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Executive Summary

The Community Action Agency of Western Connecticut, Inc. (CAAWC) is one of 10 community action agencies in the State of Connecticut. Founded close to 50 years ago as part of President Lyndon B. Johnson's War on Poverty program, CAAWC has been a staple in the community in the provision of services for low-income families. CAAWC works hard to connect its clients with services provided by the Department of Social Services, the agency itself and local community initiatives and programs. All of the agency's initiatives and programming has one central theme; helping clients move towards self-sufficiency.

The Mission of CAAWC is to provide social services and programs to low-income individuals and families in the western area of Connecticut to help them stabilize and improve their lives.

Currently the agency offers many services including Energy Assistance, Early Childcare Education, Comprehensive Case Management, Housing Mediation, Volunteer Income Tax Assistance, Specialized Hispanic Services, Diaper Program, Department of Social Services Application Assistance, Food Pantry, and RSVP. In 2013, CAAWC served approximately 4,900 families within its 19 town service delivery area.

CAAWC (formerly The Community Action Committee of Danbury) has operated the RSVP program in Bethel, Brookfield, Danbury, New Fairfield, New Milford, Newtown, Redding and Ridgefield, which comprise the Greater Danbury Area, since 2009.

CAAWC is proposing 102 RSVP volunteers. They will provide tutoring, early childhood education, transportation for independent living, food security and participation in human needs through a network of 30 volunteer Work Stations/placement sites such as public schools, the Jewish Federation, Senior Centers, Libraries, American Red Cross, Food Pantries, Action Early Learning Center and Ridgefield Chamber of Commerce. The primary focus area of this project is HEALTHY FUTURES, EDUCATION, and COMMUNITY & ECONOMIC DEVELOPMENT. At the end of the three-year grant, 85% of students will exhibit improvement in academic performance, which will be assessed by pre and post tests, 80% of clients provided transportation services will report that they were assisted in maintaining independence, 80% of individuals served through food pantries will report that they received enough food to prevent them from going hungry which will be obtained from client surveys.

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The CNCS federal investment of \$30,944 will be supplemented by \$13,261.

Strengthening Communities

RSVP of Northern Fairfield County's mission is to reinvest the knowledge, talents, and skills of persons 55 years and older back into the community through meaningful, productive, and satisfying volunteer activities.

According to the United Way's Community report card, the Western region (which includes CAAWC's service area) is home to the largest percentage of adults ranging in age of 45-64 compared to the state or the nation.

In Northwestern Connecticut, residents age 50 and over are reaching close to one-third of the total population (CERC 2009). This statistic shows the importance of planning for needs of seniors such as housing, healthcare, recreational activities and other services to maintain their independence. An increase in residents 50 and over is also an indication that there will be a growing pool of seniors from which to recruit for RSVP. According to the 2000 Census, the population of seniors aged 65 and over in the eight town RSVP service delivery area exceeded 12% of the total 2000 population of 161,425. The State of Connecticut is comparable to the RSVP territory in number of seniors who now comprise over 13% of its total population.

According to the Connecticut Economic Resource Center (CERC), Fairfield County is home to 14% of the state's 65+ population, has a poverty rate of 6.9% compared to 9.2% of the state, has an unemployment rate not much lower than the state, 7.2% compared to 8.9% and boasts a 46% Bachelors or More in Educational Attainment compared to 36% of the state (CERC 2012).

According to the Department of Labor, the towns that CAAWC serve fall into the Northwest Workforce Investment Area (WIA). Of the 15% of Connecticut's Food Stamp Recipients in the Northwest Workforce Investment Area (WIA), 75.4% of those lived in either Waterbury, Danbury, or Torrington. Danbury alone experienced an increase of 345 recipients (www.ct.gov/dol). Of the 16% of Connecticut's State Supplemental Recipients in the Northwest WIA, 64% live in Waterbury, Torrington, and Danbury. Sixteen percent of the state's Medicaid population live in the Northwest WIA among which 65% live in Waterbury, Danbury and Torrington (www.ct.gov/dol).

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In 2013, the Connecticut Economic Resource Center, Inc. (CERC), reported that the median household income in Danbury was \$65,656 (-\$1,776) decrease from 2012. The median household income of the county was \$82,558. The unemployment rate in Danbury was 6.9% in 2013 compared to 8.4% of the state. In terms of age, Danbury is representative of the state with a distribution of 0-65 in line with state averages. Individuals with a High School degree account for 30% of the population compared to 28% in the state. Thirty percent of the population has a Bachelor's or more compared to 36% of the state. The majority of Danbury's labor force works in Danbury with some notable commuters traveling to Ridgefield (1,708), Bethel (1,556), Brookfield (1,206) and Stamford (1,038) (www.cerc.com).

In Northwestern Connecticut, residents age 50 and over are reaching close to one-third of the total population (CERC 2009). This statistic shows the importance of planning for future needs for seniors such as housing and other services for older adults to maintain their independence. As the American population ages, it also indicates that there will be a growing pool of seniors from which to recruit for RSVP service. According to the 2000 Census, the population of seniors aged 65 and over in the eight-town RSVP service delivery area exceeded 12% of the total 2000 Census population of 161,425. The State of Connecticut is comparable to the RSVP territory in number of seniors who now comprise over 13% of its total population.

The diverse cultural and linguistic makeup of Danbury is unique to its surrounding towns and presents challenges in the delivery of health care, education and support services. One way that CAAWC has participated in bridging expected gaps is through its RSVP initiative. The City of Danbury is home to many regional social service agencies providing services to all the towns in Northern Fairfield County. These agencies depend on volunteers to help build their capacity and skills necessary to provide essential services.

The community needs related to poverty and unemployment as well as the high costs of housing as stated above provide a perfect setting for a community in need of RSVP services. The RSVP program at CAAWC has set Healthy Futures as its priority based on the needs of the community as outlined above. In addition, education, and community and economic development are also considered priority

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areas for the program. By placing volunteers in the areas of tutoring, early childhood education, transportation, veterans and military families, and food security, the program is able to achieve National Performance Measures as laid out by the Corporation for National and Community Service.

The RSVP Director conducts surveys as well as collect pre and post tests results to measure, and manages outcomes. Additionally, the RSVP Director collects anecdotal information from station managers and volunteers to determine the effectiveness of the program. Surveys are collected and data is stored through Survey Monkey. Pre and post tests will be analyzed summarized to convey outcomes.

In addition to placing volunteers in prioritized impact areas, RSVP of Northern Fairfield County will also connect volunteers with local organizations and community service agencies. Volunteers will provide support in the following areas: clerical/receptionist, assistance at events, fund development, etc. Because of the diverse areas of community service, an integration of seniors working throughout the community in social services will occur while simultaneously, organizations are able to enhance their own capacity.

Currently, the RSVP Director is working with the American Red Cross, Danbury F.I.S.H.(Transportation) and area food pantries which provide comprehensive services to veterans and their families in the Northern Fairfield County area. Together, a collaboration is being developed which will expand services to include economic assistance including money management, employment and housing.

In the program year 2013-2014, 114 active RSVP volunteers supported over 25 different non-profit and community agencies within the 8 town RSVP service delivery area. For the program fiscal year ending March 30, 2014, RSVP volunteers contributed over 2,688 volunteer hours providing a volunteer equivalent value of over \$71,000 to the Northern Fairfield County Community, of particular value in these troubled economic times.

Since the calendar year 2012, RSVP of Northern Fairfield County has focused its volunteer stations on impact areas only, to accommodate the staffing and funding. Moving forward, the RSVP director will work to enhance the existing volunteer stations.

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Recruitment and Development

Volunteers are interested in "connectivity" with people and their communities. Studies have shown that people who feel connected with their communities are willing to be more responsible for their communities and feel proud of the work they do to help people.

Volunteers also provide opportunities for communities and organizations to offer more services to their citizens and clients through the cost saving use of volunteers. This is especially important in today's economic environment marked by job layoffs, home foreclosures, rising medical and other household costs, and reduced funds available from public and private sources.

Conversely, the aging population has improved the availability of people 55 years and older who wish to volunteer in programs such as RSVP. Volunteers improve staff diversity and expand skill sets.

Planning plays a key role in developing and maintaining a successful volunteer organization. Organizations looking ahead at their mission and goals that wish to incorporate the use of volunteers in their plans elucidate how and where volunteers will be utilized by them, demonstrate how volunteers' skills will be matched with the work volunteers will perform, how they will be deployed, how they will experience a positive result from volunteering, how their clients measure their performances and how volunteers are to be evaluated in the formal preparation of their strategic plans.

Volunteering offers many high quality and varied experiences for participants in the RSVP program. Some of these rewarding experiences include being a member of a valued team, transferring a skill the volunteer has mastered to the volunteer's client, keeping active, making differences in the community and people's lives, taking on a challenge, advocating for a cause and developing leaders.

RSVP of Northern Fairfield County selects community partners by evaluating the needs of the community through its sponsor agency, CAAWC and its partners in the community, such as the United Way. Organizations that have a "core" group of people that wish to volunteer are approached as well as organizations that have a need for a "core" group of volunteers. In both cases an evaluation of whether a volunteer station will provide an impact takes place. Once a particular need is identified,

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the RSVP Director will contact the agency to set up a meeting to discuss if there is a need for volunteer services. Once the initial contact is made, a Memorandum of Understanding is reviewed and signed, and a new partnership is created. Potential volunteer stations are screened to determine the relevance of proposed volunteer opportunities in view of the mission of the agency and the goals of the Corporation for National and Community Service.

The RSVP program ascertains changes in the community as well as gaps in services through a variety of information gathering mechanisms. Simply speaking with volunteers as well as station managers provides an informal approach to gathering information. The RSVP Director also receives evaluation information from station managers and clients in the form of surveys. This helps to determine additional needs of the program, the communities it serves and how effectively that service is being provided. Another key informant to the effectiveness of the program is through the Advisory Council. The Advisory Council is essential to a strong RSVP program as it includes representation from a diverse group of community folks who are able to contribute to ideas, program development, address community needs and use their own experiences and networking to develop a stronger program. RSVP also utilizes its Advisory Committee to plan the annual recognition luncheon.

During FY16, the RSVP program will focus on recruiting additional members for the Advisory Council. RSVP will continue with its recruitment plans currently being utilized. The recruitment plan involves reaching out to local community groups as well as visiting volunteer sites, senior centers to recruit members one-on-one. The RSVP program is interested in broadening various skill sets, and representation that is socio-economically diverse on the Advisory Council.

RSVP maintains visibility in the community by participating in community activities such as children's fairs, local chili cook-offs, an event to support healthy eating for children, and the Taste of Danbury, among others.

RSVP of Northern Fairfield County will publish a quarterly newsletter, which is given to all stations and volunteers. The newsletter will provide volunteers with program specific information and updates, information on health-related issues, new volunteer opportunities and help wanted advertisements. The quarterly newsletter is also a way for volunteers to share with each other

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successes in their volunteerism and to learn what others are doing in the program.

RSVP of Northern Fairfield County actively recruits, interviews and refers volunteers to the appropriate community agency based on skill, knowledge and interest of the volunteer. Recruitment practices include postings on websites such as Volunteer Match and The Volunteer Center. Online websites that promote volunteer opportunities are updated quarterly and/or when new volunteer opportunities arise to pull in new potential and usually recently retired volunteers who are familiar with Internet search engines. RSVP of Northern Fairfield County is able to enhance the capacity of organizations and institutions within the community by recruiting volunteers with specialized skill sets and matching them with appropriate organizations. The RSVP Director ensures that the volunteer assignment is of high quality, maximizing the potential of the volunteer. The Director also accompanies volunteers for training and/or coordinates with the stations that training takes place for the volunteer. No matter where a volunteer is placed, the RSVP Director carefully considers the effectiveness of the experience, the value to both the agency and the volunteer and whether training and support is provided to the volunteer.

RSVP also participates in recruitment events and speaking engagements. This provides staff and volunteers an opportunity to network and share invaluable volunteer experiences with potential new volunteers. Our best recruiting tool remains, however, the satisfied volunteer. Volunteers who are satisfied with their interaction with RSVP staff and opportunities will often promote the RSVP program to their friends sending many volunteers to us.

Not only is it important to consider the value of the volunteer experience, but also to consider the makeup of the community served and how that aligns with volunteer replacement. The RSVP Director is aware of the multicultural, multilingual make up of Danbury, which is our largest community served by RSVP. Residents of the City of Danbury enjoy a more diverse population based on socio-economic factors than their neighboring towns within the Northern Fairfield County RSVP territory. New census data shows that Danbury is 57% Caucasian with a large Latino population that includes large numbers of both Brazilian and Hispanic residents (Census, 2010). This rise in numbers of Brazilian and Hispanic residents is compared to the 2000 Census. Additionally, Danbury is home to a large number of Hispanic citizens who are not represented in the population count due to being undocumented citizens. Another indication of Danbury's broad cultural base is evident in the wide

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range of languages spoken at Danbury High School, approximately forty different dialects.

RSVP of Northern Fairfield County is committed to maintaining a volunteer pool that is reflective of the community being served. As a result, the Advisory Council is tasked with developing new recruitment methods which includes outreach to Hispanic, African American and other multicultural communities.

Additionally because of our commitment to serving veterans and their families, the Advisory Council will be seeking veterans as volunteers as well.

Every year, the RSVP program of Northern Fairfield County hosts an annual volunteer recognition event. This is an opportunity for volunteers to get together, to receive recognition for years of service as well as recognizing the impact of the program as a whole to the community. Volunteers look forward to this event every year, as does the staff.

A viable volunteer program could not exist without its dedicated volunteers and one way to ensure this dedication is to focus on volunteer retention. Volunteers need to feel valuable and appreciated. Letting volunteers know how important they are, as described above is one approach. Another approach, which falls in line with volunteer retention is to follow a model of consistent communication that is two way. Checking in with volunteers weekly or bi-weekly goes a long way in retaining volunteers. Listening to what is working and not working, and responding appropriately engages the volunteer. Asking volunteers their opinion and soliciting feedback enables them to feel ownership over their experience. Additionally, setting up opportunities for volunteers to get together with one another also encourages ownership over their experience. All of these things combined work together to keep volunteers engaged and committed.

In order to continue to maintain program compliance, understand trends, and build program capacity, RSVP program staff have attended bi-monthly director's meetings, received training on grant writing, and have attended United Way's performance measurement and logic models training.

Program Management

The RSVP Director will be responsible for communicating and meeting with the stations and volunteers. Information is shared about the program including progress towards goals, opportunities to recruit new volunteers, upcoming training programs, meetings and needs for the stations and their

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volunteers. In turn, similar communication will be provided to the Director by the stations. Timely and accurate communications will be sought to continue improvement of the program so that the both the needs of the volunteers and the stations are met.

New volunteer opportunities can re-energize existing volunteers or bring on new volunteers to the program. RSVP staff collaborates with area agencies and programs that promote community impact. Some of the most popular impact areas include: tutoring elementary age children, assisting at local food pantries, and providing medical transportation to disabled individuals and seniors.

Before a Memorandum of Understanding (MOU) is completed and signed by the station supervisor, RSVP's Director completes an on-site visit to make sure that the placement is safe and appropriate for its volunteers. Stations are sought that exhibit a need for volunteers, the ability to house a "core" group of volunteers as well as the ability to provide a high impact volunteer opportunity. During the visit, the job descriptions are discussed along with any training needs. In addition to the MOU, the station supervisor is given a station handbook and is instructed on how the program works and how the hours are recorded and given to RSVP monthly.

Once new applications are received, it is the responsibility of the staff to respond to the application within a timely manner through phone, e-mail, or mailing. Many applicants are encouraged to interview with RSVP staff to determine their skill set and needs in order to be provided a suitable volunteer placement. During the interview, the potential volunteer is given a volunteer handbook, information on all of the workstations, and any training or special requirements needed prior to placement. The volunteer is also provided with the option of calling the station directly or having the program staff make the initial call and referral.

During the volunteer's initial visit to his/her workstation, the RSVP staff provides training support to the volunteer by learning all of the required tasks needed to perform the job successfully. Staff supports the volunteer by making sure that he/she has met the station supervisor, or other appropriate station personnel. Staff will remain with the volunteer until he/she feels comfortable. Additionally, staff connects with both the volunteer and station supervisor to confirm that the match was successful. By including the RSVP staff with the station supervisor or personnel and the RSVP volunteer, the program is able to ensure compliance with program requirements which includes

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preventing prohibitive activities and compliance with the volunteer's assigned service activity.

After placement, the RSVP staff continues to provide support through communication with the volunteers and station supervisors. Methods of contact include telephone calls, emails, site visits, quarterly newsletters, and target mailings to enhance communication and program effectiveness.

In an effort to find interesting and challenging placements for volunteers, RSVP staff collaborates with area organizations that promote community impact. RSVP's staff continues to assess stations, jobs and volunteer assignments to ensure the satisfaction of all people and agencies involved. Many of our agency referrals are made by established stations with a signed Memorandum of Understanding. By maintaining relationships with community groups and agencies, the RSVP Director is able to ascertain changing community needs as well which may in turn result in adjusting volunteer placements and/or assignments to workstations. It's important to match volunteers to effective work that has an impact on the community and addresses needs specific to that community. The RSVP Director takes this into account when evaluating stations, work assignments, volunteers and the surrounding community. If a change does need to occur with regards to placement or job assignment at a station, the RSVP Director provides clear communication and guidance to all parties involved in order to create a smooth transition for the volunteer and minimize disruption for the assignment and those being served by the volunteer.

CAAWC has a strong track record in providing workplans that fall into one of the Primary Focus Areas, in this case Healthy Futures. Volunteers have been placed in food pantries, aging in place opportunities and impactful Education programs with youth. Volunteers not only donate their time by staffing food pantries for example, but have been known to donate food as well as provide suggestions for operational improvement of the pantry. Surveys are conducted of those that utilize the pantry, proving the high impact of the pantry on the community. With regards to Education, pre and post tests are used to illustrate the impact of the volunteer's tutoring, mentoring, and early literacy on youth. Although the program requires a minimum of 25% of workplans to have an impact, RSVP of Northern Fairfield County boasts a 74% of programs with an outcome. The Director is focused on increasing that number further as a commitment to the value of creating high impact volunteer experiences for the community.

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The RSVP Director will attend outreach events and community meetings as it pertains to the program needs. This will allow for networking, as well as a mutual exchange of information.

The RSVP Director will be responsible for scheduling interviews with potential volunteers who have completed an application. The Director will recommend and follow-up on placement with agencies that have signed a Memoranda of Understanding and maintain volunteer and station records for data accuracy. The RSVP Director will monitor volunteer hours and reporting and will follow-up on under-reported hours. In addition, the Director will act as a funnel between the needs of the folks with whom the volunteers interact. For example, the RSVP Director can provide information and/or referral such as Elderly Fuel Assistance to someone with whom a volunteer is working.

One way that RSVP of Northern Fairfield County assesses project performance is by conducting surveys on impact areas such as: transportation, food distribution, adult and child literacy, and friendly visits. At least once per year, the Director will send the survey to each volunteer involved in that impact area. The volunteer will be responsible for having his/her client complete the survey. The purpose of this type of program measurement is to ensure that the clients served by RSVP volunteers are satisfied with the volunteer services provided and that the volunteers are making an impact on the community served. RSVP of Northern Fairfield County also conducts volunteer and station satisfaction surveys each spring to measure project performance.

RSVP of Northern Fairfield County uses Volunteer Reporter software as a measurement tool. Reports are pulled frequently to look at statistics such as: hours served, number of volunteers, number of stations, etc.

RSVP of Northern Fairfield County follows all federal regulations related to RSVP including maintenance of an Advisory Council, volunteer station requirements, project reporting, eligibility of volunteers, and adherence to work plans as set forth by the project.

Organizational Capability

The Community Action Agency of Western Connecticut has several decades' worth of experience with managing multiple programs from various funding streams and reporting periods. The agency follows carefully policy and procedures to keep accounts separate in order to maintain proper accounting procedures, provide accurate reports and transparency for funders, the Board and for audit purposes.

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The primary objective of CAAWC's financial management system is to insure the accurate recording of all transactions, both cash and accruals that will facilitate compliance with generally accepted accounting practices (GAPP). Included in this objective is the assurance that all program funds are expended and accounted for in a manner consistent with all contract and grant agreements.

The agency uses Financial Edge for its accounting and financial functions. This system is specifically designed for nonprofit accounting. CAAWC operates on a Program Fund accounting practice. A program fund is an independent accounting record having separate asset, liability, revenue, expenditure, and fund balance accounts for each grantor. CAAWC revenues and expenditures are maintained on a cash basis and adjusted monthly and/or at year end for the appropriate accruals. General ledger accounts are reconciled. All bank reconciliations are preformed monthly within 30 days of the close of the prior month.

Internal controls include a clear establishment of each employee's responsibilities and lines of responsibility; separation of accounting functions from authorization and disbursement of final payment of expenditures, and a proper system for authorization of transactions. These procedures are documented in a financial policies manual which was reviewed and approved by the Board of Directors on January 20, 2013. The financial policies manual is reviewed at least annually and updated as needed.

Internally prepared Agency financial statements are provided to the Board of Directors. Program managers receive copies of the awarded contracts/grants and received copies of the financial reports submitted to the funding sources. Regular communication between the program and finance office occurs to ensure all grant funds are expended within the grant terms and to ensure that all purchases are allowable, reasonable and allocable.

The Agency is compliant with the OPM Cost Standards and reviews its cost allocation plan regularly. The Agency conducts an annual financial audit, Federal Single Audit and State Single Audit.

Payroll is processed by a third party provider (Paychex), who is responsible for the timely transmission and payment of the Agency's payroll tax returns in accordance with Federal and State regulations.

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Records are kept in accordance with the Agency policy on record retention or based on individual contract requirements, whichever is more stringent.

Accounts are set up for each category of expense as well as funds received including grants, cash donations and in-kind donations. Currently, the Fund Accountant is responsible for tracking all of the above-mentioned information. The Fund Accountant is supervised by the Finance Director. Standard accounting practices are followed and duties are segregated to maintain the appropriate checks and balances.

The Finance Director keeps copies of receipts, in-kind services received, checks, etc. to review if there are any discrepancies in the budget. Cash (or cash sources of funds) outside of the existing sources of funds is sought by appealing, through grant submission, to funding sources such as community banks, corporations and foundations.

There are several staff positions that play a role in the management and delivery of the RSVP program including the Executive Director, Finance Director, Fund Accountant, Human Resources Manager, Planner, RSVP Director and RSVP Coordinators.

The Executive Director provides support to the program as part of her role in overseeing the entire agency and ensuring that all administrative staff are adhering to agency policies and procedures and that all contracts are administered correctly. She supervises the Finance Director and Director of Operations who have direct responsibility in the efficiency of RSVP by ensuring compliance with terms and conditions of the federal grant and applicable federal regulations.

The RSVP Director will implement the operations of RSVP through volunteer recruitment, station solicitation, development and maintenance of the Advisory Council and any and all communication with stations, volunteers and council members.

The Director of Operations will supervise the RSVP Director to ensure the quality of the program, following and implementing goals and quality and frequent communication of council members, stations and volunteers.

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The RSVP Director is expected to participate in annual planning of program goals and objectives, overseeing program activities, as well as provide leadership, information and consultation.

RSVP also has the support of CAAWC's Financial Department which is comprised of a full time Finance Director and full time fund accountant.

CAAWC has federal grants with HHS (CSBG, SSBG and LIHEAP through the CEAP, Connecticut Energy Assistance Program), HUD and USDA.

CAAWC also employs a Planner who maintains all contracts and grant submissions as well as oversees reporting requirements. The planner also participates in agency wide goal setting and analysis of program development, improvement and enhancement. The planner has a Masters Degree, has worked in non-profit for close to 10 years and has experience working as a planner for over 6 years. The RSVP program utilizes CAAWC's Planner to mobilize community resources. The Planner attends meetings, trainings, and outreach events which lends itself to discovering new partnerships and collaborations for RSVP. The Planner and the Executive Director, will work together in conjunction with the administrative staff to address fundraising needs, solicit in-kind donations and develop partnerships.

CAAWC employs a diverse workforce and has staff who are fluent in Spanish, Portuguese, and Chinese.

RSVP of Northern Fairfield County has an advisory committee representing the eight town RSVP service delivery area. The committee will meet at least eight times per year and advises the staff on program and community needs to increase program effectiveness and also helps to plan the Annual Recognition Luncheon.

CAAWC and RSVP work with over forty social service agencies throughout the area. CAAWC collaborates with organizations such as the United Way of Western Connecticut, the Danbury Housing Authority, the City of Danbury, the Western Connecticut Area Agency on Aging, the

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Association of Religious Communities, and Danbury Youth Services. CAAWC also works with various agencies of the State of Connecticut including the Departments of Social Services, Labor, Children and Families and Education. Through interactions with the volunteers and agencies, CAAWC obtains input about their programs and evaluation of their effectiveness.

CAAWC offers a multitude of programs which utilize volunteers. The volunteers are managed through each of the program directors for their particular programs. Volunteer hours are recorded and reported on a yearly basis.

The RSVP program operates out of CAAWC's headquarters site at 66 North Street where CAAWC's administrative staff is located. All staff have a computer, telephone, desk or cubicle and Internet and email access. Travel must be approved by the Executive Director; mileage is reimbursed at the IRS determined amount. Consumable supplies are ordered for all the staff and replenished as needed. A full time human resources and payroll manager is on site and each employee receives an employee manual.

Other

N/A

PNS Amendment (if applicable)

N/A