poverty level. The U.S. Census Bureau estimated the median income for a household in the city during 2008 at \$30,078, and the median income for a family at \$48,216. The estimated per capita income was \$22,885 for the city in

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2008, with 15.4% of families and 19.3% of the population below the poverty line. To ensure local input into the program's design and evaluation, RSVP will use information from city agencies and non-profits to determine focus areas. Feedback will be solicited from volunteer stations coordinators. Volunteer stations will be asked to participate in surveys. The RSVP Advisory Council will provide input in the development and administration of surveys. The Director will also conduct surveys to ensure volunteers have high-quality experiences. Consideration will be given to the priorities of the Corporation for National and Community Service to determine community partners. Priorities set forth by the City's Mayor and the Health Commissioner will be taken into account. Recommendations will come from the Advisory Council. Volunteer station coordinators will be asked to refer partners. Finally, the Program Director will seek partners who place priority on RSVP's focus areas and quality experiences for volunteers. Partners' roles will vary. Volunteer stations will provide in-kind support. In some instances, organizations may choose not to enter in an agreement, but nonetheless play a key role in the promotion of RSVP. For

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example, RSVP will utilize existing media outlet, public service announcement, and community news letters to recruit volunteers, new stations, and community partners. Similarly, Johns Hopkins Bayview Clinical Program will refer clients to RSVP to engage them in meaningful activities. The Gold Star Mothers, a group of mothers whose sons and daughters have lost their lives in military service, will assist in coordinating the Baltimore City's RSVP Veteran Initiative along with Goodwill Industries of the Chesapeake, an employment training program for low-income residents, seniors, and veterans. The role of Goodwill will be two-fold: to partner with the veteran's initiative and to provide job placement and job training services to veterans and their families.

Recruitment and Development

RSVP will ensure high-quality experiences for volunteers. During orientation and through periodic questionnaires and meetings, RSVP volunteers will provide input that will aid in the planning of the program. The RSVP Director will encourage volunteer stations to establish an organizational culture that acknowledges and values the assets that volunteers contribute. Volunteers will be screened during orientation to determine what they would like to gain from their assignment and

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how they can be provided with a high-quality experience. Further, RSVP will identify resources to share with managers that will aide in ensuring a high-quality volunteer experience. RSVP volunteers will develop leadership skills by serving in capacities as RSVP Advisory Council members, committee chairs, and members.

Volunteers will also gain leadership skills by serving as volunteer coordinators and project leaders or by taking on assignments that will encourage them to organize, implement, and evaluate their work. Additionally, RSVP will run ads in news media to increase number of inquiries by seniors to our administrative office and Aging & Care Services Hotline. To build a corps of volunteers, RSVP will achieve its recruitment efforts by working with existing volunteer stations.

Coordinators will share information with new members and residents. Upon request, RSVP staff or volunteers will conduct presentations for new members and residents. In addition, the Director will contact community programs, organizations, and residential buildings in anticipation of allowing RSVP staff or volunteers to conduct presentations. Staff and volunteers will make themselves available for community meetings and events that will allow an opportunity to

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share program information with potential candidates. Volunteer station coordinators will provide RSVP with a position description, which will drive the recruitment process. The position description will be the basis by which to recruit volunteers and will be posted to the RSVP website. As a result, volunteers will know what the expectations are upfront, thus increasing their opportunity to carry out the assignment. RSVP staff and volunteer station coordinators will ensure volunteers receive training, supervision, and recognition. Volunteer coordinators will develop ways to provide volunteers with a sense of accomplishment or impact. These activities will promote retention of volunteers. Recognition and appreciation will also promote retention. All eligible volunteers will be invited to an annual recognition ceremony organized by the RSVP staff and Advisory Council. In addition, volunteers will be recognized through special incentives, and through stories and nominations for special awards offered by the CNCS and the Governor's Office. Volunteer stations will also recognize their volunteers. The program will reimburse volunteers who incur transportation costs. Finally, publications such as newsletters and special bulletins will be

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developed and will allow volunteers to see the impact of their work. Staff, volunteer coordinators and Advisory Council members will receive training and technical support via CNSC's on-line resources, courses, conferences and toolkit.

When topics are of interest, staff will attend meetings and training offered by Volunteer Central, a primary resource for recruiting, developing, and organizing volunteers. Staff will have access to professional development, which is offered by the City of Baltimore's Human Resources Department.

Training covers a range of subjects, including leadership and supervision, payroll and disbursement procedures, and office practices and basic computer courses.

Through a new initiative RSVP volunteers will provide training to help organizations build capacity. RSVP will also explore training needs recommended by the participants, particularly if it will assist them in performing their duties.

Program Management

Baltimore City RSVP will use a variety of strategies to develop and manage volunteer stations and assignments. Stations will be sought based on the priorities of CNCS, the City of Baltimore, BHCD, and community needs. Upon identification, the RSVP Director will work with station staff to identify needs

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related to volunteer assignments and meeting community need. The assessment will be done by way of site visits and review of the focus areas prescribed by the CNCS. Volunteer stations will provide RSVP with a logic model that will detail community needs, service activities, inputs, outputs, intermediate outcomes, and end outcomes. Upon identification of the station's focus areas, RSVP will provide volunteer stations with templates to assist in developing position descriptions for volunteers. The purpose for the descriptions is to ensure assignments that will impact critical human and social needs and are within the scope of RSVP's focus areas. Positions will then be reviewed by way of website postings or from a volunteer opportunity manual during the RSVP volunteer orientation. Upon review, volunteers will select assignments based on their experiences and desires. Subsequent to the placement, the Director will contact the volunteer to determine if the assignment is satisfactory and meaningful. Efforts will also be to contact the volunteer station to determine if the match is satisfactory and how RSVP can further assist. To ensure goals and objectives are met and they result in high quality performances, RSVP will work with volunteer stations to develop

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tools by which to measure volunteer performance. The tools will be customized to allow for data collection based on the outcomes as detailed in the logic models.

The RSVP Director will recruit volunteers and graduate students to assist with developing and implementing assessment tools. The Director and Advisory Council will use assessment tools provided by CNCS to evaluate the group and the performance of staff. During the program's annual meeting with volunteer station managers and coordinators, input will be gathered to assess accomplishments and impact on the community.

Organizational Capability

BCHD has sponsored RSVP for 38 years, and the Senior Companion Program for 27 years. BCHD's Health Commissioner places high priority on successful strategies. The Commissioner has set forth priority areas in the "Healthy Baltimore 2015" plan that correlate to the focus areas of CNCS, such as promoting access to health, preventing obesity, promoting heart health, promoting healthy children and adolescents and creating healthy neighborhoods. The Commissioner has also specified community engagement as a primary strategy. A dedicated staff oversees RSVP. The Office Assistant III has 26 years

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of experience with the City. The Director has 26 years of professional experience working in Baltimore County Government specializing in the areas of emergency and disaster response, disaster preparedness, and emergency medical services.

He holds a Bachelor of Arts degree in Economics and has 7 years of experience serving as Co-founder and CEO of a non- profit organization providing job placement, job development support services to seniors, veterans, former offenders and the disabled. In addition, he served 5 years and as the program director for the Senior Community Service (SCSEP) Employment Program of the Baltimore City Health Department (BCHD) providing employment and support services for seniors. Finally, the Director has done extensive volunteer work for the past 28 years including serving on the Board of Directors for numerous non-profit agencies overseeing the management, the recruitment and the training of volunteers. Experience includes record keeping, payroll, customer service, and constituent resolution. Finally, he has served the last 22 months as the BCHD/RSVP Project Director. To respond to the program needs, RSVP will explore opportunities to recruit interns to provide administrative support. A volunteer will

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also be recruited to assist with volunteer management. BCHD is a tax-exempt, non-profit entity with an annual balanced budget that undergoes outside audit.

BCHD's administration includes a dedicated Chief Financial Officer. The Health Department has approximately 900 employees. The Department's Facilities Management team manages 14 sites to ensure employees work in a safe environment, provides mail and equipment delivery, and assists with maintenance and security. The Department's IT unit assists with purchases of computer equipment and software, ensures that equipment and software meet standards, and troubleshoots and corrects any problems that staff may encounter. The City of Baltimore's Human Resources Department is responsible for attracting, recruiting, developing, retaining a quality workforce, and managing employee benefits. The match provided by BCHD will allow RSVP to purchase supplies and equipment. To ensure the best possible management and service to the citizens of Baltimore, staff and administrative roles are clearly defined and employees are held accountable in following internal policies. Insofar as the travel policy, requests must be submitted for approval to the representative's

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agency head and the Baltimore City Board of Estimates. The Health Department makes use of numerous ways to assess, evaluate, and continue to improve the organization. The RSVP Director meets with the Division Director for Adult and Geriatric Health Services biweekly. They cover program updates and discuss program challenges and recommendations for improvement. RSVP submits a quarterly report, which focuses on the programs accomplishments, obstacles and statistical data. The Health Department also has a statistically-based performance measure system called Health-Stat. Biannual meetings are held with the Commissioner. During the meetings, Program Directors update the Commissioner on their progress and explain why the goals were or were not met. Finally, supervisors complete an evaluation for employees on a biannual basis. The evaluation ensures that employees are reaching their goals while allowing the opportunity to set new goals and improve on areas needing attention.

Other

Concurrent with CNCS's focus areas for 2011 through 2015, Baltimore City's RSVP will work to assist with disaster services, economic opportunity, education,

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healthy futures, and support for veterans and military families. In focusing on disaster preparedness, RSVP will continue its longstanding relationship with the American Red Cross to provide outreach to residents via telephone calls and mailings as well as assisting with blood drives. RSVP will continue to support BCHD's Office of Public Health Preparedness and Response (OPHPR). RSVP will support OPHPR in efforts of collaborate with healthcare facilities and academic partners to coordinate responses to emergencies and conduct outreach to educate the community about emergency preparedness. To reach out to Baltimore City residents in providing economic opportunities, RSVP volunteers will work with three organizations, including Health Care for the Homeless, Goodwill of the Chesapeake, and Habitat for Humanity. In addition, RSVP will implement its initiative to present opportunities to veterans and military families. Within the focus of economic opportunity, RSVP anticipates its volunteers will focus on adult education and literacy, consumer education, employment services, financial asset development, homelessness, housing infrastructure and placement services. To facilitate access to services and resources that contribute to

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improved education outcomes for economically disadvantaged people, RSVP will partner with four programs, including Goodwill of the Chesapeake, Pimlico Road Youth Program, and Health Care for the Homeless and First Corinthians Baptist Church. In partnership with these programs, volunteers will provide assistance in the areas of job preparedness and leadership development, mentoring for educational success and out-of-school time or summer learning a particular interest will be on children while working with Reading Partners, Pimlico Road Youth Program, and First Corinthians Baptist Church where services will include leadership development, mentoring and out-of school time and/or summer learning. In addition, RSVP will continue to engage middle and high school students in their Student Engagement Program. In the areas of healthy futures, Baltimore's RSVP has partnered with several organizations to assist in adult day care, benefits assistance, congregate meals, food security, health education, immunization, independent living and in-home care.

Partnerships will include: one adult day care center, the Senior Health Insurance Program (SHIP), five senior residential buildings, eight senior centers, and three

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nursing homes, the Bureau of Immunization, and the Maternal & Infant Care Program. Finally, RSVP will support veterans and military families through a special initiative as well as partnering with Gold Star Mothers Inc., Goodwill Industries, and with Health Care for the Homeless.

PNS Amendment (if applicable)

N/A