20

ANNUAL



JVS

SKILLS . JOBS . CAREERS

LETTER FROM OUR CEO AND CHAIR

Dear JVS Friends and Supporters,

2020 will certainly go down in the history books as one of the most challenging years in modern history. A global pandemic, high unemployment rates, stark racial violence and inequities, and a highly polarized election have all had a significant impact on JVS's clients, staff and programs.

As we reflect on this unpredictable year, we remain hopeful for our future. Amidst difficult times, the strength of our community has endured, and at JVS, our mission to empower individuals from diverse communities to find employment and build careers has remained steadfast. Since our inception, JVS has worked to meet the ever-changing needs of those we serve. From launching the Talent Match Portal and issuing emergency COVID funding to laptop and hot-spot distribution through the Technology Access Program (TAP), we've strived to ensure our programs are still as accessible and effective as possible for our clients and their families.

For 2021 and beyond, we will be focusing on helping our clients, our state, and our country through what we hope will be a strong economic recovery. We will expand our long-standing commitment to racial equity and grow our impact in the BIPOC communities. And we look forward to a renewed focus on assisting the many refugees that will again be welcomed to our country and our state as they seek safety, opportunity, and a path to the American dream.

Like many around the world, we will not be the organization we were. As we commit to taking full advantage of the technology and new ways of working at our disposal, we now see that what we've adopted by necessity can be used as an opportunity.

Thank you for all you have done to support our work and the work of so many others in the face of the unprecedented uncertainty of 2020. We look forward to building a new normal together.

Sincerely,





Jerry Rubin, JVS President and CEO
Joe Zeff, Chair, JVS Board of Directors

INNOVATIVE

PROGRAMMING @ JVS

JVS has been designing and operating innovative programs, undertaking ongoing research on program effectiveness, and participating in random control trials (RCT) evaluations for decades. We have successfully leveraged philanthropy, employer fees, and government funding to grow our innovative models and their impact. From this work, we've developed models and compiled knowledge that we believe will contribute to the current discussion of how to recover from the COVID-19 recession and high unemployment.

ENGLISH FOR

ADVANCEMENT

JVS launched the English for Advancement (EfA) program in 2016 to create a new model of adult education/ ESOL that integrates English language acquisition and employment services. A key part of JVS's ground-breaking Pay For Success project, EfA provides clients with contextualized ESOL and intensive job coaching and placement services. Early data suggests that this innovative model is generating impressive earnings gains for clients. We now have statistically significant proof that English for Advancement (EfA) works. As government and philanthropy look for opportunities to boost economic recovery, EfA provides a model that can be effective for cities and states with large immigrant communities.

TOGETHER

WE RISE

In 2018, JVS and Combined Jewish Philanthropies launched <u>Together We Rise (RISE)</u>, designed to help refugees living in the Boston area who were "stuck" in low-wage jobs, move into better quality jobs. RISE targets already re-settled refugees, who have advanced their English skills but have not been able to move into better jobs. RISE provides individualized coaching to identify and attain their career goals – including better employment, re-credentialing assistance, education, and job training. So far, we have helped 147 clients to enroll in training programs, 79 to enroll in higher education, and 284 to find better employment.

HEALTHCARE

PIPELINE PROGRAMS

JVS's Talent Pipeline model is a unique skills training model, through which healthcare employers contract and pay JVS to recruit and train individuals in three healthcare occupations including Animal Care
Technicians, Patient Care Assistants and Pharmacy Technicians. Clients are either hired or guaranteed a position prior to training, and in several cases receive a training wage during training. The Talent Pipeline model is expanding into the childcare sector and into two new healthcare occupations. This model's continued expansion and the willingness of employers to expand their paid contracts with JVS are strong evidence of its success. Employer partners include Spaulding Rehabilitation Network, Boston Children's Hospital, Mass General Brigham, and many more.

TIMELINE OF JVS COVID RESPONSE

2020 will certainly go down in the history books as a once in a lifetime year. A global pandemic, a related severe recession, stark racial violence and inequities, and a highly polarized election have all had their impact on JVS, our clients and our work. We look forward to 2021 with hope and a continued commitment to our mission and work.

Below is a <u>snapshot</u> of key milestones and accomplishments for the year. For a full listing, visit our website.

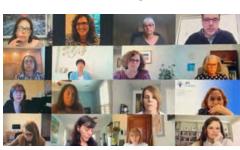
MAR

MARCH:

JVS quickly moved to a remote operating and service delivery model. This included technology and management changes to support staff and technology/curriculum/coaching adjustments for services. Learn more about the <u>transition</u> on our JVS website.

MAY:

JVS virtually celebrated the graduation of 15 students from the Pharmacy Technician Training Program. This cohort started their training in-person and finished online in virtual classrooms. Over the course of 2020, JVS would celebrate 20 virtual graduations.



AUG

JVS invited Rosalin Acosta,
Secretary of Labor and Workforce
Development, Commonwealth of
Massachusetts for a <u>candid</u>
<u>discussion</u> on the challenges and
opportunities facing the workforce in Boston, both during
the crisis and as we look to
restarting the economy.



OCT

JVS's career center, MassHire Downtown Boston, hosted their first virtual Healthcare Job Fair. Over the course of 2020, MassHire Downtown Boston hosted 9 virtual job fairs and helped 600 job seekers find employment.



JULY:

JVS partnered with <u>Labouré College</u> to provide hands-on clinical training to students in the JVS Nurse's Aide program. Before the start of the program, staff drove around the Greater Boston area to hand-deliver books for incoming students. Over the course of 2020, this partnership helped 3 cohorts and 74 students complete their training and graduate from the program.



JŲL

SEP

NOV

DEC

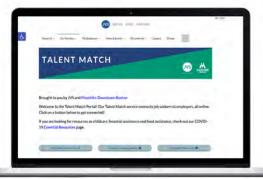
APRIL:

JAN

Due to the high unemployment rate, JVS shifted our focus from job quality to re-employment. We created and launched the <u>Talent Match Portal</u>, an online platform to help job seekers find reemployment and employers to fill open positions.

FEB

With grant support from various organizations and foundations, JVS was able to distribute COVID emergency funds to our clients for emergency financial needs such as rent and utility bills.



APR

MAY

JUN

JUNE:

The **digital divide**, the unequal distribution of digital access by income and by race, was brought to the forefront as work from home and online service delivery became the new normal. To address this issue and share practical solutions, JVS hosted a <u>panel discussion</u> with experts from The EdTech Center at World Education and Harvard University's interdisciplinary Project on Workforce.

AUGUST:

JVS officially launched the Technology Access Program to loan out laptops, hotspot connections and tech support to students and clients. To date, we have provided support to over 250 clients across multiple JVS programs and departments.

JVS +BCAE **JOIN TOGETHER**











JVS and the Boston Center for Adult Education Join Together For A Future of Economic Opportunity

At a time when economic and racial inequities are painfully evident to all, this partnership of two venerable Boston organizations brings light and hope to a challenging landscape.

The Boston Center for Adult Education (BCAE) was founded in 1933 by Dorothy Hewitt, who envisioned a place where "small groups of men and women would meet together in living room settings to learn, discuss, and create for the sheer pleasure of doing so." Throughout its history, the BCAE has remained responsive to the demands of a diverse community, as well as to the evolving demands of the individual. Whether serving as a site for volunteer wartime efforts in the 1940s, a haven for social policy debate in the 1960s, or a resource for personal and professional growth as one navigates through the new millennium, the BCAE meets the challenges of a thriving urban community.

In reflecting on our respective histories and missions, JVS and BCAE leadership came to the conclusion that the combination of our resources and interests would be instrumental in "moving the needle," propelling JVS programming and participants to the next generation of economic opportunities. Through this combination, both Boards believe that our missions will be enhanced, leveraging program advancement and successful participant outcomes in important and impactful ways.

Learn more about this partnership on our website.

elevate THE JVS VIRTUAL GALA

Like many other events in 2020, elevate: The JVS Gala was celebrated virtually. On October 29th, we all gathered in our homes to watch the livestream of the event. Together with over 300 JVS supporters, we recognized Lynne & Joe Goodman and Santander Bank, celebrated our incredible clients, and raised over \$475,000 to benefit JVS programs and clients.

Throughout the program, we saw and heard from many JVS supporters, clients, staff and board members. We were honored with special appearances by **Seth Goodall**, Executive Director of Corporate Social Responsibility, Santander Bank; **John Barros**, Chief of Economic Development, City of Boston; **Ed Shapiro**, Leading Refugee Advocate & Philanthropist; and **Rabbi Marc Baker**, CEO of Combined Jewish Philanthropies.

Special thanks to the JVS clients who shared their stories of perseverance with our viewers:

- Sanae F, Nurse's Aide Training
- Evelyne J, Together We Rise
- Ismeilyn C, English for Advancement
- Phung H, English for Advancement

We ended the night by officially launching The Work Ahead: Powering the Future of JVS.

This ambitious, \$18 million campaign will allow us to continue our important work and will ensure a bright future for our organization and the people we serve. The Work Ahead represents a defining moment in the history of our organization. Learn more about it on the next page.











POWERING THE FUTURE OF JVS

<u>The Work Ahead</u> represents the first steps in the next phase of this collective journey toward a brighter future for all. Campaign investments will prepare JVS to respond more effectively to the changing needs of today's job seekers and enable our organization to continue this necessary work for generations to come.

Through this ambitious, \$18 million fundraising campaign, we will secure JVS's position as Boston's workforce development leader and ensure a bright future for our organization and the thousands of individuals we serve. Campaign support will enable us to bridge divides through the efficient use of technology, establish a fund that frees us to quickly and strategically seize new opportunities, and grow our impact with new partnerships and even more robust programs.

The campaign priorities fall under three categories:

BRIDGING DIVIDES:

Create a seamless, integrated JVS experience that connects clients to the technology they need to build a brighter future.

THE WORK SO FAR

Our Technology Access Program has provided nearly 300 clients with laptops, wi-fi access, and tech support, enabling them to access our services.

SEIZING OPPORTUNITIES:

Establish an Opportunity Fund to seize critical moments and deliver lasting benefits to the clients we serve.

THE WORK SO FAR

JVS capital enabled us to undertake the first workforce development Pay for Success project in the Nation.

GROWING OUR IMPACT:

Serve more people with expanded services by increasing public policy activity, scaling our proven models, and expanding our impact in communities of color.

THE WORK SO FAR

Together We Rise has helped hundreds of refugees gain the skills and education they need to find better jobs and careers.

SUPPORTERS

We are grateful to the many individuals, foundations, corporations, and organizations who supported our work in 2019–2020. Thank you for working together with us to provide opportunities for thousands of people, including immigrants, refugees, people with disabilities, members of the Jewish community, and older workers.

\$250,000+

Combined Jewish Philanthropies
The Michael & Susan Dell Foundation
Edward Fein Foundation
JPMorgan Chase Foundation
The Klarman Family Foundation
The Linde Family Foundation
The Shapiro Foundation
United Way of Massachusetts Bay &
Merrimack Valley
The Harry & Jeanette Weinberg Foundation

\$100,000 to \$249,999

Barr Foundation
BNY Mellon
The Ronald G. Casty Family Foundation
Joseph & Lynne Goodman
The Lassor & Fanny Agoos Charity Fund
Local Initiatives Support Corporation (LISC)
Santander Bank, N.A.
State Street Foundation, Inc.

\$50,000 to \$99,999

The Barrington Foundation, Inc.
Clipper Ship Foundation
CVS Health
Will & Ami Danoff
The Davis Family Charitable Foundation
Fidelity Charitable Gift Fund
The Paul & Phyllis Fireman Charitable Foundation
The Fish Family Foundation
Liberty Mutual Foundation
Ellen & Steven Segal
SkillWorks: Partners for a Productive Workforce
Geraldine & Gabriel Sunshine
Vanguard Charitable Endowment Program

\$25,000 to \$49,999

Claudia L. Davidoff & Joseph Kahn
Further Forward Foundation
Highland Street Foundation
Lesley & Ben Inker
Robert Kaufman & Joann Chapel
LabCentral Ignite
The Lincoln & Therese Filene Foundation, Inc.
Jay D. Rosenbaum & Alyssa Wiener Rosenbaum
The Carl & Ruth Shapiro Family Foundation
The Slifka Family Foundation

\$10,000-\$24,999

The Boston Foundation Ilana Braun & Jed Weiss Brookline Bank Capital One Services, LLC Eisenson Family Fund Steven & Nancy Fischman The Frieze Family Foundation The Gerson Family Campe & Amanda Goodman Larry & Beth Greenberg James S. Herscot Michael & Terri Lipsitz The Carol Moss Foundation Motus Chuck & Jessica Myers Judith Obermayer Partners HealthCare A.C. Ratshesky Foundation Jacob Rosenfeld & Anita Raman Schwab Charitable Fund Mark Stein & Rosa Hallowell Adam & Hope Suttin June & Eliot Tatelman John H. & H. Naomi Tomfohrde Foundation Jason Weiner & Nicole Zatlyn



SUPPORTERS

\$5,000 to \$9,999

Beth Israel Deaconess Medical Center

East Boston Savings Bank Charitable Foundation, Inc.

The Eastern Bank Charitable Foundation

Ted & Maureen English

Michael B. Hoffman

Marjorie Glazer

Mark Goodman

Kira Khazatsky

The Krupp Family Foundation

Margaret McKenna

Lorri & Gordon Owades

Jennifer Rosenbaum

Jerry Rubin & Carol Steinberg

Nathan & Lena Seiler Family Foundation

TD Charitable Foundation

Michael & Naomi Rosenfeld

Tiny Tiger Foundation, Inc.

Harold & Anna Ullian Charitable Foundation

Karen Victor & Robert Sege

Linda & Daniel Waintrup

Joe & Debra Zeff

\$1,000 to \$4,999

AAFCPAs

Andrea Anastasio

Anonymous

Anonymous

The Paul & Fdith Babson Foundation

Bank of America Charitable Gift Fund

Bank of America Employee Giving Campaign

David Bamel

The Benevity Community Impact Fund

BNY Mellon Community Partnership Employee Funds

Boston Children's Hospital

Boston Private Bank & Trust

Bunker Hill Community College

Congregation Shaarei Tefillah Tzedakah Fund

Marsha R. Cohen

Cummings Properties

Frank Dunau & Amy Davis

Richard Fentin

Eric & Reva Fischman

Ethel Garner

David & Ellen Gibbs

Claudia Gilman Eisenbaum & Harry Eisenbaum

Scott Goffstein & Amy Blotner

The Goldberg Family Foundation

Doris & Robert Gordon

Roberto & Sheila Grasso

Sylvia E. Green

The Greenblum Family Foundation

Rick Heller

Susan & Julian Houston

Robert Hughes & Jacqueline Finard-Hughes

Janelon Associates

Kaplan/Cohn Charitable Fund

Howard Katz

Wendy Landman & Joel Weissman

Cecile P. Levy

Liberty Mutual Insurance Charitable Gift Fund

Robert Lillianfeld

Gabriel A. Lopez-Calva & Olesya N. Baker

Jane R. Matlaw

Jordana Mirel

Morgan, Brown & Joy, LLP

Morgan Stanley Gift Fund

Herbert Morse

Move The World Foundation

Douglas & Suzanne Newman

Kara & Jonathan Nierman

Nova Biomedical

Bob & Leslie Ogan

Pappas & Pappas

Adam Parker

Laurence & Caren Peters

Pharmaceutical Research & Manufacturers

of America

Eve Rittenberg

Renata & Edward Selig

Richard M. Shahan

Catherine & Hillel Shahan Bromberg

Risa Shames & Neil Silverston

Abraham Shapiro Charity Fund

The Strategy Group, Inc.

William Terry

The TJX Foundation, Inc.

TIAA Charitable

Tribute Home Care

Richard & Susan Yanofsky

\$500 to \$999

Joel H. Abrams & Robin Abrams

Aron & Susan Ain

Anonymous

Charitable Adult Rides & Services, Inc.

Jonathan & Monique Bamel

Oscar Casper

SUPPORTERS

Clayton Family Charitable Gift Fund

The Dayton Foundation

Fidelity Brokerage Services LLC

Barry & Lisa Fireman

Abby G. Flam

Elkan R. & Zelda Gamzu

Franklin H. & Bonnie Gold

David & Janet Goldberg

MaryLou P. & Herbert Gray

Jeffrey Grossman

Mildred Guberman Kravetz

GVC

Adrian M Hartline

Hemenway & Barnes, LLP

David Jennings

Jennifer Jewell

Katz & Company, PC

David & Mildred Katzman

The Landman Family Charitable

Foundation

Francis Lomami

Marino, Stram & Associates, LLC

Mauri Rosenthal & Nancy Taubenslag

Network for Good

Sara L. Rubin & David Montanari

Sheldon & Ellen Schwartz

Sorenson Impact Foundation

Spring Street Fund

Joan & Howard Stevens

Karen Wise & George Langer

Debra Yanofsky & Steven Shulman

FY20 JVS Community Support & Partners

A Faith That Does Justice

ABCD Adult ESOL Program at South Side

Academy for Healthcare Training

Advocates for Human Potential

Apprenti

Boston Indicators

Boston Chinatown Neighborhood Center

Boston Private Industry Council

Boston Public Library Hyde Park Branch

Boston Public Schools

BrookView House

Bunker Hill Community College

The Care Institute

Casa Nueva Vida

Catholic Charities

Children's Services of Roxbury

Combined Jewish Philanthropies

Community Mentoring Team (CMT)

Cross Roads Housing

East Boston Adult Education Coalition

East Boston Neighborhood Health

Center Education & Training Institute

Economic Mobility Corporation

English for New Bostonians

FamilyAid Boston

Fenway Health

Greater Boston Manufacturing

Partnership

Heading Home

Hildenbrand

HomeStart Inc.

Hyde Park Presbyterian Church

Immigrant Learning Center

Jewish Community Relations Council

Jewish Family Services

Labour College of Healthcare

Latino Support Network

Lawrence Community Works

Lawrence Working Families Initiative

Local Initiatives Support Corporation

(LISC)

Massachusetts Workforce Alliance

Mayor's Office of Financial

Empowerment

Mayor's Office of Workforce

Development

Mayor's Office of Returning Citizens

Middlesex Human Services Agency

Mount Olive Community Center

Neighborhood Jobs Trust

Phoenix Houses of New England

Project Hope

Prophetic Resistance Boston

Quincy College

Re-vision

Roxbury Community College

SkillWorks: Partners for a Productive Workforce

Social Finance

Sojourner House

St. Francis House

St. Mary's Center for Women & Children

SUPPORTERS

STRIVE Boston
Tech Goes Home
The Bridgespan Group, Inc.
UMass Extension
United Way of Massachusetts Bay &
Merrimack Valley
Victory Programs
WORK, Inc.
Workforce Solutions Group
Year Up
YMCA (316 Huntington Ave)

In-Kind

Handel & Haydn Society

Matching Gift Companies

Bank of America Employee Giving
Campaign
The Benevity Community Impact Fund
The Robert Lloyd Corkin Charitable
Foundation
Cummings Properties
Eaton Vance
State Street Foundation, Inc.

Sustainer Club

Anonymous Andrea & Carl Axelrod Susan & Robert Kaim Gabriel A. Lopez-Calva & Olesya N. Bake

This listing acknowledges gifts received between October 1, 2019 and September 30, 2020. We made every effort to list all names accurately and regret any omissions or errors. If an error has been made, please contact our Development office at (617) 399-3272.

EMPLOYER **PARTNERS**

JVS fosters partnerships with local employers to design and implement unique training programs that achieve measurable business and workforce development goals. These programs include, but are not limited to: workplace English courses, adult basic education, college readiness classes, customer service training, professional communication, supervisory training, computer courses, and one-on-one academic and career coaching.

Thank you to our 2019–2020 employer partners:

Aceituna

A Faith that Does Justice

Beth Israel Deaconess Medical Center

Boloco

Boston Children's Hospital

The Boston Home

Boston Medical Center

Brigham and Women's Hospital

Brigham and Women's Faulkner Hospital

Dana-Farber Cancer Institute

East Boston Neighborhood Health Center

El Pelon Taqueria

Franciscan's Children's Hospital

Hebrew Senior Life

Mass General Brigham

Massachusetts Association for

Community Action

Massachusetts Eye & Ear Institute

Massachusetts General Hospital

Millennium Boston

Needham Community Council

New England Baptist Hospital

Newton-Wellesley Hospital

Pangea's Shellfish

Polkadog Bakery

Senior Metal Bellows

South Shore Health

Spaulding Rehabilitation Hospital

Tufts Medical Center

Vantage Builders

Wulf's Fish

2020 COVID FUNDERS

Since the start of the pandemic, we have been able to shift our focus to meet the changing needs of our clients. **Emergency COVID-19 grants** have helped our clients respond to emergency financial needs such as rent, groceries, and utility bills.

Thank you to the following institutional funders for their generosity and support:

Combined Jewish Philanthropies (CJP)

JPMorgan Chase Foundation*

Local Initiatives Support Corporation (LISC)/

Wells Fargo

United Way of Massachusetts Bay and Merrimack Valley

In addition to these grants, JVS has also been fortunate to receive numerous gifts from individual supporters within the JVS community.

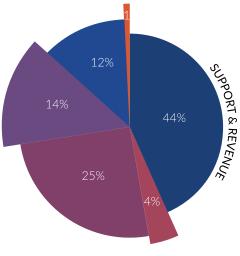
^{*} The JPMorgan Chase Foundation grant was directed towards tech support at the start of the COVID-19 pandemic.

FISCAL YEAR 2020

FINANCIAL INFORMATION

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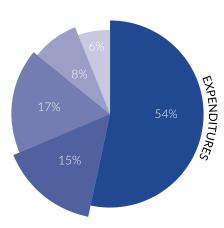
Ctate-ment of 7 tetrified	FY2020	FY2019	
Operating Support and Revenue			
Government Grants	\$6,953,710	\$6,007,425	
Pay for Success	\$598,181	\$2,900,676	
Contributions/Grants	4,046,012	3,866,264	
Combined Jewish Philanthropies/United Way	2,308,752	2,171,233	
Program revenue	1,895,572	1,654,329	
Other (inc. In-Kind, Investment Income)	208,617	164,764	
Total Operating Support & Revenue	16,010,844	16,764,691	
Operating Expenditures	0.700.540	0.400.400	
Pre-Employment Services	8,739,540	8,498,120	
Career Center Services	2,465,648	2,761,891	
Administration	2,823,606	2,455,392	
Incumbent Worker Services (Business Services)	1,341,353	1,295,123	
Fundraising	995,713	998,327	
Total Operating Expenditures	16,365,860	16,008,853	
Change in Net Assets (Operating)	(355,016)	755,838	
Change in Net Assets (Non-Operating)	1,082,416	7,066	
Total Change in Net Assets	727,400	762,904	
Beginning Fund Balance (Without Donor Restrictions)	3,130,181	2,802,538	
Ending Fund Balance (Without Donor Restrictions)	3,904,006	3,130,181	



- GOVERNMENT GRANTS
- PAY FOR SUCCESS
- CONTRIBUTIONS/GRANTS
- CJP/UNITED WAY
- PROGRAM REVENUE
- OTHER (INC. IN-KIND, INVESTMENT INCOME)

Statement of Financial Position

Statement of Financial Fosition	FY 2020	FY 2019
Assets Cash and Equivalents Investments Receivables (gov't, pledges, and notes) Deposits and Prepaids Property and Equipment (net)	\$7,137,048 2,229,038 4,366,173 271,582 1,431,063	\$6,250,005 2,152,796 3,894,126 247,245 923,142
Total Assets	15,434,904	13,467,314
Liabilities and Net Assets		
Liabilities Payables Accrued Expenses and Other Lease and Loan Obligations Deferred Rent Deferred Compensation Deferred Revenue Total Liabilities	183,356 662,199 2,086,221 1,017,429 448,960 508,929 4,907,094	510,150 587,129 394,028 1,180,308 430,134 565,155 3,666,904
Net Assets Without Donor Restrictions With Donor Restrictions	3,904,006 6,623,804	3,130,181 6,670,229 -
Total Net Assets	10,527,810	9,800,410
Total Liabilities and Net Assets	15,434,904	13,467,314



- PRE-EMPLOYMENT SERVICES
- CAREER CENTER SERVICES
- ADMINISTRATION
- INCUMBENT WORKER SERVICES
- FUNDRAISING

^{*}Classification of Net Assets changed in FY19 from Unresticted, Temp Restricted, and Perm Restricted to Net Assets With Donor Restrictions and Without Donor Restrictions

JVS

VOLUNTEERS

Last year over <u>340 people</u> volunteered at JVS. Together, they spent nearly 19,000 hours volunteering, and their efforts mad a true impact in the lives of thousands of people throughout Massachusetts. Thank you!



Photo by Ilene Perlman Photography

I began volunteering at JVS to try and make a small difference in the lives of new English speakers. What unexpectedly happened over the next six years is that each of them made a huge difference in my life. Their drive, energy and determination motivated me every week to learn more and become a better teacher! And as an extra bonus- my fellow volunteers have been wonderful to get to know and work with. My 3 hours a week in our EfA Zoom classroom over the past 7 months has been a bright light in an often dim world. My emotional equilibrium has benefited immensely from the rich and fulfilling interactions each Wednesday morning with Ann and our students. I am so grateful."

Judy B.

JVS **2020**

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CHIEF FINANCIAL OFFICER
CHIEF INFORMATION OFFICE
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Amy Nishman
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Kelly Tessitore
Mandy Townsend
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