2005 Annual Report

SER-Jobs For Progress National, Inc.
“SER” is an acronym for
“Service-Employment-Redevelopment.”

“SER” is also the principle Spanish verb meaning “to be.”

SER — Jobs for Progress National, Inc. has been called “the premier community-based organization serving the employment needs of the Hispanic community.”

In essence, we help people to become what they are capable of being.

Our motto is “Developing America’s Greatest Resource: People.”
2005 marked the end of SER National’s Five-Year Strategic Plan that commenced in 2001.

As we move forward into the second half of the first decade of the 21st century, a new Five-Year Strategic Plan is being developed and subsequently implemented. A quick look back at the past five years reveals several significant achievements.

• As a family, SER has done extremely well in adapting to the Workforce Investment Act, and One-Stop management in particular.

Starting with zero contracts outside of Michigan in the year 2001, SERCO, a subsidiary of SER-Metro Detroit, now manages more than 50 One-Stop centers in Texas, New Mexico, and Arkansas. Several other affiliates manage multimillion-dollar management contracts for their respective workforce boards, while others have become established adult and/or youth service providers.

• The SER National budget has grown ten-fold, from under $3 million to nearly $28 million.

Likewise, the SER Network as a whole has significantly increased its collective funding to more than $200 million.

• SER can legitimately claim that it has improved employment and training efforts since the inception of the plan.

Because of its SCSEP contract and close ties to One-Stop operators, SER has exerted much effort to implement continuous improvement procedures, which have paid off with significant enhancements in efficiency and efficacy.

• SER as a network has exceeded the planned goal of serving 800,000 customers by 2006.

In fact, the service population has more than tripled to more than one million. Although this progress is gratifying, it still represents a small fraction of the Hispanic market nationwide. The upside is that there are plenty of potential new customers that SER can serve.

SER National sees the following critical trends in the next five years:

English Proficiency—Employers are desperate for bilingual employees, especially in those businesses that interact extensively with the public. Companies from different industries have already approached SER National looking for help. We have partnered with Retention Education, whose Sed de Saber curriculum holds much promise. The U.S. Department of Labor has awarded a $1.1 million grant to SER National to implement Sed de Saber at four sites in Texas, and workforce boards may be interested in the model, too.

Health Care—Health care needs continue to grow, and with them, health care careers; the need for bilingual professionals at all levels is acute, especially in hospital and clinical settings where staff interact with the public. We look to replicate best practices among the SER Network, such as El Barrio’s (Cleveland) health careers program, Creando Posibilidades, which trains low-income individuals for well-paying health care positions.

Senior Citizens—Seniors constitute an increasing percentage of the U.S. population; as “baby boomers” retire and people continue to live longer, the need to provide meaningful opportunities to work, volunteer, and obtain health care grows commensurately. SER currently serves more than 3,000 low-income seniors through its SCSEP program, but there are many other service needs among seniors.

One-Stop Career Centers—The Department of Labor has invested heavily in One-Stop centers as the single vehicle to provide comprehensive employment services; those nonprofits that do not carve out significant roles in support of—or actually operate—One-Stop centers will be sidelined or even closed. SER National will always be connected to the concept. Every SER National proposal features a One-Stop element.

Youth—SER has always been very proactive in providing youth programming. Initiatives just at SER National have included working with adjudicated youth, youth practitioner apprentices, and mentoring, and the SER Network boasts an even broader range of youth programs. In its new five-year plan, SER National aims to address the number one youth problem of our times: the high dropout rate among Hispanics and all urban youth.

These areas represent service gaps, with no known comprehensive, replicable solutions in place. The latter point means opportunity—and plenty of it—for SER.
Greetings and ¡Bienvenidos!

Last year, we celebrated our 40th anniversary. Within this Annual Report, we will not only note our past achievements but also give you a glimpse into SER’s future, which we are excited to share with you.

We had a great 2005 that will propel us into an even better 2006. SER National and its SER Partners have realized many achievements of which we’re extremely proud:

• Completion of Year Two of SER National’s Senior Community Service Employment Program (SCSEP), in partnership with 21 subgrantees, most of them SER affiliates, that saw more seniors placed in unsubsidized jobs than in Year One;
• A formal employment partnership with The Home Depot, the Platinum Sponsor of the 2005 Annual Conference;
• The addition of a 502(e) On-the-Job Experience program in conjunction with SCSEP in partnership with CVS/pharmacy, to be replicated with The Home Depot this year;
• The renewal of SER National’s grant from the GE Foundation to replicate SER Mentores;
• The SER management of more than sixty (60) One-Stop career centers nationwide; and
• The addition of new SER National board members that will help us advance even faster.

In 2004, the SER family surpassed one million participants served, and in 2005 we continued beyond that benchmark to serve even more persons in need. In order to do so, some of our affiliate partners added new programs and even incorporated for-profit subsidiaries in order to compete more effectively. Some of the SER-managed One-Stop systems serve hundreds of thousands of customers. Serving los pequeñitos also has been a growth area, with some of our partners adding new Head Start centers. For its own part, SER National is adding a focus on youth programs to its core initiatives: Seniors, One-Stop, Healthcare Careers, and English Acquisition. We have taken steps in 2005 to position ourselves to be a player in these fields in the years to come.

Also, we have added new corporate Amigos, such as Walgreen’s and Wal-Mart. We are particularly proud of developing formal partnership agreements with several Fortune 500 companies, including The Home Depot.

We also acknowledge the strong leadership of our Board of Directors in guiding SER National to success. Our long-time champion Tom Trotter (El Padrino) of IBM is the first-ever private sector Chairman, and he has continued to secure grants from IBM for the SER family. We have also added several new Board Directors from Corporate America, AGIF, and LULAC. The new Board Directors lend a tremendous amount of experience and knowledge which will certainly help SER reach new heights.

We hope that this report will give you a deeper understanding of what SER is all about and inspire you to work with us to achieve our mission as we move forward into the future—together, as partners.
“A leader is a man who can adapt principles to circumstances.”
- George Patton

“As we look ahead into the next century, leaders will be those who empower others.”
- Bill Gates

“Leadership and learning are indispensable to each other.”
- John F. Kennedy

“The task of the leader is to get his people from where they are to where they have not been.”
- Henry Kissinger
“It is important that we remain flexible and change with the times, look at challenges as opportunities, and strengthen our partnerships with Corporate America who play a critical role in our ability to train workers to meet the requirements of the 21st century marketplace and economy.”

- Ignacio Salazar
Mr. Salazar started his career as the Director of the United Migrants for Opportunity in Adrian, MI, in 1970. While doing his graduate work at the University of Michigan’s Graduate School of Social Work, he served as Assistant Director for Admission and Scholarship.

His first stint with SER was as the Executive Director of SER-Metro Detroit (1975-80). In 1980, he was asked to come to Texas to take the position of Vice President of Operations for SER National. In 1984, Mr. Salazar was asked to return to Detroit to save the struggling SER Metro organization, which he promptly turned around, greatly increasing its budget while purchasing its current location, creating stability as well as a line of credit. For the next 20 years, Mr. Salazar tallied a long list of accomplishments, including the creation of SERCO, a for-profit subsidiary that today manages One-Stop centers in several states, as well as the creation of the Samaritan Center, the nation’s largest One-Stop center. Also during this time, he was asked to take over the Chicago SER, which he reincorporated in 1987 as Central States SER.

Mr. Salazar was asked to serve as President of SER National in 2001. Since then, he has not only turned around the organization’s finances, but also instituted a number of structural changes that will ensure SER National’s future success, such as adding six corporate members to the Board of Directors. It should be noted that under Mr. Salazar’s leadership, for the first time ever the Chairman of the Board is a member of Corporate America, Tom Trotter of IBM.

Mr. Salazar has been recognized for his many contributions to the Hispanic community and for his work in workforce investment. He was presented with the Governor’s Special Tribute Award and recognized by the Michigan Commission on Spanish Speaking Affairs, the Hispanic Economic Club of Michigan as Professional of the Year, Hispanic Business Alliance as Professional of the Year, and the Minority Women’s Network as Man of the Year. Mr. Salazar’s educational background includes a Master’s degree in Social Welfare Administration and Policy as well as doctoral work in Higher Education Administration, both at the University of Michigan.

Ignacio Salazar has served as a member of the SER family for more than 30 years. With his decades of progressively responsible administrative and management experience, his professional background includes skill development in areas such as: finance, grant preparation and implementation, marketing, personnel development, public relations, and supervision. His career has been varied enough to include both rural and metropolitan issues as well as persons of different racial and ethnic backgrounds.

“In 2004, the SER family surpassed one million participants served, and in 2005 we continued beyond that benchmark to serve even more persons in need.”
As an academic, Dr. Vargas not only prepared educational leaders in issues of community involvement, bilingualism, and questions related to race and ethnicity, but he has personally written and administered numerous state and federally funded grants. In 2003, he brought his vast experience and knowledge to SER National and now serves as Vice President of Operations, overseeing a staff of 30 and a budget of more than $27,000,000. In his role of administrator (including the positions of dean and provost in various universities), he has dedicated his career to the preparation of a diverse leadership in the workforce. He has been single minded in his efforts to improve the link between social responsibility and education.

Dr. Vargas’s honors and awards include:

- Lifetime Member, Phi Kappa Phi;
- Mentor of the Year, Northside Independent School District;
- Citation, Who’s Who in American Higher Education;
- Presidential Lecturer, Wiley College;
- Representative and Speaker, Third International Conference on Hispanic Issues in the U.S.;
- Member, Attorney General’s Blue Ribbon State Commission on Higher Education, Austin, TX;
- Faculty/Staff of the Year Award, Honored by the Mexican-American Student Organization;
- Dissertation Award, Association for the Study of Higher Education, Yale University;
- John S. Brubacher Award for “Outstanding Scholarship in the Area of Philosophy of Higher Education,” University of Michigan.

Dr. Vargas has served as a consultant for the Educational Testing Service (ETS); Consortium for Services to Latin America, Housing Division, University of Michigan; National Evaluation Systems, Washington, DC; The Tomás Rivera Center for National Policy Development; Race Relations Program, Bergstrom Air Force Base, Austin, TX; and Professional Development for approximately twenty-five school districts in the U.S.

Dr. Vargas completed his baccalaureate and master’s preparation at the University of Texas and received his doctorate from the University of Michigan. He also received post-doctoral training at Harvard University. Dr. Vargas most recently served as Dean and Associate Vice President for Academic Affairs at DePaul University in Chicago. His articles have appeared in the Journal of Research and Development in Education, the National Commission on Testing and Public Policy, and the Journal of Thought.
Several years ago, SER National expanded the number of seats on its Board of Directors from three to nine, and significantly increased the collective influence, knowledge, and wisdom of the board.

Mrs. Johnson Goins is the Vice President of Diversity and Inclusion for The Home Depot with responsibility for creating and implementing company-wide diversity and inclusion initiatives for the world’s second largest retailer. In this role, Mrs. Johnson Goins is charged with leveraging diversity and inclusion to enable The Home Depot to become the Company of Choice. Mrs. Johnson Goins is very active in numerous professional and civic organizations that include the United Way of America, the NAACP, Leadership Atlanta, and is a member of the Florida and Georgia Bars. An honors graduate of Stanford University, Mrs. Johnson Goins also received her law degree from the University of Pennsylvania and her MBA from Mercer University.

When asked why she decided to join SER National’s Board of Directors, Mrs. Johnson Goins says that “I have a passion for the work that SER does in providing opportunities for qualified individuals to be gainfully employed. I also have a passion for the community in general and feel a strong commitment to always give back to the community.” Over the course of her career, Mrs. Johnson Goins has served on 14 different non-profit boards to demonstrate her belief in giving back to the community. Moreover, she says, “SER is a world-class organization that is managed by talented and committed individuals. The opportunity to be part of this board is a great honor for me personally and professionally.”

Ms. Johnson Goins sees the developing alliance between The Home Depot and SER as a way to achieve concrete, positive results. “The relationship between THD and SER is important because together we can begin to create opportunity for individuals to be gainfully employed,” she says. “This, in turn, will allow them to remain viable and healthy contributors to the community and this way everyone wins.”

Mrs. Johnson Goins sees a role for SER in promoting diversity as well. “Diversity is important because it is the catalyst for innovative thinking and game changing results. Diversity is our nation’s strongest yet most untapped resource. My hopes are that public and private industry will come together to create a nation where all of our citizens can live up to their fullest potential in a safe, healthy and economically viable communities.”

With excitement and pride, SER National welcomes Mrs. Johnson Goins to the SER family.

Individuals like Gloria Johnson Goins are critical to the success of SER. The future of workforce development is employer-driven, and there is no better way to find the right direction than to enlist the leaders of Corporate America.

“ The future of workforce development is employer-driven, and there is no better way to find the right direction than to enlist the leaders of Corporate America.”
PARTNERSHIPS

“If we are together nothing is impossible. If we are divided all will fail.”
- Winston Churchill

“The man who occupies the first place seldom plays the principal part.”
- Johann Wolfgang von Goethe

“I have found no greater satisfaction than achieving success through honest dealing and strict adherence to the view that, for you to gain, those you deal with should gain as well.”
- Alan Greenspan

“Society is indeed a contract. It is a partnership in all science; a partnership in all art; a partnership in every virtue, and in all perfection.”
- Edmund Burke
(top left) ¡Traducelo Ahora! software allows participants to translate pages instantly; (top right) A sight-impaired participant uses WAT to view Web pages; (bottom, left and right) IBM-donated technology allows entire families to learn together
One of SER’s oldest “Amigos,” IBM has been supporting SER both nationally and locally for more than 30 years. Although IBM has been in large part in the way of technology—literally thousands of desktop computers, laptops, servers, printers, etc.—the support has come in many forms, including advice, leadership, and much needed cash. All told, IBM has provided more than $15,000,000 worth of support to SER National and its affiliates.

What is not commonly known is that IBM played a major role in launching SER into the computer age. In the 1970’s, IBM donated thousands of typewriters to SER offices to support clerical training programs. In the 1980’s, IBM donated what were at the time state-of-the-art PCs. More important, IBM assisted SER operations in creating computer networks, which, although the norm today, were not very often found in computer training programs of that time. These computer networks allowed SERs to teach participants about working in a networked environment while technical staff were able to control computer usage from a client-server setup. These classrooms also facilitated Internet access when it became available.

But IBM support has gone far beyond technology. Over the years they have lent the talents of their best and brightest to provide leadership and advice to both SER National and local SER organizations. The most notable and current example is Tom Trotter, Director of Corporate Community Relations for IBM, who serves as Chairman of the SER National Board of Directors, the first member of Corporate America to hold that position. Many times IBM support has been more low profile but just as important. For instance, at SER-Metro Detroit, IBM donated numerous items of clothing so that participants would have quality interview outfits.

Just in the past few years, IBM has partnered with SER National to implement multiple initiatives that have benefited both local SERs and community residents:

**Proyecto Tecnología (Technology Project).**
Under this project, IBM donated $200,000 worth of computer technology to six SER affiliates, who went through a proposal process to receive individual grant awards. The SER affiliates were then able to offer distance learning programs to the residents in their respective communities.

**Traducelo Ahora! (Automatic Translation Project).**
*Traducelo Ahora!* was a two-year grant for cities which have a high percentage of Hispanics. This grant program responded to a report IBM commissioned from the Tomás Rivera Policy Institute which concluded that a “lack of Spanish language Web sites can be a determining factor in Latino use of the Internet, particularly among older, first generation immigrants with lower levels of education.” SER sites identified Web sites that, if they were translated into Spanish, would provide the most benefits to the Hispanic constituents. They also determined the level of accuracy of the translations once they have been translated via IBM’s online automatic translation software. Each SER site received multimedia PCs and a laser printer.

**Web Adaptation Technology.**
Created by scientists at the IBM T.J. Watson Research Center, Web Adaptation Technology (WAT) assists people with low vision by enabling them among other things, to magnify everything on a Web page, change the color of the text and background, turn off animation and sharpen images to greatly improve readability. SER National has deployed WAT at a dozen SER offices across the nation. Most of these offices have the Senior Community Service Employment Program (SCSEP), and providing computer training is a key part of preparing seniors for work. With WAT, seniors gain confidence while becoming more adept at navigating the Web.

**World Community Grid.**
The World Community Grid’s is the largest public computing grid benefiting humanity. It speeds up medical research by using unused computer time on individual computers. IBM has donated the hardware, software, technical services and expertise to build the infrastructure for the grid and provides free hosting, maintenance and support. SER has joined the worldwide effort. Volunteers simply donate the time their computers are turned on, but would normally lie idle, for projects that benefit humanity, such as research on cancer, HIV/AIDS, hunger, and genetics.

Mr. Trotter notes, “IBM has partnered with SER National for over 35 years. This partnership is natural considering SER’s strategy of exploiting technology to leverage outreach to people who need training.”
PARTNERSHIPS: THE HOME DEPOT
Each year SER National considers new partnerships with corporations, looking for the right “fit” in terms of alignment of goals and philosophy. Sometimes, a potential “Amigo” stands out such that everyone in both organizations recognizes it immediately. Such was the case with The Home Depot, one of SER National’s newest Amigos de SER.

In 2005, SER National commenced a nationwide partnership with The Home Depot, the world’s largest home improvement retailer. SER works with The Home Depot at more than 30 locations in 18 states to help recruit candidates for full-time and part-time positions. SER staff at these locations assist interested candidates in completing an online application. In addition, candidates can go to Home Depot stores to complete the application at in-store kiosks, or even from the comfort of their own homes if they have Internet access.

“Hispanics strive for the American Dream, which includes obtaining an education, meaningful employment and good benefits to care for our families. The Home Depot has taken a big step in helping make those dreams a reality,” said Alma Morales Riojas, president and CEO of MANA, A National Latina Organization, chair of the board of directors for HACR, and a member of the SER National Board of Directors. “Increased visibility of career opportunities at The Home Depot for our members and the communities they serve creates a winning effort all around.”

The hiring initiative features the theme “Unidos Podemos/United We Can” as a means to showcase the unity of the effort and the positive impact this partnership can have on communities. SER National is promoting the partnership on its Web site as well as in promotional materials at the various affiliate offices. In addition, SER National has posted a link on its Web site to its Store Leadership Program, a management training initiative.

Dr. Quintin Vargas, Vice President of Operations for SER National, indicates that “If we expect our business, political, and social leaders to be adept at interacting with our society twenty years from now, we need to form partnerships like these. These partnerships between the public and private sectors must focus on preparing our future leadership now. The Hispanic managers trained this decade will form the nucleus of executive Hispanic leadership in 2020.”

“A relationship with The Home Depot is a natural fit for our organization,” said Ignacio Salazar, president and CEO of SER National. “We have a tremendous opportunity to work nationally and locally on substantial programming that will have a positive impact on our communities. This will be a tremendous alliance for everyone involved.”

The partnership with The Home Depot has already benefitted SER National and its affiliates, as well as The Home Depot. The Home Depot has sponsored an event in Dallas for SER National’s Project CRAFT, a construction trades training program for adjudicated youth, and The Home Depot was the Platinum Sponsor of the 40th Annual SER National Conference in Irving, Texas, in October 2005.

At the local level, some “best practices” are already emerging. In Cleveland, SER affiliate El Barrio has developed a customized program with a nearby Home Depot store. Using a job preparation curriculum jointly developed by staff from El Barrio and The Home Depot, job candidates are thoroughly prepared before going through the hiring process. “We are able to train bilingual individuals at El Barrio and give them the tools to go into the workforce,” says Andres Gonzalez, Director of Hispanic Services for El Barrio. “This program has two benefits: it helps The Home Depot diversify its workforce, and it empowers the community by placing clients into jobs with good wages and benefits.” The program is so successful that El Barrio is looking to replicate the program state-wide.
“The beginning is the most important part of the work.”
- Plato

“The world is moving so fast these days that the man who says it can’t be done is generally interrupted by someone doing it.”
- Elbert Hubbard

“I continue to find my greatest pleasure, and so my reward, in the work that precedes what the world calls success.”
- Thomas Edison

“I never see what has been done; I only see what remains to be done.”
- Siddhartha Buddha
One approach already being implemented by SER National is mentoring. The SER Mentores Program, funded by a grant from the GE Foundation, is beginning its second year. The program will continue to mentor and support the entire child’s support network, but use a new approach that is expected to increase the program’s success. The program is provided by Central States SER through a partnership with the Bi-Lingual Parent Resource Center.

The mentoring program serves youth from grades fifth through eighth that have an academic need. This program differs from other programs because it focuses not only on the academic issues confronting the child, but also mentors to the academic and employment related needs of the parents. Rachel McDonald, Central States SER Executive Director, had seen programs neglect an important part of

In addition to SER National’s original four programmatic initiatives—One-Stops, seniors, English Language Acquisition, and health careers—the area of youth education has been added in response to identification of a critical need for intervention among at-risk youth.
The drop-out rate among urban Hispanic youth is in the 50-60% range, regardless of geographic location. Although many organizations provide various youth services, no one has developed a strategy that has made a nationwide impact. After much consideration and discussion, SER has decided to take on the challenge.

The equation in a child’s success...the influence of the family. According to McDonald, “most youth mentoring programs focus on the child.” McDonald says the approach to serving only the disadvantaged youngsters can be unbalanced, and many problems that influence a child’s success in school are inter-related among problems facing the family unit as a whole. This programs mentors to both child and parent.

This year, Central States SER is planning a new service to add to the program...parents who were successful in the program last year acting as mentors for this year’s participants. Adam Alonso, Central States Director of Youth Services, feels the use of former participants as mentors will help parents who are new to the program feel at ease. Alonso says “Word of mouth travels fast in our community. People who have actually been successful in the program are your best recruiters...people see their actual successes and want the same for their family.”

With this new approach, McDonald and Alonso are confident that students’ lives will be impacted. The program aspires to influence families to support the children’s academic endeavors. If families become pro-active in their child’s education, then it’s possible that drop-out rates can be lowered and more children will be able to go on to post-secondary education. McDonald says, “If we can assist a youth in getting his academic scores to increase, and his little brother sees his success, then the little brother is encouraged to excel as well. What better example can we provide?” McDonald and Alonso hope to serve 50 families with the new funding.
One-Stop centers provide services to both job seekers and employers alike. Some of the services offered through the One-Stops include: job search assistance, career counseling, occupational training, child care, job matching, pre-screening services to employers, the delivery of Temporary Assistance for Needy Families (TANF), and Food Stamps Employment & Training, and Workforce Investment Act (WIA) programs. These services enable employers to remain competitive and assist job seekers to find, obtain, and keep jobs.

Although SER National does not manage One-Stop centers, nearly every activity of the organization is tied either directly or indirectly to One-Stops. For instance, under SER National’s Senior Community Service Employment Program (SCSEP), all local SCSEP projects must establish reciprocal relationships with the respective One-Stop system, and cement that relationship with a Memorandum of Understanding (MOU). As SER National proposes new initiatives, like SER Sed de Saber or SER National’s faith-based proposals, it integrates the design with the local One-Stop systems from the inception.

SER National also maintains close ties with affiliates that manage One-Stop centers, such as SER-Metro Detroit, SER Florida, SER Santa Fe, SER San Antonio, and SER of the Texas Gulf Coast. Together, these SER offices manage more than 60 One-Stop centers in five states. Many of these centers are among the highest-performing in their respective states. In all cases, SER-managed One-Stops employ a community-based approach to achieve a high level of customer satisfaction.

SER-Metro Detroit is an excellent example of SER’s unique approach to One-Stop management. During the late 1980’s, SER Metro-Detroit established a for-profit subsidiary in order to respond more effectively to performance-based contracts. Today this platform is being utilized to compete for management contracts to operate One-Stop career centers in strategically targeted cities throughout the nation.

Importantly, SERCO does not compete with the SER Network of Partners. Rather, SERCO offers network partners the ability to participate in partnerships that strengthen the SER position when competing against large corporate entities for One-Stop management contracts. SER network partners, then, have new avenues for growth even as federal funding changes in ways often unfavorable to community-based organizations.

Starting with a base of four One-Stop centers in Detroit, Michigan, including the largest One-Stop in the nation, the Samaritan Center, SERCO has steadily added One-Stop systems in other states, including Arkansas, New Mexico, and Texas. In each local area, SERCO has taken an under-performing system and brought it to the top of the rankings, usually in a matter of months.

Ignacio Salazar, SERCO President, notes that “one of the reasons that workforce boards are choosing SERCO is that we bring to the table an array of public and private partnerships. SERCO reaches out to employers, educators, and community organizations to create a holistic system that meets the needs of all stakeholders. In fact, our community-based model, combined with the best business principles, is what sets SERCO apart from the others and resonates with workforce boards.” A prime example of the efficacy of the SER approach can be seen in the recent aftermath of Hurricane Katrina (see story on page 25).

SER National will continue to incorporate the integration of One-Stop centers in each future workforce development initiative, not only because of the priorities established by the Department of Labor; but also because SER recognizes the importance of efficiency and effectiveness in all such endeavors. The SER family’s success in this arena has already confirmed the value of this approach.
Rocky Mountain SER SCSEP participants Martha Cabral (left) and Rose Martindale (right) benefit from work experience at community sites.

SCSEP is funded under Title V of the Older Americans Act, with $342 million awarded by DOL to 13 national contractors, including SER National. In addition, 22% of the total funding for SCSEP goes to individual states for the same purpose. Each year, SCSEP assists nearly 100,000 low-income seniors age 55 or older in all fifty states, Puerto Rico, and the District of Columbia. Participants are placed in community service assignments at nonprofit entities, such as community based organizations, libraries, and municipal offices. They are paid the minimum wage for an average of 20 hours per week and receive training, counseling, and supportive services until such time that they are ready to enter the workforce in unsubsidized jobs in either the private or public sector.

One of the most important lessons learned by SER National is that communicating clear program policy and procedure to local staff is necessary to ensure that appropriate services were provided to program participants. SER National staff met this challenge by developing and publishing a comprehensive standard operating manual that included a newly composed financial management section. It also became evident that new positions were needed at the national level to address the needs of the grant. A Workforce Coordinator was hired to create more visibility for the program at both the local and national levels, and to assist local programs with recruitment of participants and corporate employers. A MIS Help Desk Coordinator was added to assist sub-grantees with data management and tracking performance measures.

It should be noted that since SER National started as a SCSEP contractor in 2003, it has increased the Hispanic participation rate among its 26 sites from a combined rate of 11% to 30% (see chart). That SER National accomplished this increase is made even more remarkable by the fact that it was done in just two years, and much credit should be given to SER’s subgrantees. It also points out the lack of Hispanic SCSEP participation historically. SER National is committed to continue to enroll and job place Hispanic participants, while solidifying its reputation as the go-to organization for Hispanic workforce development.

Seeing the increase in program performance measures such as job placement and service level has been rewarding. But the biggest payoff is seeing the impact the program has on the lives of its participants. The success of participants who are going to work makes all their efforts worthwhile.

In 2003, SER National was awarded a $26 million grant from the U.S. Department of Labor (DOL) to provide job training and placement to low-income older Americans under the Senior Community Service Employment Program (SCSEP). What was once a former income maintenance program for seniors, troubled with misconceptions about funding intent and new federal regulations, is now a program that provides high quality job training for older Americans, as well as providing business solutions to employers and meeting high performance standards.
The program differs from the regular SCSEP program because it provides technical skills training in preparation for unsubsidized employment in the private sector through work experience (WE) and on-the-job training (OJT). It targets high growth industries as determined by the Department of Labor such as health, construction and retail. The grant was initiated on October 1, 2004 and was extended through September 30, 2006.

The CVS pharmacy partnership involved four sites and included two SCSEP subgrantees in Miami and Chicago. SER National operated the program in Fort Worth and Austin, Texas. The program enrolled, trained and graduated SCSEP participants for a total of 40 hours of instruction in computer skills and customer service training. The training curriculum also offered the opportunity for participants to receive a National Customer Service Certification from the National Retail Federation. SCSEP participants were placed in Work Experience and On-the-Job Training, after which they were placed in unsubsidized employment with CVS.

During the program many lessons were learned and best practices established and as a result, The Home Depot partnership targeted the spring hiring season as the time to launch the program. An additional 20 hours of computer training was added with a stronger focus on customer service and test taking for a total of 80 hours of training. In preparing for jobs with the two retail outlets, the goal was for the SCSEP participants to complete the application process successfully.

Six program sites were chosen by The Home Depot and included Houston, San Antonio, Dallas, Los Angeles, Miami and Cleveland. In three of the sites, SER SCSEP subgrantees operated the program and in the other sites, SER affiliates ran the program except for Dallas where SER National was in charge. The goal is to recruit and screen 130 SCSEP participants and place 82 in jobs with The Home Depot.

SER National has partnered with other national SCSEP grantees to recruit participants for the program. Organizations include AARP, Senior Service America, Inc., Mature Service, Inc. and National ABLE. Both SER National and the partner organizations will receive placement credit for unsubsidized employment. The overall goal is to develop new and innovative strategies in working successfully with the private sector to place older workers in jobs and to share the results with all SCSEP grantees.

An essential part of SER’s success over the years has been its ability to partner with both the private and public sectors. A perfect example of such partnerships can be seen in SER National’s 502(e) On-the-Job Training program funded by the U.S. Department of Labor. Under this program, SER National has partnered with CVS pharmacy and The Home Depot to train and job-place older workers in the stores of the two corporations. In addition, SER National has partnered with several other Senior Community Service Employment Program (SCSEP) contractors to recruit appropriate participants for the 502(e) program.

The Home Depot partnership involved four sites and included two SCSEP subgrantees in Miami and Chicago. SER National operated the program in Fort Worth and Austin, Texas. The program enrolled, trained and graduated SCSEP participants for a total of 40 hours of instruction in computer skills and customer service training. The training curriculum also offered the opportunity for participants to receive a National Customer Service Certification from the National Retail Federation. SCSEP participants were placed in Work Experience and On-the-Job Training, after which they were placed in unsubsidized employment with CVS.

During the program many lessons were learned and best practices established and as a result, The Home Depot partnership targeted the spring hiring season as the time to launch the program. An additional 20 hours of computer training was added with a stronger focus on customer service and test taking for a total of 80 hours of training. In preparing for jobs with the two retail outlets, the goal was for the SCSEP participants to complete the application process successfully.

Six program sites were chosen by The Home Depot and included Houston, San Antonio, Dallas, Los Angeles, Miami and Cleveland. In three of the sites, SER SCSEP subgrantees operated the program and in the other sites, SER affiliates ran the program except for Dallas where SER National was in charge. The goal is to recruit and screen 130 SCSEP participants and place 82 in jobs with The Home Depot.
Anthony J. Ippolito, Jr.

Anthony Ippolito asserts that “he has intelligence enhanced by a keen sense of performance management and human resource training.” However, at over 60 years old, he felt he had faced age discrimination in his endeavors to succeed. But then a breakthrough occurred. “Through my professional connections relating to Goodwill Services and Boston Career Link, I learned about the work that the La Alianza Hispana was doing in collaboration with workforce development.” He met Helen Credle, Site Coordinator for the SER SCSEP Boston office and was enrolled into the program. Armed with an Individual Employment Plan that spelled out his training needs, he found himself firmly on track again. He successfully completed his training and was recently hired by La Alianza Hispana as a Human Resource Specialist and earns more than $50,000 per year. Mr. Ippolito’s faith in himself has been well rewarded.

Roberta Williams

Roberta Williams says that “SER SCSEP-Boston literally saved my life” and offered her the opportunity to regain her pride and strong sense of self-esteem. She was formerly a middle-management professional who took a leave of absence to act as a caretaker for her very sick husband. He passed away and when she attempted to return to her position, she learned that they had eliminated the position and were not hiring. “I remember, as if it were yesterday, discussing my enrollment possibilities with Helen Credle, Site Coordinator. She assured me that ‘It’s Never Too Late To Be Great,’ which really resonated within me.” She stepped up to the challenge and began her SCSEP training at La Alianza Hispana in the Development Department. When her training period ended, she landed a job at the Commonwealth School as the Assistant Director of Development, where her duties include, but are not limited to, event planning and creative design in fund raising techniques. “I am proud that I am earning a professional salary and it feels great,” she reports.

Mercedes Ponce

SER SCSEP-Boston Operation has had a dramatic impact on Mercedes Ponce, who was homeless and looking for employment. Mercedes came to Boston from Ecuador. She is college educated and had worked in her country in diplomatic service. Mercedes was quite familiar with the immigration process and the importance of Hispanic people in our community learning English so that they could improve their chances of finding quality employment. Mercedes was enrolled in SCSEP and introduced to the Education Department at La Alianza Hispana. Shortly thereafter, Mercedes was hired as Case Manager/ESOL Teacher at a salary of $35,000, with a primary focus on Vocational English where she teaches English to Hispanic men and women, enabling them to move up the career ladder. “I don’t know what I would have done without the valuable assistance, guidance and training of SER SCSEP,” says Mercedes.
In February of this year, U.S. Department of Labor/Employment & Training Administration, as a part of its new Limited English Proficiency and Hispanic Worker Initiative, awarded SER National a $1.1 million grant to implement SER Sed de Saber, a workplace-specific English language acquisition program. SER National is partnering with Retention Education, LLC, to launch Sed de Saber (Thirst for Knowledge) in four locations in Texas (Dallas, Fort Worth, El Paso, and Lubbock), in cooperation with more than a dozen food service and hospitality companies.

The SER Sed de Saber Initiative is an innovative, powerful, and large-scale collaboration between the public and private sectors designed to expand an existing and successful program in order to teach—potentially—millions of LEP (Limited English Proficient) adults English. The initiative was created to reach LEP learners where they work and to provide them with English language acquisition learning materials that are relevant, engaging and effective.

The curriculum was made possible by Retention Education’s cooperative relationship with Leapfrog Enterprises, makers of the LeapPad and Quantum Pad learning systems already used by millions of Americans. Sed de Saber also includes a skills assessment component, which is used to measure the learning outcomes of the users. According to Bill Groux, President of Retention Education, “Sed de Saber was designed to help solve the English language needs of the limited-English proficient Hispanic adult. Our learning system allows the student to learn at his own pace and in the privacy of his home. Sed de Saber blends best-practices ESL instruction with workplace and life skills in order to provide a balanced and effective approach to learning.”

Sed de Saber has been successfully piloted and is underway with over fifty food service companies, including the following operators: Wendy’s, Burger King and Outback Steakhouse, Brinker International, Wyndham Hotels and TGI Friday’s, Sonic, McDonald’s, Carl’s Jr., IHOP, Jack in the Box, Del Taco, El Pollo Loco and many others. Sed de Saber also was recognized with the 2004 Innovator of the Year Award by the California Restaurant Association.

Funding for this project will expand to educate thousands of LEP Hispanic adults over the next year and improve their English language skills to a conversational level (based on CASAS and SCANS standards). This objective will be met by: reaching LEP Hispanic adults thru work—in partnership with the employers in the Foodservice and Hospitality industries; leveraging workplace and life skills relevant to English language acquisition delivered in an engaging format; and creating a private-public partnership with public funding matched with employer investments. The private sector participants include major Foodservice and Hospitality operators, the Multi-Cultural Food Service and Hospitality Alliance, and several state restaurant associations.

The national benefits of this project will be the following:

- Providing employers with a tangible and measurable public good in an investment in English language training for their employees.
- Creating a literate environment within the home in order to lift Hispanic families nationwide to a higher standard of living.
- Providing an immediate path to the American dream for Hispanic adults and their families through English language acquisition.
- Forming a comprehensive and lasting public-private partnership model for years to come.
A key vehicle for providing services to victims is through One-Stop centers funded by the U.S. Department of Labor. SER operates more than 60 One-Stops in Texas, Arkansas, Florida, Michigan and New Mexico. Some of the services include job placement, housing referral and/or arrangements, food provision, transportation, child care, and work experience. Teams of SER staff were deployed to strategic locations, including such landmarks as the Houston Astrodome and Kelly Air Force Base in San Antonio, TX. In a number of cases, staff were dispatched from distant locations, such as El Paso, TX, and often involved workers who volunteered their time and expertise.

SER is combining resources with its private sector partners in order to conduct outreach and, in particular, place Katrina victims in jobs immediately. SER National has partnered with IBM and the U.S. Chamber of Commerce to create the “Jobs4Recovery” Web site (www.jobs4recovery.com).

Houston. In Houston, SER of the Texas Gulf Coast operates two One-Stop centers. SER staff were sent to centers throughout Houston to help find jobs for evacuees. Jesse Castañeda, Executive Director of SER of the Texas Gulf Coast, said that “our centers have been inundated with evacuees looking for jobs.” SER staff set up tents at the Astrodome and the Reliant Center to process individuals, not only for employment, but also referrals for housing, clothing, food, and more. SER staff have gone directly to apartment buildings to meet with relocated individuals and provide assistance. SER also participated in a telethon on Univisión to respond to evacuees who called in seeking help.

San Antonio. SER San Antonio, which operates all of the One-Stop centers in San Antonio, mobilized a team to provide universal services at Kelly USA, where some 12,000 victims were sheltered. SER WorkSource Centers received evacuees who fled Katrina’s devastation, who sought information and services regarding Disaster Unemployment Assistance (DUA), Unemployment Insurance (UI), and shelter information. Linda Rivas, President of SER San Antonio, coordinated with Alamo Community College District (ACCD) to leverage its Advanced Technology Center to provide real time connections. More than 550 local employers responded to the needs of job seekers. SER held job fairs at community leader Julian Castro’s office (46 employers) and at Kelly (72 employers). Within days, scores of evacuees were hired for such jobs as assembly, retail, warehouse, electrician, maintenance, welder, LVN, RN, and construction. SER San Antonio has expanded hours to include evenings and Saturdays, and both Saturdays and Sundays at Kelly USA.

El Paso. SERCO of Texas manages the One-Stops for the Upper Rio Grande region of Texas. In El Paso, 500 evacuees were housed at the El Paso Civic Center, where SERCO staff met with victims one-on-one to process unemployment claims by linking the Texas and Louisiana systems, as well as to offer other employment services. SERCO’s El Paso operation also sent a staff team to Houston to help provide on-site assistance. “So far, people have been more than willing to assist in anyway they can in Houston and in El Paso,” notes Ralph Briones, SERCO Regional System Manager for the Upper Rio area. SERCO also manages the Tarrant County One-Stop system, based in Fort Worth, Texas. According to Zeke Romo, Assistant Vice President of SERCO, “evacuees who came to the Fort Worth area received assistance, including housing vouchers, FEMA registration, and transportation, among other services.”

(top left) SER the Texas Gulf Coast (Houston) staff register Katrina victims for services; (bottom left) Katrina refugees participate in a job fair at the SER-operated Northeast Workforce Center in Houston
COMING TOGETHER

THE SER NATIONAL CONFERENCE

The SER National’s 40th Annual Conference, held October 12-14, 2005 in Las Colinas (Irving), Texas, was a resounding success. Workforce development professionals from around the nation came to learn about the latest trends in employment and training, as well as to enjoy top speakers at meal events and the dance gala. Follow-up surveys revealed a high level of satisfaction among participants, and provided valuable information to be used in planning the 2006 conference.

The conference began with all-day training for Senior Community Service Employment Program (SCSEP) staff from 26 sites in 16 states under SER National’s $26 million SCSEP grant under the Department of Labor/Employment and Training Administration. Every year the SER National conference provides critical training in participant services, fiscal procedures, and program enhancement.

Concurrent with the SCSEP training, the two affiliate members of SER National’s Board of Directors, Richard Lopez (Kansas) and Eva Dewaelsche (Detroit) convened the annual Partners Meeting. The Partners Meeting enables members of the SER Network of Partners (affiliates) to consider issues and offer their feedback and advice as to SER National’s direction.

Also held on the first day of the conference was the SER National Board of Directors meeting. In addition to the various fiduciary matters considered by the Board, the Directors accepted the nomination of Gloria Johnson Goins to join the Board. Ms. Johnson Goins brings extensive experience and abilities to the Board, which portends great things for SER National as we move forward.

A welcome reception was held the first evening of the conference. Irving Mayor Herb Gears and Brad Durham, Chairman of the Greater Irving/Las Colinas Chamber of Commerce, welcomed a full room of conference attendees and community leaders. Stirring music, provided by the award-winning Latin Jazz Ensemble, and great food ensured a good time was had by all.

The second day of the conference commenced with a full schedule of workshops with presentations on such topics as Employee Partnerships and Older Workers, Older Worker Job Search Issues, Demand Driven Workforce and Youth, Reporting Common Measures, Services to Individuals with Disabilities, Limited English Proficiency (LEP) and Workplace Literacy, The Power of e3: Partnerships among Employers, Educators and Economic Development.
The Affiliate Awards Luncheon featured Dr. Jesus Carreon, Chancellor, Dallas County Community College District, and Diane D. Rath, Commissioner, Texas Workforce Commission, as speakers. The Affiliate of the Year Award went to Fresno SER and was accepted by its executive director, Becky Mendibles. Best Overall SCSEP Performer Awards went to SER of Southwest Texas and SER de New Mexico. Outstanding One-Stop Contribution awards went to WorkSource of the South Plains and Workforce Solutions for Tarrant County.

That evening, attendees had the opportunity to go to the State Fair of Texas, the largest state fair in the nation.

On the last day of the conference, workshops continued, including presentations on the U.S. Hispanic Population, Challenges in the Future Workforce Development, Employee Partnerships and Older Workers, Accessing Labor Market and O*Net Online, and Welfare Reform Programs & Performance.

The Corporate Awards Luncheon speakers included Cindy Milburn, The Home Depot, and Joseph Juarez, Regional Administrator, Department of Labor (Dallas). Corporate Awards went to The Home Depot, IBM, and the Ford Motor Co.

The final evening of conference concluded with the 40th Anniversary Gala Dinner Dance. Ignacio Salazar, President & CEO of SER National, gave a stirring speech entitled “The Need for SER.” Dr. Juan Andrade, President of the United States Hispanic Leadership Institute, was the Keynote Speaker, and entertainment was provided by the renowned David Marez and Joe Posada. Conference participants went home informed, entertained, and excited about the future of SER.
SER Network of Partners Directory

**SER National**
Irving, TX  
(972) 506-7815

**ARIZONA**
SER of Southern Arizona  
Tucson, AZ  
520/624-8629

**CALIFORNIA**
El Centro SER  
El Centro, CA  
760/352-8514

Fresno SER  
Fresno, CA  
559/452-0881

Latin Business Institute  
Garden Grove, CA  
714/638-1362

SER South Bay  
Norwalk, CA  
323/720-1906

SER of San Diego County  
Oceanside, CA  
760/754-6500

Orange County SER  
Santa Ana, CA  
714/556-8741

**COLORADO**
Rocky Mountain SER  
Denver, CO  
303/480-9394

**DISTRICT OF COLUMBIA**
Multicultural Internship Program  
Washington, D.C.  
202/673-7314

**FLORIDA**
SER Florida  
Miami, FL  
305/871-2820

**ILLINOIS**
Central States SER  
Chicago, IL  
773/542-9030

SER Lake County  
Waukegan, IL  
847/336-1004

**KANSAS**
SER Corporation of Kansas  
Wichita, KS  
316/264-5372

**MASSACHUSETTS**
SER of Southeastern Massachusetts  
Fall River, MA  
508/676-1916

La Alianza Hispana  
Roxbury, MA  
617/427-7175

**MICHIGAN**
SER-Metro Detroit  
Detroit, MI  
313/846-2240

**NEVADA**
HABLE/SER  
Las Vegas, NV  
702/229-2577

**NEW JERSEY**
Puerto Rican Unity for Progress  
Camden, NJ  
856/541-1418

**NEW MEXICO**
SER de New Mexico  
Albuquerque, NM  
505/268-4500

SER Santa Fe  
Santa Fe, NM  
505/473-0428
NEW YORK
South Bronx Community Action Theater
Bronx, NY
718/292-5050

SER of Westchester
White Plains, NY
914/681-0996

OHIO
El Barrio
Cleveland, OH
216/281-0109

PENNSYLVANIA
Hispanic American Organization
Allentown, PA
610/435-5334

PUERTO RICO
Presbiterio de San Juan
San Juan, PR
787/707-7545

RHODE ISLAND
SER Rhode Island
Pawtucket, RI
401/724-1820

TEXAS
ACCESS
Abilene, TX
915/670-9727

Mi Escuelita
Dallas, TX
214/526-0220

Eladio Martinez Learning Center
Dallas, TX
972/794-6900

SER Child Development Center
Dallas, TX
214/637-8307

Fort Worth SER
Fort Worth, TX
817/624-3260

Grand Prairie SER
Grand Prairie, TX
972/237-9300

SER of the Texas Gulf Coast
Houston, TX
713/773-6000

Debes Creer en Ti
Irving, TX
972/669-5031

SER of Southwest Texas
Laredo, TX
956/724-1844

Information Referral Resource Assistance
McAllen, TX
956/682-3436

SER San Antonio
San Antonio, TX
210/438-0586

WASHINGTON
Centro Latino SER
Tacoma, WA
253/572-7717

WISCONSIN
SER Milwaukee
Milwaukee, WI
414/649-2640
## Statements of Activity

For the Years Ended June 30, 2005 and 2004

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue and Support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>$24,183,514</td>
<td>$26,040,713</td>
</tr>
<tr>
<td>Contributions</td>
<td>326,202</td>
<td>384,738</td>
</tr>
<tr>
<td>Special Events</td>
<td>177,580</td>
<td>148,267</td>
</tr>
<tr>
<td>Other Income</td>
<td>13,622</td>
<td>127,929</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE AND SUPPORT</strong></td>
<td>24,700,918</td>
<td>26,701,647</td>
</tr>
</tbody>
</table>

### Net Assets Released From Restriction

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of Program Restrictions</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL EARNED REVENUE</strong></td>
<td>24,700,918</td>
<td>26,701,647</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Assistance</td>
<td>14,886</td>
<td>1,016,666</td>
</tr>
<tr>
<td>Education</td>
<td>91,719</td>
<td>120,355</td>
</tr>
<tr>
<td>Employment &amp; Training</td>
<td>22,831,299</td>
<td>24,543,408</td>
</tr>
<tr>
<td></td>
<td>23,937,904</td>
<td>25,700,429</td>
</tr>
<tr>
<td>Supporting Services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and General</td>
<td>542,423</td>
<td>624,739</td>
</tr>
<tr>
<td>Special Events</td>
<td>140,175</td>
<td>142,749</td>
</tr>
<tr>
<td>Total Supporting Services</td>
<td>682,598</td>
<td>767,488</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>24,620,502</td>
<td>26,467,917</td>
</tr>
</tbody>
</table>

### Changes in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGES IN NET ASSETS</strong></td>
<td>$80,416</td>
<td>$233,730</td>
</tr>
</tbody>
</table>
SER National Board of Directors

William Thomas Trotter  
Chair  
Director of Operations  
CCR North America  
IBM Corporation

Alma Morales Riojas  
Vice Chair  
Washington, DC  
American GI Forum

Richard E. Lopez  
Secretary  
CEO, SER Corporation of Kansas  
SER Partners Representative

Joe Campos  
Treasurer  
Dallas, Texas  
League of United Latin American Citizens

Agoberto Benovides  
Human Resources Division Manager  
Allstate Insurance Company

Frank Casillas  
Downers Grove, Illinois  
American GI Forum

Dr. Jaime Casillas  
Oxnard, California  
League of United Latin American Citizens

Juan Manuel Arredondo  
Vice President, Human Resources  
Procter & Gamble

Adalberto “Del” Cruz  
Harlingen, Texas  
League of United Latin American Citizens

Eva Garza Dewaelsche  
President, SER Metro-Detroit, Jobs for Progress, Inc.  
SER Partners Representative

Hector Flores  
Dallas, Texas  
League of United Latin American Citizens

Tony Gallegos  
Sante Fe Springs, California  
American GI Forum

Roderick D. Gillum  
Vice President  
Corporate Responsibility & Diversity  
General Motors Corporation

Gloria Johnson Goins  
Vice President  
Office of Diversity & Inclusion  
The Home Depot

David L. Gonzales  
Vice President  
Community Affairs  
PepsiCo, Inc.

Ana Hart  
Springdale, Arkansas  
League of United Latin American Citizens

Jerry Fuentes  
Executive Director – External Affairs  
AT&T

Raquel “Rocky” Egusquiza,  
Director  
Community Development  
Ford Motor Company

David Rodriguez  
San Jose, California  
American GI Forum

Dr. John Soto  
San Antonio, Texas  
American GI Forum

Leven Weiss  
Senior Manager  
Civic and Community Relations  
DaimlerChrysler Corporation
SER National President & CEO
Ignacio Salazar

Vice President of Operations
Dr. Quintin Vargas

Annual Report Development
James Parsons,
Director of Strategic Initiatives

Contributors
Gabrielle Black,
MIS Help Desk Specialist

Stephanie Gutierrez,
Freelance Writer

Alex Nerangis,
Manager of Community Partnerships

Charles Stanhouse,
Director of Finance

The Staff of SERCO of Texas

SER – Jobs for Progress National, Inc.
5215 N. O’Connor Blvd., Suite 2550
Irving, TX 75039
(972) 506-7815
(972) 506-7832 fax
www.ser-national.org

To make an individual donation, visit our Web site at www.ser-national.org and click on “Donate”

To inquire about opportunities to help support SER National’s programs, or to order additional publications, contact James Parsons, Director of Strategic Initiatives, at (972) 830-6350 or jparsons@ser-national.org.