



**Expanding  
Opportunities.  
Fostering  
Independence.**

2025-2027 Strategic Plan



# Expanding Opportunities. Fostering Independence.

## 2025-2027 Strategic Plan

### Letter from Cynthia & Laurie

Dear partners and supporters,

JEVS Human Services (JEVS) is thrilled to unveil our strategic plan for the fiscal years 2025-2027. This plan outlines our priorities for the next three years, which will guide our organization's goal to address unmet needs in our community and create sustainable paths to independence.

This plan was developed over several months, through dozens of interviews, in a first-of-its-kind collaboration for the organization with board members, staff, and stakeholders. It required a deep examination of our mission and vision, an audit of our strengths and weaknesses, and a review of the environment in which we serve: politically, economically, socially, and technologically.

We're excited that this plan provides the direction and support for JEVS to grow while staying true to our mission to work with individuals to create sustainable paths to independence and economic security. It will guide our decision-making and resource allocation to increase our impact.

Fittingly, this plan falls under JEVS 85th year of operation, which we will celebrate in 2026, as the U.S. celebrates its founding. JEVS began in 1941 to help Jewish refugees fleeing the Nazis during World War II resettle in the United States and find meaningful work. Building from those roots over the past eight decades, we've extended our reach with services that today span across nearly every age group, race, and gender in the Philadelphia, New Jersey, and Delaware region.

Thank you for your unwavering support and commitment to JEVS.

In partnership,

**Cynthia F. Figueroa**  
President & CEO

**Laurie Franz**  
Board Chair



Our new strategic plan rests on a solid foundation of over **eight decades of experience, passion, and resolve** to work with individuals to create sustainable paths to independence.



### Mission

JEVS Human Services works with individuals to create sustainable paths to independence and economic security.

### Vision

Every person achieves personal independence and fulfillment.

# Strategic Planning Process Overview

Over 500 voices were heard from regarding the development of our strategic priorities. This included: interviews with external stakeholders, guidance from our employee strategic planning committee, executive leadership and our board of directors. Through interactive presentations at our all-staff town halls, employees gave feedback to ensure that the future work of JEVS reflects collective input.

## Strategic Priorities

Our strategic growth plan for the 2025-2027 fiscal year merges the mission and vision of JEVS into priorities that will expand opportunities that foster independence. Over the next three years, JEVS will continue to enhance our programs and visibility while ensuring financial sustainability and fostering a mission-driven workforce to continue providing impactful services that help individuals thrive independently.

### Visibility & Influence

Influence policy makers, funders and practitioners to benefit those with whom we work by leveraging and raising visibility of our 80+ years of experience.

### Financial Sustainability

Ensure that JEVS maintains the financial strength necessary to invest in our future and sustainably deliver on our mission over the long term.

### Culture & Talent

Be known as an employer of choice by improving how we recruit, retain and develop staff and enhancing our culture to ensure our people are deeply engaged with JEVS mission and know they are valued.

### Programs

Provide integrated, innovative, data driven and sustainable programs in partnership with participants and the community.



### Program Growth Areas

Within our programs we are focusing on key areas as part of our programmatic growth plan.



**Healthcare Opportunities**



**Geographic Expansion**



**Youth & Young Adults**



**Program Sustainability**

# Thank You!

Our employee Strategic Planning Action Committee (SPARC) led and provided feedback throughout the development process:

Gretina Aaron  
Christine Bronson  
Anthony Carter  
Ray Creighton

Grisselle Cogle  
Jade Daniels  
Janet Eickhoff  
Souleymane Fall

Matthew Feldman  
Jill Gromen  
Bob Johnson  
Alycia Keeports

Amber Key  
Joy Smith-Grooms  
Peggy Truitt  
Amanda Wajda

## 2024 Board of Directors Strategic Planning Committee

Bill Becker  
Evan Benn  
Laura Bessen-Nichtberger

Sam First  
Laurie Franz  
Linda McAleer

Jerry Miller  
Dustin Seidman  
Lisa Washington

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Ivan Szeftel, Treasurer  
Lee Dobkin, Esq.

### Members

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Kevin Clancy

Elizabeth Cohen  
Brian Leatherberry  
Robert G. Levine  
Jerry Miller

Matthew Porter  
Denise Portner  
Lisa Washington, Esq.  
Sarah F. Weinstein

## Executive Leadership

**Cynthia F. Figueroa**  
President and CEO

**Natalie Barndt**  
Chief of Staff

**Waleska Maldonado**  
Chief Program Officer

**Liza M. Rodriguez**  
Chief Administration Officer

**Heather Keafer**  
Chief of Communications  
& External Affairs

**Phillip J. Moran, CPA**  
Chief Financial Officer

**Katherine Shinholster**  
Chief of Advancement

**Jeffrey Booth**  
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**Kimberly McCaffrey**  
Senior VP of Intermediary Services

**Grisselle Cogle, CPA**  
Senior VP of Financial Shared Services

**Ana Ramos Hernandez**  
Senior VP of Technology, Evaluation & Data Analytics

**Janet Eickhoff**  
Senior VP of Career & Technical Education

**Joy Smith-Grooms**  
Senior VP of Human Resources

**Judith Emmons**  
Senior VP Home Care Services




**Clara Thompson**  
Senior VP of Community Living & Home Supports

Be part of our present and future!

### Support JEVS



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