



E-Lights: An IAJVS Publication for Executive & Professional Leadership

**Fall 2008
Issue**

IAJVS is a non-profit network of 28 national and international human service agencies throughout the United States, Canada, and Israel. Our member agencies provide a vast array of services that have a direct effect on the lives of hundreds of thousands of people each year: career management, skills training, rehabilitation programs, health services, and home and community based services.

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Executive Message

We are proud to present the Fall 2008 issue of E-Lights: An IAJVS Publication for Executive & Professional Leadership. This issue focuses on Program Evaluation Methods. We are pleased to see that some of our agencies are developing fascinating new initiatives in this area. Thank you to the agencies that submitted articles.

We're delighted to tell you that IAJVS has been awarded a two year grant in the amount of \$200,000 (\$100,000 per year) from the Bank of America Foundation. This award will continue to fund our highly successful annual Train-the-Trainer Initiative for 2009 and 2010. These capacity building initiatives will focus on developing and implementing a series of "Retention Strategies Forums" that will support the network's services to new, transitioning and low wage workers, as well as educate employers as to ways to retain and develop their workforce.

IAJVS has just completed our strategic planning meeting, which was effectively facilitated once again by Janet Unger, our planning consultant. Thank you to everyone who completed surveys to help us prepare for what proved to be an incredibly constructive meeting.

Once again our annual Board of Directors meeting was held to great success in Phoenix, Arizona. Executives enjoyed a fascinating agenda including a program led by Jeri Sedlar, Senior Advisor at The Conference Board on the Mature Workforce and co-author of *Don't Retire, Rewire!* Jeri guided us in an inspirational and challenging discussion on strategies and tactics to help us lead our organizations during these difficult economic times.

We're also looking forward to our next Annual Conference scheduled for May 17th – 19th in Cincinnati! We hope to see you all there!

A happy and healthy New Year to you and your families,

Genie Cohen
Executive Director

Peter Bloch
President

Program Planning & Evaluation in Action: A Case Study

In 2005, JF&CS of Atlanta redoubled its program planning efforts. The agency recognized that, in order to achieve the greatest impact for its clients while acting in a fiscally responsible manner, it had to enhance its program planning and evaluation methodology. Like many non-profit organizations, the agency was feeling pressure from a more competitive funding landscape, increased competition by other non-profits and privately held businesses, requests for more accountability from the board and outside regulatory agencies, and higher costs associated with service delivery. To address these issues, the agency engaged in a multi-prong strategy which addressed the following elements:

1. Process development
2. External stakeholder involvement
3. Addressing staff change management issues regarding increased accountability
4. Creation of a proprietary program planning and evaluation tool

This article addresses the development of the final element of the strategy which involved development of the proprietary *Program Evaluation and Planning System* (P.E.P.S.) which is now utilized by over 25 diverse entities across the United States.

P.E.P.S. provides a comprehensive, easy to use, and effective tool for promoting active program management as well as for establishing a common language between staff, boards, and funders. The unique value proposition of P.E.P.S. includes:

- Enabling standardized planning and tracking of agency programs and initiatives
- Promoting diversification of funding sources
- Reinforcing strategic/business planning
- Increasing accountability to management, board and funders
- Promoting best practices
- Providing valuable planning tools for inexperienced and seasoned managers
- Facilitating action on correct yet difficult decisions
- Identifying earned income potential
- Complying with continuous program quality improvement ("CQI/PQI") initiatives
- Building the communication bridge between grant makers and grant seekers by establishing a common "vocabulary"

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P.E.P.S. is designed as a set of computer "wizards" in which the user is walked through a series of queries regarding his or her program(s). Dependent upon the responses provided, the program offers conclusions that assist the agency in making a strategic determination regarding investment, divestment, maintenance, and/or modification of the reviewed program.

While each of these wizards is independently useful, a combined review of the interrelationships between the re-

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sults is most beneficial in charting future directions for agency programs. A review of one of JF&CS' programs illustrates the utility of P.E.P.S. and the benefit of considering the totality of circumstances when evaluating programs. JF&CS provides supportive services to adults with developmental disabilities. Collectively, the mission of the suite of programs that comprise the disabilities division is to provide a range of integrated supports designed to empower individuals and their families to maximize potential and participation in all aspects of everyday life. The core program in the disabilities division is an independent living program in which the agency supports clients with activities of daily living in their own homes.

The disabilities division was developed in the early 1990s in response to a community need for a comprehensive offering of services for adults with developmental disabilities. It is in direct alignment with the agency's mission of strengthening individuals and families. In this case the "strengthening" is expressed by facilitating independence by assisting in activities of daily living and longer term goal attainment. Early in its history, the division maintained a small core staff with a corresponding small client load of less than 20 clients. Initially, revenue was derived primarily through private payments from clients and their families. For those that didn't have the ability to pay regular rates, a scholarship process was in place. Funds for scholarships were derived through fundraising efforts specifically for the disabilities division and by allocation of unrestricted funds held by the agency.

As the program matured, significant changes forced a reevaluation of the pricing structure. One of these changes was the increased cost of regulatory compliance. In light of new regulations, the agency was required to hire more direct care staff, administrative staff and professional staff (such as nurses). The combination of private payments and the burden of issuing scholarships were putting the viability of the program in jeopardy. To counter these pressures, several years ago the agency applied for and was granted a license to begin serving clients that received a Medicaid Waiver. This waiver compensated the agency at a higher rate than the majority of private payers were able to.

Today, over 70 percent of clients in the disabilities division are under the Medicaid Waiver. While this shift has relieved some financial pressure, the regulatory burdens placed upon the agency have continued to increase, client needs are expanding as they age, and the revenues received by clients (both waived and private-pay) are insufficient to cover the independent living program's expenses. While the agency has been forced to diminish its "official" scholarship process, the reality is that JF&CS is subsidizing all clients in the program to varying degrees. Market rate pricing is cost-prohibitive for the private-pay clients, and the agency is precluded from charging Medicaid clients above and beyond waiver rates. In addition, a revised waiver system is on the horizon and there is much uncertainty about its impact on the agency. Under the new waiver system clients will receive funding based on their levels of need, rather than a set, predictable amount of funding. Families may choose to hire direct care staff themselves, rather than using an agency, and may choose to purchase from a menu of services, reducing funds that would be earmarked for direct support. All of these factors affect future planning.

Together with lay leaders, board members, and management, staff in the disabilities division engaged in a comprehensive review of service delivery, pricing, and mission alignment utilizing the P.E.P.S. framework to analyze

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these challenging realities. The components of the analysis included:

1. Capturing baseline information regarding metrics, scope, regulatory requirements, revenue, expenses, and staffing
2. Refinement of logic model, outcomes, and impact statement (how the services would benefit the clients)
3. Analysis of the existing programs that comprise the division, including:
 - a. Revenue versus Need Analysis
 - b. Mission/Money Analysis
 - c. Funding & Earned Income Potential Analysis
 - d. SWOT Analysis
 - e. Logic Model/Outcome Tracker Analysis
 - f. Client Satisfaction Analysis
 - g. Financial/Pricing Analysis

With this information, the agency is able to make well-reasoned decisions regarding client pricing, program structure and program design. The analysis suggests that the suite of programs in the disabilities division is fundamentally sound, mission aligned, and meeting a critical community need. With evidence that mission alignment is complete, the agency must commit to future investment in the division and must, through a combination of methods, ensure that clients get the supports that are needed.

That notwithstanding, the P.E.P.S. analysis points to several improvement opportunities which, when implemented, will contribute to increased stability with respect to finances and service delivery. These include:

1. Creation of an endowment to offset shortfalls caused by inability to pay true service delivery costs
2. General increase in fundraising efforts
3. Increased collaboration on programming, especially in areas that are tangential as opposed to core disabilities division services and those that have significant pricing pressure
4. Increased communication with families of clients regarding the realities of pricing shortfalls and engaging them to assist the agency in finding appropriate solutions
5. 1:1 meetings with families of private pay clients that cannot be subsidized to the level to which they have been in the past and to educate them about the true cost of programs
6. Application for new waivers which will increase the type and frequency of services for which the agency can bill Medicaid
7. Optimization of staff resources to minimize redundancy and unnecessary expenses
8. Review of client population to ensure that JF&CS is in the best position to serve each client

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Utilization of the P.E.P.S. application has enabled JF&CS to review its programs objectively and to make informed decisions regarding the dynamic tension between its mission and pricing. The benefit of P.E.P.S. is well stated by a supporting foundation: The P.E.P.S. system clearly indicates your desire as an organization to add discipline to the program evaluation process. This analytical process assists an organization to meet today's needs but more importantly position for tomorrow's demands, managing expectations accordingly. For more information about JF&CS of Atlanta's program planning methodology, please visit pepsoftware.com or contact Rick Aranson, COO at raranson@jfcs-atlanta.org or 770-677-9300.

Improving Performance: JVS Los Angeles and the Malcolm Baldrige Awards

In the past few years, JVS Los Angeles has greatly expanded its programs and services through partnerships in the community and through government grants. One of the keys to success in funding lies in part on JVS' ability to show a program's impact on the community and the people it serves, and to be able to continually adjust to the changing needs of its clients. For that reason, JVS implemented the Malcolm Baldrige Award Criteria.

The CAPE process (the California Awards for Performance Excellence) is a cost-effective way to gain an outside perspective on your organization's strengths and opportunities for improvement. Through the application process, which uses seven categories of criteria, a team of trained Malcolm Baldrige Examiners reviews your

application and generates a comprehensive, professional feedback report. By using the criteria to apply for an Award, JVS accelerated its improvement efforts by going beyond the internal self-assessment process and introducing a rigorous, objective, external review of the agency.

This comprehensive performance assessment lays the groundwork for the process, which helps you understand your core systems, processes, and critical connections across the seven categories of the Baldrige Criteria, including leadership, strategic planning, customer and market focus, measurement/knowledge management, human resources, process management and business results.

JVS was able to quickly perceive gaps in these systems, processes,

and linkages. The resulting feedback report has helped staff at the JVS WorkSource Centers increase performance and improve services to customers. JVS is a recipient of the CAPE Prospector Award for both of the WorkSource centers operated by the agency - in West Hollywood and Marina del Rey and continues to utilize the Baldrige Criteria in strategic planning for future expansion. For more information on application of the Malcolm Baldrige Award Criteria, please contact John Corbett at jcorbett@jvsla.org or 323-761-8890.

Continuous Quality Improvement (CQI) At SHALOM Denver

While “CQI” was the big paradigm shift of the 70’s and 80’s, it died and went to the back of the book shelf as did those management philosophies that preceded it. CQI gave way to “Thriving on Chaos”, but not so at SHALOM Denver! The agency’s list of achievements for the past year is proof positive that SHALOM Denver remains committed to providing high quality outcomes. Those outcomes are the results that both the Employment Services clients and the Business Services customers pay for and SHALOM Denver is proud to deliver those results.

Some of its clients came to SHALOM Denver to learn marketable work skills and move into the work force, and indeed, many completed training and moved into competitive jobs in the community. Other clients came to SHALOM to have support in connecting with volunteer opportunities and in fact, many did. They adopted a section of highway and beautified it. They delivered hot meals to those who are homebound and they are now recycling cans so they can “donate back” to those less fortunate. Still others came to SHALOM to work in the mailing and packaging enterprise in order to increase their incomes and SHALOM also helped to fulfill those goals. The agency’s mailing and packaging customers came to SHALOM to receive top

quality, on time, competitive business services and they too, got what they needed. In fact, the department’s overall customer satisfaction last year was at an all time high.

How does SHALOM Denver know that its customers and clients have achieved these results? It knows because it evaluates plans, implements, monitors and reports results on a regular basis. Since its first CARF accreditation in 1984, the agency has implemented “Program Evaluation” now known as “Outcome Measures” at SHALOM. This is not done simply to comply to CARF standards, but because SHALOM believes it is important to provide the quality of services and outcomes that it is paid to provide; it’s just good business. By having an outcome measure process in place, it can continuously assess client and customer needs, develop strategies and goals and identify needed resources to achieve goals and measure results. The process serves as a roadmap. It tells the agency where it has been, where it is now, where it aims to be and if it is indeed getting there. Not only is this process helpful in reporting service outcomes to the many entities that monitor services, it is important in demonstrating SHALOM’s capabilities to new funding sources and the community at large. It does require the staff to work diligently at implementing

goals and strategies and monitor results on a regular basis, but outcomes measures are a way to look back over a year of staff and agency efforts and ultimately a cause to celebrate a year of achievement. For more information on SHALOM Denver’s successes in outcome measurement, please contact Arnie Kover, Director, SHALOM Denver at akover@jewishfamilyservice.org or at 303-623-0251.

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JFVS Louisville: Career Services Program Evaluation Methods

In most cases, the primary outcome measure of successful provision of JFVS' career management and college advisement services is whether or not clients develop a positive and viable career and educational plan. For most programs, the expectation is that 85 percent or more of participants will achieve this outcome. In some cases, where clients receive ongoing follow-up services, outcome measures also include client progress toward achieving planned objectives at regular intervals.

JFVS' program evaluation measures depend on the specific service provided. For example, evaluations designed for individual clients differ from those used with the agency's organizational clients. Individual client evaluations also differ from methods used in workshops and project-driven initiatives. Moreover, with individual clients, JFVS evaluates the effectiveness and overall quality of service delivery at several differ-

ent levels, including:

- Informal feedback requested from the client throughout the relationship
- The client marketing/evaluation form completed upon client closure
- The evaluation form administered 3 to 6 months after completion

Whether it is in terms of individuals or groups, outcomes are typically based on the following kinds of factors and include ratings and measures pertinent to:

- Clarity and focus gained on career and college direction
- Success in accessing resources that support career and college direction
- Level of satisfaction experienced in how well JFVS

staff addressed client needs

- Delivery of a final product, for example, a career/college action plan that meets clients' initial expectations and goals

With organizational clients, evaluation methods are also customarily keyed to initial goals and usually structured as a written contract. Relevant performance and productivity criteria are also included.

For further information, please contact Bob Tiell, Director, Career Services at rhtiehl@jfvs.com or 502-452-6341.

An Examination of JVS San Francisco's Long Term Client Impact

JVS San Francisco has always valued the light that performance metrics shed on the quality of its work, and the agency collects substantial amounts of data on the accomplishments and challenges of its clients. Up until last year, however, JVS had not attempted

to look at the long-term impact of its work on client job retention and wage progression, a topic that had always intrigued the Board Performance Outcomes Committee.

In 2007, a volunteer piloted a re-

search project to assess JVS' impact by conducting interviews with a sample group of former JVS clients and individuals who had opted out of JVS' services. The study focused on the following questions:

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An Examination of JVS San Francisco's Long Term Client Impact

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- Does JVS contribute to long-term self-sufficiency?
- How do employment outcomes differ for JVS clients versus those who choose not to participate in the JVS program?
- Are there observable differences in wages or unemployment spells between clients and non-participants?
- What feedback do participants in the JVS program have about the strengths and weaknesses of the services they received?

By conducting qualitative, 90 minute interviews with a sample of 43 individuals, reflecting the composition of JVS' general client pool, the agency learned that compared with non-participants, after two years JVS clients had an average hourly wage that was eight to ten percent higher; that these for-

mer clients had shorter unemployment spells, working out to six extra weeks a year of formal employment; that they were more likely to have had a raise or seen an increase in wages; and were more likely to have a job with paid vacation, sick days, and health insurance. JVS also heard that its former clients were less likely to be thinking about their future job prospects and how to move up a career ladder, but that for those who were thinking about the future, they had a more concrete plan for achieving those goals.

While not conclusive, these results demonstrated that JVS does have a positive long-term impact on its clients and offered ideas of areas for future focus, such as career planning. JVS learned what had retained

those clients that had stayed to work with the agency, and what influenced the non-clients to decide not to participate in its services. The pilot project enhanced the agency's thinking about its long-term impact on its clients, and even influenced how it developed a new database to capture this information. JVS was fortunate and appreciative to have had a volunteer willing to devote her time and expertise to this research project. For more information on conducting a study of this kind please contact Jocelyn Gottlieb, Director of Program Development at jgottlieb@jvs.org or 415-782-6277.

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Program Evaluation Methods at JVS Chicago

JVS Chicago uses a variety of methods to evaluate its many programs and services. Quantitative and qualitative methods, including surveys, statistical reports, and focus groups are used to track characteristics of the program participants as well as to assess the

goals of the programs. The agency uses logic models to track inputs, activities, outputs and outcomes. Pre and post-tests are used to assess changes in attitudes, knowledge, and behavior. The agency distributes client satisfaction questionnaires in its programs, classes,

workshops and seminars. Program modifications are based on evaluation findings and client feedback. This article will highlight two of JVS' programs, *E-learning* and *Ask a Career Expert*, and the methodologies used to evaluate them.

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Program Evaluation Methods at JVS Chicago

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E-learning

The *E-Learning* program assists at-risk youth with disabilities to improve their basic skill levels in order to obtain a GED or high school diploma, or enter college level classes or a vocational training program. Intensive tutoring and counseling provide academic support and create an environment that is conducive to and accepting of each individual's unique learning methods. This support enables the youth to improve self-esteem, advance career opportunities, facilitate goal attainment, and encourages lifelong learning. JVS' experience shows that youth who have difficulty in traditional classroom settings are able to achieve results in the *E-Learning* program.

Several methods are used to evaluate the program. Statistics are collected on academic level, accomplishments, and progress and/or completion in education and/or vocational programs. Other data include eligibility determination, employment status, disability, earnings prior to project entry, education level, age, ethnicity, sex, referral source, and pre-test and assessment results. All participants are pre-tested at the start of the program and are re-tested every quarter to assess math and reading level improvements. Based on the test results, the in-

structor modifies the curriculum. Students also complete satisfaction questionnaires, which are used to measure overall satisfaction with the program, as well as assessment of staff, confidence level, and other services they would like to receive. Staff also provides qualitative information about the youth through success stories. The youth remain in the program until they meet the following exit criteria, which are obtained through staff documentation:

- Improved basic skill level
- Remained in school
- Entered a vocational training program
- Enrolled and entered college and achieved their goals

Ask a Career Expert

Ask a Career Expert is an innovative outreach program that brings JVS career counselors to local libraries to answer the myriad of questions faced by today's job seekers. Career counselors meet with members of the community for free half-hour private sessions that address issues including: resume writing, job hunting, interviewing, and networking. Many participants seek additional career counseling with JVS following their initial library sessions, and approximately a third of those who become JVS clients find jobs.

The long term goal is economic self-sufficiency.

Methods for evaluating *Ask a Career Expert* include an initial questionnaire completed immediately after the library session and a subsequent web based survey that is emailed to all participants a month after the initial library visit. The initial questionnaire allows the agency to gauge participant interest in other JVS services and evaluates immediate satisfaction with the library session. The follow-up questionnaire assesses overall satisfaction with the session, services utilized since the library visit, as well as services the participant would like to receive in the future. Other items include the likelihood of coming to JVS for future services, and demographic information to track the individual characteristics of the community served.

These are only two of JVS' programs that illustrate how JVS Chicago integrates quantitative and qualitative evaluation methods in an effort to meet the needs of clients and the community. For more information, please contact Susan Sheffey at susansheffey@jvschicago.org or 312-673-3401.

A New Take on Program Evaluation: JVS Division of Jewish Family and Children's Service of Minneapolis

“Let CARF be our guide”. JVS agencies that are affiliated with CARF know that “program evaluation” has evolved from matrices with cumbersome weighted measures for all aspects of programs to a more simplified, broad-based information management approach, which can be related to a customer service model. If one were to compare the model to a shopping experience in yesterday's store, today's is likely devoid of staff. Within a quality shopping experience the customer is asked, “How can I help you?”, “Did you find everything you need?” or “Was your shopping here helpful today?” In the JVS and JFS network customers may be funding entities, people served, referring entities, or other stakeholders.

At JVS, knowing what its customers want, how they want to receive it, whether it was delivered effectively, and whether it was beneficial in meeting personalized goals are questions that set an agency up for success. Logically, this customer information helps to define how our agencies – as businesses – should measure success. The information obtained can be combined with factors such as: the cost of services; the time it takes to deliver the service; the revenue developed; the risks involved; demographic trends; and marketing considerations. Such analysis

should inform management and resource allocation decisions.

The key is to establish measures that answer macro questions that get to the essence of the network's organizations. Agencies can use their findings to promote the success of the network's organizations. The data can be shared externally in different formats to market the agencies.

What sounds basic and simple is usually difficult to implement. At Minneapolis' JVS division of JFCS, evaluation is a work in progress. It is in the process of implementing new measures in January 2009. The following highlight these measures:

- The lives of individuals served are positively impacted as a result of receiving JVS services.
- Stakeholders utilize/value JVS' services.
- A spectrum of employers value and utilize JVS to hire and meet staffing and production needs.
- Contract expectations are achieved and budgeted revenue is reached or exceeded.

Specific program information obtained from specific effectiveness, efficiency, and satisfaction measures provide the detail to relate to the overall measures.

Hopefully, a couple of years of positive experience with this information management approach would make an interesting and informative presentation. Meanwhile, the CARF standards define the “system” and are available in

The key is to establish measures that answer macro questions that get to the essence of the network's organizations.

the CARF standards manual. For more information on JVS Minneapolis' program evaluation methods please contact, Larry Greenbaum, JVS Division Director at lgreenbaum@jvsmn.org or at 952-591-0300.

A Year Of Change: News from the IAJVS Network

Some of our member agencies have seen big changes recently, with exciting mergers and stimulating new leadership! Genie was happy to attend the retirement party for Alan Goldstein given by the JVS Chicago Board of Directors. This is a time of both emotional farewells as well as excitement in welcoming new faces to the IAJVS family.

JVS Chicago

Alan Goldstein, Executive Director of Chicago JVS since 1978, retired in August after 30 years of service to the Chicago Jewish Community. Alan received his master degree in Rehabilitation Counseling from the University of Buffalo in 1962. He joined JVS as a sheltered workshop counselor in 1962 and left for a position as Executive Director at the Shore School in Evanston, Illinois in 1965. Alan was recruited back to JVS by Dr. William Gellman who was the agency's previous Director. Alan presided over some of JVS' major program developments during his 30 year tenure. Programs such as the Jewish Employment Network, the large and very successful refugee job placement program, and supported employment are only a few of the programs he developed. Alan served as officer of local and national professional organizations too numerous to list here and consulted on rehabilitation services in Brazil and Israel.

JVS Chicago has announced the appointment of Gail Luxenberg Gruen as Executive Director. Ms Gruen comes to the agency with a broad background in the nonprofit and corporate sectors. "Gail's prior experiences and commitment to JVS' mission bring a new generation of leadership to further enhance the organization's 125-year history," said Adrienne Meisel, President of the JVS Board of Directors.

Gail noted that, "Alan Goldstein leaves JVS with a legacy of professionalism, program expertise and a foundation that will see JVS well into the 21st century".

Ms. Gruen joins JVS with extensive experience in management, marketing, programming and development. Previously, she served as Executive Director, Midwest Region of the American Friends of the Hebrew University, where she raised the organization's fundraising and visibility to new levels. Her highly diversified career portfolio includes executive positions at the American Medical Association, National Textbook Company and Rand McNally. She holds a BA in Middle Eastern Studies and an MBA, both from the University of Chicago.



Gail Luxenberg Gruen, new Executive Director, JVS Chicago

Ms. Gruen's work in both the public and private arena gives her unique qualities to meet the challenges of running a \$13,000,000 agency with today's funding realities and increased demands for service. Her strengths in increasing revenues and creating new opportunities make her an excellent choice to guide JVS in this new millennium. "I look forward to leading JVS which has a stellar commitment to serving the community's employment needs and to moving forward with innovative programs and services," said Gail.

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A Year Of Change: News from the IAJVS Network

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JVS Baltimore

On July 1, 2008, Baltimore's Jewish Vocational Service joined together with Jewish Family Services, Jewish Addiction Services, and the Jewish Big Brother/Big Sister League to become one unified human service organization called Jewish Community Services (JCS). By consolidating the programs and services provided by these four agencies, under the auspices of THE ASSOCIATED: Jewish Community Federation of Baltimore, JCS is able to offer a seamless continuum of services that can more effectively respond to the diverse, multi-dimensional needs of individuals and families in the community.

Jewish Community Services offers a wide range of services including career services, counseling and therapy, addiction services, service coordination, prevention education, Big Brother/Big Sister matches, resources for older adults and caregivers, parenting resources, services for people with special needs, safety net services such as financial assistance and the Jewish Community Food Fund, and volunteer opportunities.

Barbara Levy Gradet, LCSW, Executive Director, describes JCS as "a comprehensive human service agency where people can find solutions for a variety of life's challenges." Barbara noted that, "We couldn't have known at the beginning of consolidation planning how critical bringing services together would become in light of our country's current economic crisis. We are seeing a dramatic increase in the number of people seeking multiple services. Having all the services in one agency allows a more effective and coordinated response."



An exciting merger led to the announcement of Barbara Levy Gradet as Executive Director.

JVS Los Angeles

With nearly 30 years experience in fundraising, Randy Lapin has joined JVS Los Angeles as its new Chief Development Officer. He has been involved with such charitable organizations as Jewish Big Brothers Big Sisters, The United Liver Association, Concern II, The San Fernando Valley Child Guidance Clinic and most recently City of Hope. He is currently a member of the Planned Giving Round Table of Southern California and has been awarded the Mayor's Certificate of Appreciation for "outstanding efforts and accomplishments which have been of great benefit to the City of Los Angeles."

F.E.G.S New York

◆ F.E.G.S has been selected by the U.S. Department of Labor to receive its 2008 Exemplary Public Interest Contribution Award. The award, presented October 16th in Washington, D.C. at a ceremony hosted by the U.S. Secretary of Labor, recognizes the F.E.G.S WeCARE Initiative. Now in its fourth year, F.E.G.S WeCARE, funded by the NYC Human Resources Administration, provides comprehensive medical/rehabilitation/employment services to public assistance recipients with disabilities. In its first 3 years, some 7,800 individuals were helped to find employment, and for those too disabled to work, obtain federal disability benefits.

◆ F.E.G.S is proudly offering a series of free informational and support seminars for business, finance and other executive professionals as well as operations, administrative and support staff. The seminars will address coping with career or job loss, resume development, self-marketing, networking and job search techniques.

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A Year of Change: News from the IAJVS Network

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Jewish Employment Montreal

Jewish Employment Montreal, Jewish Family Services and Jewish Immigrant Aid Services are delighted to announce that the three agencies have merged to create Agence Ometz, a single social-service agency. Agence Ometz has come into being with a promise to deliver services that are integrated, accessible, personalized and culturally sensitive. Ometz is the Hebrew word for courage. Ometz is an expression of hope and a commitment that they will be a source of strength to those who seek out the new agency's services.



JVS Boston

Jewish Vocational Service (JVS), Boston, Massachusetts is proud to announce its receipt of a 5-year Project With Industries grant from the Department of Labor of \$1.6 million for "Independence through Employment," a broad-based partnership aimed at creating and expanding employment and career opportunities for individuals with significant disabilities in the competitive labor market. Partners in this ambitious project will include the Massachusetts Rehabilitation Commission, Boston Private Industry Council (the local Workforce Investment Board), the U.S. Department of Veterans Affairs, the Department of Transitional Assistance, The Work Place (one stop career center), and the JVS Project with Industry/Business Advisory Council (PWI/BAC) with member companies acting as employer partners, including Mass. General Hospital, CVS Caremark, TJX Companies, Merrill, Williams Lea, and Securitas, along with a number of community-based partners.

The project strategy will be to secure the leadership and investment of private industry in the individual vocational rehabilitation process. To this end, JVS has worked with the PWI/BAC to identify specific employment opportunities for PWI participants within the targeted industry sectors of general healthcare, retail, security and information management/document processing.

This exciting project will address the needs in Boston for individuals with significant disabilities, many of whom have been unemployed for over six months, to identify viable career paths, receive training in job readiness/customer service skills and relevant job-specific training, enter competitive employment, and receive post-placement support and career advancement services. Congratulations to JVS Boston on being awarded this impressive grant.

JFVS Louisville

JFVS in Louisville is the recipient of the Corporate Award of Excellence presented by the Business and Professional Women/River City Chapter. The award was presented at the organization's Woman of Achievement Banquet at the end of October.

JFVS also received a grant from the Weinberg Foundation for its Home Care Opportunities Program. This project builds on its homecare aide training program to provide specialized training for low income individuals to enter the health care career ladder and provides subsidies for home care for seniors at risk. The agency has secured several local foundation grants as a match for this program of JFVS.



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***Socially Responsible
Leadership for the
Twenty-First Century***

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WHO WE ARE: The International Association of Jewish Vocational Services (IAJVS), a not-for-profit membership association, links 28 social service agencies in the United States, Canada, and Israel that provide a wide range of educational, vocational, and rehabilitation services.

WHAT WE DO: Through our member agencies, individuals seeking to improve their lives gain access to a vast array of services such as career management, skills training, rehabilitation programs, and health services. Each year, the IAJVS family of agencies—with a combined budget of over \$425 million—serves more than 400,000 individuals from across the social strata, including persons with disabilities, dislocated workers, people changing careers, recent college graduates, welfare recipients, refugees, older workers and the elderly. Since its founding in 1939, the IAJVS network has assisted over 16 million individuals, from both the Jewish and non-Jewish communities.

OUR MISSION: The International Association of Jewish Vocational Services strengthens the capabilities and capacity of its member agencies to increase economic self-sufficiency, independence and build a productive work force of its constituent clients.

SAVE THE DATE!

**2009 IAJVS Annual Conference
May 17-19, 2009
Hilton Cincinnati Netherland Plaza
Cincinnati, Ohio**