



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

April 1– June 30, 2006

Volume 3, Issue 2

IAJVS is a non-profit network of 27 national and international human service agencies throughout the United States, Canada, Israel, and Argentina. 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.

Inside this issue:

IAJVS Annual Conference 2006 Review	2
The Power of Partnerships in Chicago	7
JFVS & AARP Collaborate in Louisville	8
Canadian Workplace Communication	9
JVS MetroWest: Leader in Adult Education	10
JVS Minneapolis & JFS St. Paul Partner	12
JVS Detroit Partners with T.J. Maxx	13
JF&CS Atlanta Partners with Hospital	14
JOIN: A Baltimore Collaboration	15
FEGS' Partnership with the NY Bukharian Community	16
JVS Los Angeles: Forging Connections	18
San Francisco's Retraining Partnership	19
What Makes A Successful Collaboration	21

Message from the Executive Director and President

The summer 2006 issue of E-Lights is devoted to exploring network collaborations and partnerships. A successful collaboration can allow an agency to access previously inaccessible funds, reach a new client base, or maximize and improve its menu of services. IAJVS is proud to announce partnerships with CVS/pharmacy as well as the U.S. Department of Veteran Affairs. These mutually beneficial partnerships will strengthen our communities through increasing employment and training opportunities to those who are most vulnerable. IAJVS has also enjoyed a long-standing relationship with the Bank of America, allowing us to offer numerous training workshops to our members.

The IAJVS network of affiliates is rich with ideas and experience in this key area. We hope that this issue of E-Lights inspires new ideas and stimulates discussion with your colleagues as to how you can improve the effectiveness of your agency through developing new partnerships and collaborations both locally and nationally.

We would like to thank the JVS division of JFCS Minneapolis once again for their incredible efforts in helping to make this year's Annual Conference one of the best ever. We hope all who attended found the conference to be enlightening and enjoyable.

Have a safe and pleasant summer,

Genie Cohen & Karen Goldenberg

SAVE THE DATE!

IAJVS/AJFCA Joint Annual Conference 2007
Roosevelt Hotel, New York City
April 15-17, 2007

IAJVS Annual Conference 2006 Review

The 2006 IAJVS Annual Conference was held May 21-23 at the Hilton Minneapolis in downtown Minneapolis. This year's conference, entitled "The Maturing Workforce: Not Business As Usual", was devoted to exploring the aging of the baby boomer population and its implications for the workforce, the health care industry, volunteerism and public policy. Conference participants were privileged to hear from some of the foremost experts from throughout North America who shared their ideas on U.S. policy changes, shifts in funding allocations, and the changing work environment. The conference also hosted multiple employers representing the retail, transportation and manufacturing industries, who offered insights on how employers are changing to accommodate the dramatic shifts in the demographics of the labor force and the options aging workers have in remaining in the workforce.

The 3-day conference began Sunday morning with a presentation from Dr. Art Rolnick, Senior Vice-President and Director of Research at the Federal Reserve Bank of Minneapolis. Dr. Rolnick dis-



Keynote speaker, Dr. Art Rolnick opens the conference.

cussed the economic realities relating to the aging workforce and explored the many changes the labor market will be required to make in the coming years. The Monday morning panel discussion was also an exciting and popular session, which allowed participants the opportunity to hear from employers on how companies are adapting to the aging of their workforce. The panel included a representative from AARP who discussed how the organization is promoting the concept that older

workers can be invaluable assets to companies. Participants also heard from representatives from 3 companies; CVS/pharmacy, Schneider National Inc, and WRICO Stamping, about the specific ways each company is changing to meet the needs of the aging workforce.

IAJVS was fortunate to receive an extremely generous grant from Bank of America once again to fund the Fourth Train-the-Trainer Initiative, entitled "Enhancing Employment Opportunities for Individuals with Disabilities: An Employer Directed Approach". The grant from Bank of America covered registration expenses and offered stipends for 29 professionals that work with individuals with disabilities to attend the conference and this valuable training session. The workshop was designed to build capacity among the network's career counselors and job developers to serve persons with disabilities who are seeking employment. The training allowed participants to learn first hand about the recruitment, hiring and retention needs of specific sectors such as the financial services, retail, and hospitality industries. The workshop aimed to help them make the shift to an "employer directed" and sectoral approach to vocational training.

Workshop participants offered overwhelmingly positive feedback on the full-day training, finding it informative and useful in offering new strategies for



Representatives from Wells Fargo accept the IAJVS Corporate Award, with Vivian Seigel & Abby Snay.

(Continued on page 3)

IAJVS Annual Conference 2006 Review

(Continued from page 2)

placing clients with disabilities in quality employment.

IAJVS was proud and honored to have a total of seven sponsorships for this year's conference. In addition to Bank of America, the conference's other sponsors included CVS/pharmacy, NISH, Wells Fargo Bank, Goldenberg Rosenthal, LLP, Paul Walker & Associates and Minneapolis Jewish Federation.

The JVS Division of JFCS Minneapolis, our gracious hosts for this year's event, laid out the red carpet for our arrival. All participants received wonderful welcome bags with gifts from local corporate sponsors including Wells Fargo and Office-Max. The Sunday night reception, cited by many participants as one of the best ever, was hosted on the *Paradise Lady*. The luxury yacht sailed along the Mississippi River as attendees enjoyed dinner and the views of the setting sun.



The Paradise Lady sailing along the Mississippi River

In an attempt to improve our service to member agencies, IAJVS collected evaluation surveys asking respondents to rate their satisfaction with all the elements of the conference experience. IAJVS was proud to find that over 50% of the respondents found at least 75% of the conference materials use-



Participants enjoy the cruise along the Mississippi on Sunday evening.

ful to their work. The three most popular sessions based on the evaluations included the panel discussion with employers "Embracing Older Workers: A Win-Win Strategy", a fascinating session with Jerr Boschee, the Executive Director of The Institute for Social Entrepreneurs entitled "Social Enterprise: the Next

Wave- Challenges and Opportunities That Will Shape the Future", and the IAJVS Institute for Training's Tuesday morning session hosted by Marian Baldini and Bill Lynch of JEVS on the pressing topic of "Competitive Intelligence".

IAJVS was also gratified to see that 92% of the respondents were very satisfied with the location and facilities of the conference. Attendees were pleased with many of the changes introduced this year including a breakfast awards ceremony and the new "speed-programming" program showcase model. Conference attendees also reported a great appreciation for the number of networking meals the Professional Development Committee of IAJVS and the local JVS arranged so participants could meet new colleagues and mingle with old friends.

The evaluations are very useful for informing IAJVS on ways the conference can be improved. Some of the suggestions received included offering icebreakers before sessions to allow the group to become better acquainted as well as adjusting the sessions so they are smaller and more interactive. These helpful suggestions will be considered by IAJVS to make next year's conference even more informative and enjoyable. We greatly appreciate those who took the time to share their thoughts and look forward to seeing everyone again in 2007.

IAJVS/AJFCA Annual Conference 2007 in New York City

IAJVS is excited to be joining with the Association of Jewish Family & Children's Agencies in offering a joint annual conference at the Roosevelt Hotel in New York City April 15-17, 2007.

The Conference Planning Committee will have representation from both AJFCA and IAJVS and will be meeting in Dallas this coming September at the AJFCA Fall Board and Committee Meetings.

The Conference Chairperson is Norman R. Keane (CEO, JFS/Detroit) and the Conference Co-chairs are Emile Bendit (President of JFS/Baltimore) and Karen Goldenberg (CEO of JVS Toronto); the Program Committee Chair is Gary Miller (CEO, JFCS/Atlanta) and the Program

Committee Co-chair is Jay Spector (CEO, JEVS Philadelphia); and the Presidents/Presidents-elect Sub-Committee Co-chairs are Ian Arcus (Volunteer Leader, JFS/Northeastern NY) and Paul Castro (CEO, JFS/Los Angeles).

The conference will be programmatically integrated and will include sessions on the topic of collaborations, this year's conference theme, as well as other issues and concerns common to IAJVS and AJFCA agencies. Sessions will explore ways in which our agencies can facilitate our mission, improve the quality of our services and strengthen our agencies through developing innovative alliances with other agencies and companies. The planning committee is requesting proposals for presentation from all affiliated agencies. The deadline for submis-

sion is August 7 and those who submit proposals will be notified of their selection



by the end of October. The committee suggests that proposals be submitted on topics relating to, but not limited to, the following: clinical services, programmatic and organizational issues, development, agency operations, volunteer leadership, programs for small-sized communities, programs for Canadian agencies and successful collaborations between AJFCA and IAJVS member agencies.

We hope you will join us for what promises to be a great conference in a wonderful city.

IAJVS Partners with the U.S. Department of Veteran Affairs to Provide Job Training for Disabled Veterans

International Association of Jewish Vocational Services and the Department of Veterans Affairs' Vocational Rehabilitation and Employment Service (VR&E) signed a Memorandum of Understanding on May 21, 2006 in Minneapolis confirming their mutual commitment to promot-

ing and enhancing competitive employment opportunities for our nation's veterans, enabling every individual to reach his or her life's potential. Through this collaboration, IAJVS and the Department of Veterans Affairs will strive to make the best use of each partner's experience, ex-

perience, and record of success in serving disabled veterans in their quest to become contributing members of our nation's workforce.

The Department of Veterans Affairs' Vocational Rehabilitation

(Continued on page 5)

IAJVS Partners with the U.S. Department of Veteran Affairs to Provide Job Training for Disabled Veterans

(Continued from page 4)

and Employment Program (VR&E) is a national employment resource providing customized employment solutions for service-connected disabled veterans. VA is the nation's second-largest Cabinet department and one of the nation's largest employers of disabled veterans, with about 20,000 disabled employees among its workforce of more than 237,000.

Through this mutually beneficial agreement, IAJVS and the Department of Veterans Affairs' VR&E Service are prepared to work together in bringing enhanced employment opportunities to service connected disabled veterans, leading to greater family economic stability and security. One of the Department's most successful programs is *Fulfilling the Commitment-Coming Home to Work*. This program is the result of a comprehensive intergovernmental and public-private alliance that will ensure separating Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) veterans that they will have em-



Genie Cohen & Bob Roundtree signing the MOU in May.

OEF service members to existing resources through local and regional job markets, regardless of where they separate, where they return, or the career or education they pursue. This is an urgent need as the Bureau of Labor Statistics reports that in the first three quarters of 2005, almost 15 percent of veterans in the 20-24 year-old age group were unemployed, nearly three times the national rate. Some 200,000-service members separate from active military service annually. The Department of Veteran Affairs facilitates the testing, assessment, training and placement of disabled veterans through its national partnerships.

This unique collaboration between International Association of Jewish Vocational Services and the U.S. Department of Veterans Affairs outlines their

employment opportunities when they return home from war. Specifically, this initiative focuses on linking OIF/

shared commitment to raise awareness of employment opportunities for service-connected disabled veterans as well as inform local and regional offices of the two organizations about this workforce development partnership. The partnership also aims to create new lines of communication between the organizations at the regional and local offices to better inform disabled veterans of increased employment opportunities and other available services through this partnership.

IAJVS is confident that this partnership will strengthen the ability of both organizations to enhance the lives of disabled veterans through increasing employment and training opportunities.

IAJVS & CVS/pharmacy Announce National Strategic Partnership

In Fall of 2005 IAJVS secured a MOU with CVS/pharmacy to create a mutually rewarding partnership that will promote and enhance training and employment opportunities for mature workers. This partnership intends to increase the local capacity of IAJVS member agencies and CVS/pharmacy stores throughout the country. In partnership with CVS/pharmacy, IAJVS will work with member agencies to design and implement a customized training program for member-agency mature worker clients to prepare them for assessment, screening, career exploration, training and employment at CVS/pharmacy locations in positions including Pharmacist Scheduler, Pharmacist Technician, Photo Lab Technician, Greeting Card Specialist and Cosmetic Specialist. The collaboration will strive to make the best use of each partner's experience, flexibility and record of success in placing mature workers on career paths.

CVS/pharmacy is America's leading retail pharmacy with a workforce of over 140,000 employees in 36 states and the District of Columbia. Its mis-



Ernie Dupont accepts the IAJVS Strategic Partnership Award on behalf of CVS/pharmacy.

sion and vision are to be the easiest pharmacy retailer for customers to use and help people live longer, healthier, and happier lives. CVS/pharmacy be-

lieves in developing highly skilled employees who excel at customer service. The company is recognized as a national leader in creating public and private partnerships to further workforce development on local, state and national levels.

“IAJVS is so excited to be working on this important initiative with a company with such a national presence and a long history of service to the community”

Both organizations regard this collaboration as a mutually beneficial partnership. CVS/pharmacy and IAJVS are responding to the dramatic demographic shift within the workplace and are committed to enhancing the employment opportunities for the mature workforce. “IAJVS is so excited to be working on this important initiative with a company with such a national presence and a long history of service to the community” said Genie Cohen, IAJVS Executive Director.

IAJVS is pleased to have awarded CVS/pharmacy with the 2006 National Partnership Award in recognition of their outstanding efforts to improve the employment opportunities of older workers and under-served individuals. The award was given at the IAJVS Annual Conference 2006 in Minneapolis on May 22, 2006 and proudly accepted by Ernie DuPont, Director of Workforce Development Initiatives at CVS/pharmacy.

The Power of Partnerships in Chicago

The influx of refugees from the Former Soviet Union in 1988 prompted a tremendous response in job placement and programming from JVS Chicago. JVS developed a comprehensive Vocational English-as-a-Second Language (VESL) program in order to fully and quickly prepare these refugees for the American world of work. The challenge to provide professional literacy and training was met by creating a unique partnership between JVS and Truman College, one of the Community Colleges of Chicago, which has endured and evolved to the present.

Truman College pays the adult education instructors who teach at a satellite campus housed in JVS' ESL Center. JVS staff develops the curriculum, manages the classes, and provides job search training and placement. Since its inception, the program moved beyond English language instruction into targeted training in quality assurance, computerized bookkeeping, computer repair and computer aided design, all areas where jobs were plentiful, especially for refugees with technical backgrounds.

In 2003, an opportunity arose to serve this population in a different venue. Based upon the success and longevity of off-site literacy instruction, JVS was invited by the Chicago Public Schools to teach adult ESL at a grammar school with a large refugee and immigrant population. Because parents work all day, it's easier for them to learn English and American culture at a place that is close and familiar. The Illinois Community College Board underwrites the cost for this project, which has now expanded to five area schools with similar demographics. The overwhelming response to parent literacy training within city schools prompted the Suburban United Way to award a \$31,000 venture grant to develop a curriculum to teach non-English speakers how to effectively access and navigate American health care systems. Classes will be held in Skokie School District #73, replicating the benefits of working with families within local schools.

The opportunity to take the literacy and training modules in a new direction came with the development of "bridge programs" which utilize multiple partners, combining JVS' VESL curriculum expertise, the Community Colleges' training specialization and a large employer's desire to upgrade and promote staff. One such program offers a curriculum to help employees at the University of Chicago Hospitals elevate their language abilities so they can pass technical tests and advance to higher employment levels. Another provides a VESL curriculum for automotive training at Truman College. Both bridge programs are funded by the Workforce Investment Act.

As a result of these partnerships, JVS enjoys prominence as a curriculum development expert, program manager and innovative team member at the city, suburban and state levels, leveraging experience gained from each project to move into new directions. The productive relationship with Truman College and the Community College system has been mutually rewarding. (One cautionary note: in assessing whether to take on new projects, you may be called on to work in an arena where you have no expertise. Even though politics may be involved, make sure you can successfully deliver the required outcome before becoming obligated.) For questions or more information, contact Marilou Kessler, Supervisor, English-as-a-Second Language/Workplace Education at MarilouKessler@jvschicago.org or (312) 743-5638.

JFVS and AARP Collaborate in Louisville

JFVS Louisville recently developed a new collaboration with AARP of Kentucky. This collaborative effort represents an outgrowth of JFVS' "Mature Worker" package that has been in operation for approximately two years. JFVS initiated contact with AARP officials at the state level, and AARP quickly signaled interest in a possible collaboration. A dialogue ensued on ways AARP and JFVS might be able to partner in order to enhance service delivery to people 50 years of age and older in the metro Louisville market. A working arrangement was soon struck. JFVS' and AARP's respective missions including their combined focus on the mature worker, was conducive for a collaborative effort of this nature.

Based on a series of discussions, both JFVS and AARP agreed, as a three-month pilot project, to offer a series of "Work Resource Groups" designed to address a range of topics and issues pertinent to seniors. Major goals include:

- Sharing ideas and concerns with others.
- Gaining information about job openings, leads, and employment search strategies.
- JFVS staff taking the

lead with regard to conducting the workshop series.

- Inviting guest speakers, for example, HR specialists, who can add expertise and assist with employment.
- Discussing age discrimination and ageism in positive and productive ways.
- Helping participants understand AARP and JFVS' respective roles in assisting the mature worker.

Workshops are being held twice a month for three months. Each workshop lasts 1.5 hours and are held at JFVS. The workshops are marketed and promoted via customary distribution channels but particularly through AARP's 10,000-member distribution list. JFVS is donating space and staff time. There is no charge for the series, and no other organizations are a formal part of this Louisville collaboration.

Workshop topics include:

- Five Big Reasons Not To Retire
- Seven Sure Fire Tips for the Mature Workers Employment Search

- Best Jobs for Baby Boomers

Benefits of the partnership include:

- JFVS expects this series to reach unprecedented numbers of seniors in the Louisville market.
- JFVS hopes to establish a greater awareness of the agency among the 50 plus market.
- JFVS' collaboration with AARP should enhance both organizations' brand equity as it relates to the mature worker market.

This new initiative will be reviewed and evaluated after the three-month pilot project is completed. For those who may be interested in exploring a similar collaboration, JFVS suggests contacting your state AARP Director.

For more information contact Bob Tiell, Director, Career Services at rhtiehl@jfvs.com or call (502) 452-6345 ext. 230.

Recently Launched: Canadian Workplace Communication (CWC)

With labor and skills shortages looming on the horizon in Canada, immigrants have been identified as an increasingly important source of labor force growth. JVS Toronto fully realizes the economic imperative of moving skilled immigrants into the Canadian labor market more quickly.

As employment specialists with 60 years of experience working with immigrants, and through JVS' current work with over 14,000 GTA immigrants annually, the agency is playing a vital role in assisting employers to successfully hire and retain internationally trained professionals, thereby enhancing global competitiveness and the ability to fill identified skills gaps. JVS Toronto is pioneering some critical tools that employers can use to capitalize on this source of growth.

According to *The Canadian Chamber of Commerce*, employers report gaps in recent immigrants' mastery of specialized workplace language skills and vocabulary. Quite often skilled immigrants come to Canada unfamiliar with Canadian workplace norms and culture. These linguistic and cultural differences can lead to miscommunication and misunderstood ac-

tions on the job, resulting in under-utilization of skills and reduced productivity.

In response to these identified barriers to workplace integration, JVS Toronto has developed and is delivering a number of programs that specifically address these issues. One such program was successfully launched on April 18, 2006 - **Canadian Workplace Communication Program (CWC)**. This innovative initiative is designed to support Internationally Trained Professionals in the finance/banking and engineering fields to maximize their full potential in the Canadian workplace. The curriculum is based on existing national standards for English Language Training, the *Canadian Language Benchmarks*

(CLB), and offers language training at CLB 8 or higher.

This project builds on JVS Toronto's expertise in the development of workplace communication curriculum and our current infrastructure to serve internationally trained professionals. It is delivered in partnership with the Consortium of Agencies

Serving Internationally Trained People (CASIP) of which JVS Toronto is a founding member since 1999.

This partnership of six agencies (out of eight consortium members) offers several benefits to each of the individual organizations. It generates greater client referrals than any one partner can produce on its own and gives the program much greater access to classroom space, while doing so for negligible administrative fees. Lastly, the partnership model allows for diverse program offerings, with different partner agencies offering different courses across the city.

The partnership model allows for diverse program offerings, with different partner agencies offering different courses across the city.

This partnership is not without its difficulties, however. One challenge is the fact that the program will invariably conflict with and/or offer direct competition to other programs offered by each of the partner agencies. To counter this, the lead agency must be prepared to keep the program foremost in the minds

(Continued on page 10)

Recently Launched: Canadian Workplace Communication (CWC)

(Continued from page 9)

of job counselors and developers at each individual agency within the partnership. Thus, marketing and outreach become critical components for the lead agency to take on, and require significant amounts of time and human resources. Lastly, there is the issue of program location and times. With courses scattered throughout the city at various partner agencies, recruitment can present some logistical problems. For example, recruiting downtown for courses, which are only offered at agency offices on the outer edges of the city, will invariably make it difficult for candidates—especially newcomers, who don't necessarily have access to vehicles or a sound knowledge of local transit systems—to physically travel to the class.

Despite some of these challenges, CWC takes training to a new and higher level by providing services

to professionals who risk long-term unemployment or underemployment resulting from weak workplace communication skills and unfamiliarity with Canada's workplace culture. Participants are also linked with job search training, internships, placements and mentorship, thus encouraging them to apply their enhanced language training, and establish professional networks that will help them to find, keep and advance suitable employment opportunities.

In partnership with CASIP, JVS Toronto has taken a leadership role in supporting businesses to attract and retain the skills and talents of Canada's future workforce. For more information contact Catherine McNeely at cmneely@jvstoronto.org or (416) 661-3010 ext. 315.

JVS MetroWest: A Leader in Adult Basic Education in New Jersey

The Jewish Vocational Service of MetroWest (JVS) is the lead agency in a \$1.2M consortium of seven partner agencies that is designed to meet the literacy needs of the Essex County, New Jersey, adult education population. JVS has had a well-established adult basic education program for over forty years. This program focuses on English to Speakers of Other Languages (ESOL) instruction to refugees and immigrants who are Essex County residents. JVS initially

provided these services with state funding in partnership with one other organization; however, when the state began looking for consolidation and for integration with the workforce system, the agency expanded its focus and began to look for partners to deliver a broader range of education services throughout the county in a more cohesive manner. This involved establishing connections with a variety of educational and nonprofit institutions, and broadening connec-

tions with the Workforce Investment Board and with the One Stop System, in order to be in compliance with the county's "To Work" five year Consolidation Plan and to expand the breadth of services the agency was able to offer.

The present seven agency consortium is designed to deliver a well-developed and well-planned core level of instruction that assists over 3,000 adult

(Continued on page 11)

JVS MetroWest: A Leader in Adult Basic Education in New Jersey

(Continued from page 10)

learners to become literate and to acquire the skills necessary for employment, self-sufficiency, and career and educational advancement. Consortium partners offer daytime, evening and weekend classes, the foundation of which is to meet the needs of the students by making education as meaningful and relevant to their life circumstances as possible. The goal of all consortium partners is to enable students to take the steps to become skilled, productive, successful and self-sufficient members of American society and function effectively as parents, workers, and citizens. The consortium structure facilitates interaction among partners and with the One Stop System by utilizing shared referral forms and information as well as shared testing information, thereby eliminating redundancy for the many students served.

This consortium targets the literacy issues in the County by addressing the needs of those who require ESOL instruction, low literacy and Adult Basic Education instruction, GED preparation, and Civics instruction. The consortium, because of its geographic breadth and client target groups, has been able to serve a diverse and dynamic population

in the often-underserved urban/suburban areas of Essex County as well as in the City of Newark. Consortium partner agencies serve immigrants, refugees, displaced workers, the unemployed and Welfare to Work clients. Classes are enhanced by support services, including vocational counseling, job development, coordination with employment counselors and Welfare to Work counselors and case workers at the One Stop Centers, referral for special needs and outreach to agencies who help students overcome barriers to studying and employment. The consortium itself plays a role in the development of the county system for literacy services, facilitating a seamless delivery system that will eliminate redundancy and work to the betterment of all participants.

JVS is responsible for the overall administration, coordination and reporting functions of the Consortium to the NJ Department of Labor and to the National Reporting System. Meetings, facilitated by JVS, are held on a regular basis to ensure collaboration and to discuss both reporting and programmatic issues. JVS is also the direct liaison to the One Stop System in the County. Members of the consortium interact on a regular basis

with the Newark and Essex County WIBs, the Newark-Essex WIB Literacy Committee, the Essex County Literacy Committee and the One-Stop Centers. As a result of this interaction, JVS has become a prominent entity in the adult education structure of the state and the county, with representation as Chair of the WIB Literacy Committee and in all County literacy and workforce integration functions. On the state level, JVS has become an important player in state education committees and decision-making functions. The vocational focus of JVS is seen as mirroring the goals of the One Stop Employment System, and enables the agency to be viewed as a key player in carrying out the goals of that system. As a result of establishing this consortium and serving as lead agency, JVS has become known not only as a social service entity, but also as an essential and innovative literacy provider in the state.

For more information, contact Nancy T. Fisher, Director of Education & Training, at ntfisher@jvsnj.org or (973) 674-6330 ext. 284.

JVS Minneapolis and JFS St. Paul Partner for Success

For nearly 100 years JVS, the employment division of JFCS Minneapolis, has built a stellar reputation as a professional career-services provider. Across the Mississippi, JFS St. Paul has thrived as a comprehensive social services agency, also in operation for nearly a century.

Two years ago, JVS, which is based in Hennepin County, answered a request for proposal in Ramsey County for a welfare-to-work support program. Although JVS had the necessary staff and experience, the agency did not have a presence in the St. Paul area, at least not until Carla Richert, JVS Division Assistant Director, asked JFS St. Paul Director, Rena Waxman, to form a partnership.

Relying on the staff and strong local connections of JFS, JVS applied for and won the grant that created the LEAP program. Rena explains, "Through us, JVS was able to bring their breadth of career experience to the people in our neighborhood." Working together JVS and JFS built the foundation for positive change for people in Ramsey County who need employment services.

The LEAP program placed Ramsey County residents, who receive funds from the Minnesota

Family Investment Plan (a welfare to work program), in community-based internships to gain basic work experience.

Together, JVS and JFS placed 26 participants in volunteer internships. These important work experiences gave 22 individuals the skills and track record they needed to find unsubsidized employment. The program's success was recognized and touted by the county, local employers and the people served. Unfortunately, funds ran out just nine months after the program began. Carla, Rena and their staffs looked for new funding opportunities to resuscitate LEAP.

Sue Wallace, JVS grants coordinator, approached several charitable foundations and found success with the Bremer Foundation. This nonprofit charitable trust, established by the founder of the St. Paul-based Bremer Bank, assists people in achieving full economic, civic and social participation in and for the betterment of their communities. Each year the Foundation reinvests a significant portion of the

bank's earnings back into St. Paul and its surrounding communities.

Thanks to the \$30,000 Bremer grant, JVS and JFS launched CORE, Career Options for Real Employment, in early June. Through CORE, residents of Ramsey, Dakota and Washing-

"The story here is not about a program or a grant. It is about a partnership that expanded and enhances both agencies. Together we have found a way to collaborate, not compete".

ton counties who have a disability or a suspected disability that interferes with their ability to secure and maintain employment, will be able to access help. The CORE program offers mental health, chemical dependency, and learning disability assessments. It also offers career testing, training, internships, job placement and on-the-job evaluations and support.

Results of the program aside, Carla stresses, "The story here is not about a program or a grant. It is about a partnership that expanded and enhances both agencies. Together we have found a way to collaborate, not com-

(Continued on page 13)

JVS Minneapolis and JFS St. Paul Partner for Success

(Continued from page 12)
pete."

Collaborating has increased opportunities for both agencies. JFS St. Paul made new contacts with foundations opening up funding doors and potential job-site placements. Both Rena and Carla point specifically to gaining recognition from Workforce Solutions, the Ramsey County

Job Service, which is an invaluable source of participant referrals.

Carla says, "What is amazing to me is how our partnership with JFS set in place so many other beneficial partnerships. Through our original program, our two agencies worked with Catholic Charities, the Como Zoo and the American Red Cross, to name

just a few. Going forward, I see these relationships growing and benefiting an ever-increasing number of people."

For more information contact Carla Richert at crichert@jvsmn.org or (952) 417-2118.

Taking It to the Maxx: JVS Detroit Enjoys A Longstanding Partnership with T.J. Maxx

Over the past 15 years, JVS Detroit has built a wonderful relationship with T.J. Maxx. Three of the national clothing retailer's metro Detroit stores serve as assessment sites for youth and adults with developmental, emotional, physical, visual, hearing and learning disabilities who want to work, but have limited job experience and understanding of their job strengths and interests. Two Marshalls stores, which are owned by the same parent company as T.J. Maxx, also serve as assessment sites.

Before the partnership started, JVS Detroit conducted all of its situational assessments in-house. In its desire to transition these assessments to real job sites in

the community, staff approached employers in the community. Staff turned to retail in their efforts to go beyond *food, fluff and filth*. So, JVS Detroit simply asked T.J. Maxx to serve as an assessment site in 1991 and the partnership was formed.

Today, about 200 consumers annually participate in assessments at local T.J. Maxx or Marshall stores. Typically one to three consumers are on site at a time, supervised by a JVS Job Coach. Most consumers participate in the assessments for two to four weeks, rotating among several different businesses and types of jobs during that period.

Other national retailers that host

assessments are Big Lots, Kmart, Burlington Coat Factory, DSW Shoe Warehouse and Borders Books & Music. JVS also has relationships with local businesses in the childcare, hospital, nursing home, auto detailing, janitorial, grocery and restaurant industries. The broad range of participating companies allows consumers to try out jobs in the fields of their choice, which provides them with valuable work experience from which to make career decisions.

During the assessments at T.J. Maxx, consumers are trained and supervised by a JVS job coach while they perform a variety of tasks. Their duties include un-

(Continued on page 14)

Taking It to the Maxx: JVS Detroit Enjoys A Longstanding Partnership with T.J. Maxx

(Continued from page 13)

packing merchandise, tagging and pricing items, attaching security sensors and straightening shelves. The responsibilities help consumers build their skills and job confidence while the job coach determines how each consumer learns new tasks, follows directions, gets along with co-workers and the public and how easily they accept supervision and correction. This information helps participants determine their career interests, abilities, readiness for competitive employment, and the kind of support services needed to obtain and maintain a steady job.

Serving as an assessment site takes a considerable commitment on T.J. Maxx's part, as it

can be challenging to work with individuals who are learning new job responsibilities, appropriate work behaviors and social skills. Since consumers have so many sites to choose from, the assessments do not run continuously, which takes an enormous amount of flexibility by T.J. Maxx to allow JVS to use their site to assess individuals on an intermittent basis.

The partnership, however, is a win-win for everyone. T.J.



A JVS Detroit consumer restocks inventory at T.J. Maxx with the help of a job coach.

Maxx allows JVS to come in at no-charge in return for the work performed by the consumers, who are paid by JVS. The consumers reap the biggest reward since many of them have not had prior workplace success and get to try out actual jobs in a community setting so they are better prepared to enter the workforce. A few exemplary individuals were even offered permanent positions with T.J. Maxx.

For more information, contact Lydia Gray at lgray@jvsdet.org or (248) 233-4480.

JF&CS Atlanta Partners with Northside Hospitals

In November 2006 JF&CS-Atlanta launched Operation Jump Start in partnership with Northside Hospital. This innovative employee retention program is a result of a proactive program development opportunity introduced by Brenda Fiske, JF&CS-Atlanta's Chief Marketing Officer, who arranged a series of meetings with Sidney Kirshner, the former CEO of Northside Hospitals, to tap into

his experience and expertise regarding business and program development possibilities in greater Atlanta. During those meetings the Career Services team introduced a concept they had been considering: helping organizations increase employee retention.

Mr. Kirshner introduced the Career Services team to the VP of Human Resources at NSH to open the conversation about employee

retention. The team then submitted a proposal to pilot the program with NSH, a \$60,000 agreement was signed, and the program pilot, Operation Jump Start, began.

This interactive, relationship-based retention program is a two-phased design:

- To increase retention and loyalty among Environ-

(Continued on page 15)

JF&CS Atlanta Partners with Northside Hospitals

(Continued from page 14)

mental Services employees during the first 90 days on the job, and

- To support a top tier of selected employees in their specific development within Northside Hospital in order to further anchor loyalty and retention.

A team of JF&CS-Atlanta Career Services professionals designed the program and provides oversight for an experienced consultant who leads and facilitates the pilot with NSH Environmental Services. The con-

sultant works with the NSH HR executive team, the Environmental Services supervisors and managers, and the new hires in the program to forge strong relationships and a sense of belonging and keep the channels of communication for the pilot open.

Employee turnover is an expense that is invisible if not tracked; many organizations are bleeding internally and don't know it. Organizations that do track this cost estimate that entry-level turnover *starts* at \$6000 per person. So, a staff of 100 entry-level employees with a 20 per-

cent turnover costs \$120,000 (hiring, orienting, training etc.) When companies begin tracking this cost, their attention typically turns to increasing retention!

This fee-for-service program provides income to support mission-specific programming at JF&CS-Atlanta. The Career Services team is currently gearing up to expand this opportunity to other organizations in the greater Atlanta community. For more information on this partnership contact Sharon Almon, Manager of Career Services at Salmon@jfcs-atlanta.org or (770) 677-9463.

JOIN for Teens: A Baltimore Collaboration

Baltimore JVS is a partner with Jewish Family Services (JFS), the Jewish Community Center (JCC), and the Jewish Big Brother/Big Sister League (JBB/BSL) in the Jewish Outreach Intervention Network, "JOIN for Teens." This multi-agency collaboration was established to address the needs of "at risk" teens and their families. Activities include recreational and social programs, prevention education workshops in public and private schools, mentoring services, a 24-hour teen hotline,

vocational counseling and special events. A 20,000 sq. foot multi-purpose teen drop-in center, offering a variety of supervised social activities, is open nights and weekends.

JVS was not one of the initial partners but was invited to enter the JOIN coalition when teens consistently stated that jobs were a priority and a major concern. JVS began its JOIN involvement by sponsoring a Summer Job Fair in 2002 and conducting a vocational program for Russian

teens to familiarize them with the American world of work. JVS' participation in the program continues to grow and currently includes an email link between the Teen Center and a JVS employment counselor, special workshops for parents and teens, as well as individual assistance. The Teen Center has a regularly updated employment bulletin board and a JVS career counselor is on-site two times a month. Membership in the JOIN Collaborative enables JVS to

(Continued on page 16)

JOIN for Teens: A Baltimore Collaboration

(Continued from page 15)

reach the many diverse Jewish teen groups served by the Teen Center and expands outreach to families in the Jewish community.

To date, JOIN programs have reached over 2,500 “at-risk” teens and their families. Approximately 250 teens have attended the summer job fairs, and JVS counselors regularly respond to e-mail or telephone requests for information about part-time and summer employment. JVS is beginning to make an impact at the Teen Center with ongoing participation on the management team and the twice-monthly presence of a JVS counselor.

A truly innovative aspect of JOIN is the willingness of the Orthodox community to work cooperatively with the four Fed-

eration agencies to design a holistic non-traditional intervention model to confront serious teen problems. A joint management team from the participating agencies (JVS, JFS, JCC and JBB/BSL) supervises an interdisciplinary group of teen workers. In addition, JOIN team members collaborate with other Jewish teen professionals and organizations that serve teens and their families. A large, community-wide advisory committee, including Rabbis, educators and parents is convened on a regular basis for information, input and advice.

The annual budget for JOIN is approximately \$350,000. The JVS portion of the budget is approximately \$15,000, including a substantial in-kind contribution by the agency. JOIN is financed through Federation funds and special foundation grants.

JVS participation in the JOIN collaboration enables the program to reach a far wider range of teens. In addition, it raises the profile of vocational services throughout the Jewish community. The JVS employment component is not a large part of the overall JOIN program, but it is constantly evolving and growing in order to meet the expressed needs of the teens. Jewish communal leaders now recognize that vocational services, such as the Summer Jobs Fairs and specific career development workshops, are an effective way to bring teens in and involve them in the Jewish community. For more information on this program contact Jennie Rothschild, Executive Director at jrothschild@jvsbaltimore.org or (410) 653-5745.

F·E·G·S Forges New Partnership to Meet the Unique Needs of the Bukharian Jewish Community

Over the past 30 years, New York City has become home to 205,000 Russian-speaking Jewish individuals and families from the former Soviet Union (FSU). Today, one out of every five Jewish New Yorkers is a Rus-

sian-speaking immigrant. A unique group among this population is some 50,000 Bukharian Jews – whose distinct culture and language customs from Central Asia have fused with traditional Judaism to create their

own special heritage.

Like many in the Russian-speaking community, some Bukharians have achieved remarkable success while others have

(Continued on page 17)

F·E·G·S Forges New Partnership to Meet the Unique Needs of the Bukharian Jewish Community

(Continued from page 16)

faced economic hardships due, in part, to language barriers, family discord, lack of job skills and American work experience, and great difficulties adapting to American culture. While most FSU immigrants have settled in Brooklyn, the vast majority of Bukharians live in the borough of Queens, in the communities of Forest Hills and Rego Park. Dozens of synagogues and Jewish day schools surround their neighborhoods and are integral to Bukharian life.

F·E·G·S Health and Human Services System has, for a number of years, provided mental health, youth, and refugee assistance services to this community, with programs supported by government and philanthropic sources. However, more intensive and varied services are needed to address the complex and diverse needs of the community's distressed youth, troubled families, and frail elderly.

Following the model of F·E·G·S' successful Brooklyn Resource Center for the Russian-speaking community, in partnership with government, the business, philanthropic and voluntary communities, F·E·G·S obtained, through



New York State's Community Capital Assistance Program, support to establish a Queens Computer Resource Center for the Bukharian community. The

new Computer Resource Center, located in the Bukharian Jewish Community Center in Forest Hills also operates under the banner of the Bukharian Jewish Congress and Center for the U.S. and Canada, the umbrella organization for eleven Bahamian synagogues. An array of computer software programs for English language skills development, business applications, job search, and other computer and employment related skills are available to the community at no cost. Volunteers, under the direction of F·E·G·S staff provide one-on-one tutoring. The infrastructure and marketing support provided by the Congress complement the F·E·G·S operation.

The Bukharian community, designated by UJA-Federation of N.Y. to receive targeted assistance, and F·E·G·S are also working together through a *Partners in Caring* (PIC) grant to bring an array of specialized youth and family services and

employment assistance to designated Bukharian synagogues, schools, and community groups. *Partners in Caring* was created by F·E·G·S' Family Services Division a number of years ago as a way to deliver services directly to congregants at partnering PIC synagogues. The new Bukharian *Partners in Caring* initiative was developed in partnership with a number of local organizations, including: The Bukharian Jewish Community Congress and Center for the U.S. and Canada; Congregation Kehilat Sephardim of Ahavat Achim – Bukharian Jewish Center of Kew Garden Hills; The Queens Gymnasia, a tuition-free yeshiva; Queens County D.A.'s office; REBECA, Inc., the Russian Ethnic Bilingual Educational and Cultural Association; the Queens Jewish Community Council; The Orthodox Union; and the Central Queens YM & YWHA.

F·E·G·S is also partnering with the Jewish Child Care Association, a sister UJA-Federation agency, and also a recipient of a *Partners in Caring* Bukharian community grant. Together, and working with the network of Bukharian and local community groups, coordinated services will reach the Bukharian community

(Continued on page 18)

F·E·G·S Forges New Partnership to Meet the Unique Needs of the Bukharian Jewish Community

(Continued from page 17)

in its effort to help its members succeed and become part of the mainstream Jewish American life.

Collaborations, diverse funding streams and integrated services in local and familiar community

settings have been vital to bringing this and dozens of other communities a comprehensive array of services that are responsive to individual community needs and build strong relationships among diverse organizations. For more information on these programs contact Meryl

Kordower, Associate Vice-President, Career and Employment Services, F·E·G·S Health and Human Services System at mkordower@fegs.org or (212) 366-8586.

JVS Los Angeles: Forging Connections

JVS Los Angeles is committed to forging connections between people and jobs, and the agency has applied that same principle to the communities and partners with whom it works. From JVS' initial collaborations with the City of West Hollywood that led to the *JVS West Hollywood WorkSource Center* to the launch of the *First Chance* program with the Los Angeles City Attorney's office, JVS has maintained numerous successful partnerships throughout its history.

JVS' track record with its youth programs is what inspired the Los Angeles City Attorney's office to collaborate in starting *First Chance*, which targets young people at risk of gang involvement. The program offers them educational support, job training and placement, with referrals from local law enforce-

ment agencies. Participants also have access to other supportive services including after-school tutorials, GED assistance, community college or vocational training, drivers license assistance, substance abuse counseling, transportation assistance, childcare assistance and mental health counseling, as each client requires.

Another example of reaching out to the youth of Los Angeles is the program *Picture Your Future*, in a collaboration with Jewish Big Brothers and Sisters. The program does exactly that, helping teenagers ages 13-15 explore their career options and interests. JVS' work with *HOLA (Heart of Los Angeles)*, generously funded by the Whitecap Foundation, serves the families of their youth participants. JVS is also the exclusive provider of

career services to students attending the University of Judaism.

JVS Los Angeles also has a long history of working with financial institutions such as Wells Fargo, which is also a major donor to the agency. Over the years, JVS has provided screening and assessment services, training programs and recruitment services for a number of banks. Taking this one step further, JVS is starting the *C-STEP* (Customer Service Training and Employment Program), which will recruit, screen, train and place clients in bank teller positions. These are individuals who might otherwise not qualify for these types of jobs. The program is being funded by a grant from a private foundation, along with support from a consortium of

(Continued on page 19)

JVS Los Angeles: Forging Connections

(Continued from page 18)

several local banking institutions.

In collaboration with the Jewish Family Services' Family Violence Project, JVS offers *Partners In Hope*, employment services for residents of Hope Cottage, a shelter for victims of domestic violence. For many years, JVS provided career counseling at *Beit T'Shuvah*, a residence for people recovering from substance abuse. JVS also continues to work with the *SOVA Food & Resource Program* at its three Los Angeles-area pantries, providing its clients with career services as part of the process of helping them achieve self-sufficiency.

2006 marks the beginning of many new partnerships, as demonstrated above. However, many of these are extensions of previous collaborations, or outgrowths of programs that have already been proven successful, such as JVS' services for youth.

Said JVS' CEO Vivian Seigel, "JVS has developed a successful model of community involvement and partnership that benefits everyone. Not only do we bring together like-minded organizations, but we also bring together businesses and partners

"Not only do we bring together like-minded organizations, but we also bring together businesses and partners that might not have had a chance to work together".

that might not have had a chance to work together. We have found a way to successfully leverage our limited resources as we look for new ways to serve our community."

For more information on *First Chance* contact Josefina Santiago at JSantiago@cpcla.com or 310-309-6000 ext. 258 and for all other programs contact Jay Soloway at jsoloway@jvsla.org or 323-761-8888 ext. 8878.

San Francisco's Retraining Partnership with Major HMO

In the past year and a half, JVS San Francisco has restructured its services to fall into four sector groupings: Business Services, Healthcare, Nonprofit, and Retail and Hospitality. The agency has developed new services to support incumbent workers as well as job seekers and training program participants in each of these areas. When Kaiser Permanente, the largest HMO in the U.S. began to convert from paper re-

ords to an electronic format, JVS was well positioned to support the retraining of their workforce.

Since 1997, Kaiser Permanente has had a unique labor-management partnership, where it works with its 29 local and 6 international unions to make decisions affecting day-to-day operations. In this particular instance, Kaiser was working

closely with SEIU-United Healthcare Workers West (UHW) to determine how the file clerks, who would be impacted by the shift to the electronic medical record, would be retrained to continue working in the Kaiser system. The Shirley Ware Education Center (SWEC), the training arm of SEIU-UHW, was charged with formulating a retraining plan for

(Continued on page 20)

San Francisco's Retraining Partnership with Major HMO

(Continued from page 19)

this group of workers. SWEC turned to JVS for assistance with developing a curriculum that would provide file room workers with a strong platform of skills to draw from as they moved into new positions, particularly jobs with more customer interaction.

JVS has collaborated with SWEC in the past and supported the union in its efforts to ensure fair compensation and benefits to its members. The union was aware of JVS' experience, both in providing medical terminology training, VESL instruction and customer service skills. For this project, JVS outlined a modular training program that could be adapted to the needs of each Kaiser facility and designed new curricula to accommodate the time frame of the training programs and the intensity of the instruction. SWEC pays JVS for the time of its instructors, including preparatory time and time to evaluate the competency of the participants, and the JVS instructors work closely with SWEC counselors to ensure that each student is receiving the quantity of instruction that he or she needs to be placed in another position.

There have been several benefits from this collaboration. Firstly,

the participants of this training have realized measurable skills gains in the short duration of this program. Through the strength of the outcomes, JVS has reinforced its reputation as a provider of excellent training programs, both with SEIU-UHW and Kaiser Permanente. Based on the success of this collaboration, SWEC has approached the agency about providing additional trainings to SEIU-UHW members while Kaiser has become more aware of the services that JVS offers. A member of Kaiser's San Francisco Management Team joined the Board, and serves on a Health Care Advisory Board for JVS' health care programming. Moving forward, JVS hopes to play a role in providing more training to SEIU-UHW members through the recently created Training and Education Fund that is designed to finance ongoing training programs for members.

JVS' ability to participate in this collaboration stemmed from several factors. Within the San Francisco workforce development community, JVS has a reputation for being able to provide high quality training and customized curricula. The agency's sector structure meant that it was knowledgeable of the skills needed in the health care

setting, and allowed JVS to be immediately responsive to SWEC's request for a proposal. The most challenging aspect has been providing the instruction requested within the parameters given by Kaiser and SWEC. For certain topics, JVS' experience indicated that students might retain more information if the instruction was spread over a longer timeframe than was available. JVS was also inclined towards smaller classes than SWEC projected. The agency's flexibility and realistic assessment of what could be accomplished during the time allotted enabled it to set realistic expectations for SWEC and adapt the course work to the existing constraints. JVS also stood firm on the instructional elements that it saw as critical to the success of the students, including class size maximums and material to be covered in a specific time frame. JVS is very excited to have collaborated on the development of an incumbent worker retraining program with such prominent labor and employer partners, and hopes to continue to build on this work with Kaiser and other health care employers.

For more information on this partnership contact Jocelyn Gottlieb at jgottlieb@jvs.org or (415) 782-6277.

What Makes A Successful Collaboration?

Can funding agency-requested collaborations be successful? In today's climate, more and more non-profit organizations are pondering this very question. With dwindling public and private resources to fund essential human service programs, government funders and private donors are looking for more return on their investment...and more economies of scale in the services they fund.

Such was the case with commonwealth-funded refugee services in Southeastern Pennsylvania a few years ago. With a long history of funding multiple refugee-serving organizations and observing little communication among agencies, lack of coordination and some overlap in services, the Pennsylvania Office of Refugee Resettlement issued a mandate for collaboration to improve services to customers. Such collaborations had been formed in other smaller regions in the state, and the commonwealth was hoping to replicate this success in a much larger, more diverse urban area in and around Philadelphia.

To kick-start the effort, the state convened provider groups, including JEVS Human Services Philadelphia, to share its vision. *Realizing the vision* of collaboration was left to the provider group. Gail Zukerman, COO for employment and training services at JEVS, volunteered to take the lead on collaboration.

The first step was fact-finding. A series of meetings was held to learn more about each other's services and identify the needs of clients. The group looked at "who did what" and, with this learning, eventually conducted a gap analysis on available services. Several providers quickly saw the benefit of this effort and joined meetings; others resisted and did not actively engage in the process.

Once the gap analysis was conducted, the group continued to meet to look at city-wide refugee issues. Meetings are a shared responsibility and topics include on-going communication and sharing of best practices. To ensure that the meetings continue to be valuable to all partners, the group also began bringing in guest speakers on topics of mutual interest. The model began to work so well that this group was recognized at a state refugee meeting as a model for collaboration in the rest of the commonwealth. In recognition of this success, the state intends to issue a request for proposals to support on-going collaborative work.

What is the real impact of this collaboration? In addition to improved communication and deepened working relationships, the group (and the commonwealth) now has a shared understanding of available services and gaps in the local refugee service system. This understanding led a sub-group of this collaborative to respond to a state request for proposals. Since the collaboration was formed, a unified response was much easier to formulate.

Of course, the nature of collaboration does change with funding. The group asked JEVS to take the lead on the proposal development. Crafting specific roles for each partner was essential. JEVS handled overall program coordination, Quality Assurance and fiscal monitoring and management responsibilities, in addition to client recruitment, job development, job placement and English as a Second Language and computer training. Intensive case management is provided by a partner agency.

(Continued on page 22)

What Makes A Successful Collaboration?

(Continued from page 21)

Once funding enters the picture, challenges in leading collaboration can include a partner that does not meet outcome or quality goals or a realization that partners of varying sizes have varying levels of infrastructure and sophistication in managing complex programs.

To ensure continued success, Ms. Zukerman suggests that you get to know your potential collaborative partners *before* you pursue funding. Taking the time to develop an honest, shared understanding of each other's strengths and weaknesses before you begin "dividing up the pie" is a worthwhile investment. Moreover, on-going communication with the funder is essential—you can't keep secrets and must be upfront about issues and challenges that the collaborative is facing. Communication must be a shared value within the collaboration. Also, if the project allows, create a Quality Assurance liaison to conduct regular monitoring, reporting and provide technical assistance to subcontractors. This allows you to collect and monitor outcome and quality data—and catch problems *before* they have the potential to derail your collaboration. Most of all, try to have fun, keep an open mind and remember collaboration is the new name of the game... funders want to see it and, with limited resources, leveraging your services makes sense for your community and those you serve. For more information on developing effective collaborations contact Gail Zukerman at zukerg@jevs.org or 215-854-1856.

IAJVS Celebrates Ron Coun's 40 Years of Service

On June 11, 2006 IAJVS hosted a brunch at the Marriott in Newark, New Jersey to celebrate four decades of leadership and outstanding commitment to vocational services by Ron Coun, Executive Director of JVS MetroWest in New Jersey. Ron retired this summer after 40 years of service at JVS MetroWest. JVS recognized his exceptional leadership at the agency and in the MetroWest community by establishing The Ronald I. Coun Center for Services to the Aging. The Center reflects Ron's lifelong professional commitment to issues affecting older adults.

Ron's first position in Jewish vocational service was managing the Work Activity Center at Daughters of Israel during its founding year. He was instrumental in designing and developing the JVS Work Center on Aging, the first vocational rehabilitation program in New Jersey to serve people with disabilities age 55 to 90. After becoming JVS MetroWest's 4th Executive Director in 1988, Ron led the agency in the development and implementation of a wide variety of programs serving the aging as well as other vulnerable populations in the community.

IAJVS congratulates our friend Ron Coun on his achievements and extends our warmest appreciation for all he has done to strengthen the field of Jewish vocational services.



IAJVS executives celebrate Ron's achievements on June 11, 2006.

**International Association of
Jewish Vocational Services
1845 Walnut Street, Suite 640
Philadelphia, PA 19103**

Phone: 215-854-0233

Fax: 215-854-0212

Email: hartsr@iajvs.org

Visit us at www.iajvs.org

WHO WE ARE: The International Association of Jewish Vocational Services (IAJVS), a not-for-profit membership association, links 27 social service agencies in the United States, Canada, Israel, and Argentina 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 \$395 million—serves more than 360,000 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.

Gary Miller Never Drops the Ball



Gary Miller, CEO, JF&CS Atlanta throws out the first pitch at an Atlanta Braves game this summer.

Production Credits:

Publisher & Editor:

Ruth Hartstein– Executive Assistant
Hartsr@iajvs.org

Co-Editors :

Lucy Klain– National Projects Director
Klainl@iajvs.org

Genie Cohen– Executive Director
Coheng@iajvs.org