

**CARF
Survey Report
for
WATCH
Resources, Inc.**

Organization

WATCH Resources, Inc.
12801 Cabezut Road
Sonora, CA 95370

Organizational Leadership

Christine A. Daly, M.R.A., Executive Director
Patt Koral, President

Survey Dates

January 6-8, 2016

Surveyor

Steven W. Howard, Ed.D.

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development

Previous Survey

December 3-5, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: February 28, 2019



Three-Year Accreditation

SURVEY SUMMARY

WATCH Resources, Inc. has strengths in many areas.

- Team members of WATCH Resources are highly dedicated to the consumers, and they are an exceptional source of pride for the organization. They carry out their duties with enthusiasm, and they are motivated to help consumers succeed in every aspect of their individual employment searches. Team members are recognized as caring professionals by both consumers and other stakeholders. They conduct themselves with impressive character, and they are motivated to move the organization's mission forward.
- WATCH Resources is commended for the significant employment longevity of members of the leadership and management team. Their history and depth of organizational experience instill a level of confidence across stakeholders and communities served that is anticipated to continue to provide strength and stability as the organization moves forward in accomplishing its mission.
- The vision and community contacts of the exceptionally experienced and caring executive director produce exceptional results on behalf of the organization. Board members, personnel, and other stakeholders credit much of the organization's success and caring philosophy to the executive director's strong and solid leadership.
- WATCH Resources has cultivated the development of a board with engaged members whose professional affiliations span a diversity of professions that serve the organization well as it advances in addressing its strategic initiatives. The appointment of a consumer as vice president of the board demonstrates the organization's foresight and commitment to consumers. It speaks well of the board's commitment to understanding stakeholders' perspectives and reflects its dedication to gaining genuine input from all organizational levels. The executive director provides information regarding industry trends and organizational developments to the board that helps it govern effectively.
- The organization appears to enjoy solid financial health. It generates monthly financials that are thoroughly vetted and compared to budget. Any anomalies are explored and explained to executive leadership and the governance authority. Financial oversight is provided by a highly competent finance department that also appears to provide equally competent oversight of all human resource functions.
- The attractive and well-appointed physical facilities WATCH Resources maintains are clean and inviting. Interior spaces are vibrantly colored and atypical of those that might be expected in a business environment, and the contemporary style of décor is warm and welcoming.
- WATCH Resources is in the process of using an affordable, online database referred to as Case Magic to transition many policies and records to an electronic format. Case Magic appears to meet the organization's needs. Although the process for utilizing this tool in the most effective ways continues to evolve, indications are that it will bolster the organization's recordkeeping and data access in new and innovative ways.
- The organization has made significant strides in converting complex ideas into formats that are more easily understood by consumers. For example, rephrasing challenging rights concepts in plain language encourages consumers to access and use this information as needed.

- WATCH Resources enjoys a strong reputation in the community with funders, business owners, and parents. On at least one occasion, local business employees attended a funeral for a former consumer who had worked for their business. A parent described moving to the Sonora, California, area because of the services the organization could provide his child. These examples clearly demonstrate how solidly the organization is positioned in the community and the strength of bonds it fosters with community members and entities.
- The organization conducts an extensive risk assessment prior to the consumer's participation in community employment activities. Not only are each consumer's unique risks examined, but comprehensive risk assessments are also conducted at potential host employment sites. Employment services staff members work hard to strike a balance between educating consumers about potential risks and promoting the dignity of risk. Although it has not always been easy for WATCH Resources, these efforts truly demonstrate the organization's dedication to promoting a full employment experience for both employers and consumers. Staff members are commended for their hard work and efforts in this regard.
- Personnel are complimented for the high value they place on consumers' choices and the respect they accord consumers' right to pursue new opportunities. Vocational opportunities with which consumers are presented result in the development of genuine natural supports. Supportive relationships between consumers and staff members were clearly and spontaneously evidenced during job site visits.
- The organization takes a creative approach to "cracking" the Sonora employment market. With the help of WATCH Resources, consumers have found diverse employment opportunities, including cleaning; maintenance; and working as an attendant in an area theater, local retail environment, and custom car shop. Given the isolated nature of the Sonora area and limited employment options available, WATCH Resources does a noteworthy job of exploring diverse work opportunities within the boundaries of consumer choice.
- WATCH Resources is receptive to best practice consultation. Staff members expressed a strong desire to continue to move forward in continuous process improvement.

WATCH Resources should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, WATCH Resources provides solid community employment services to consumers in Sonora, California, and surrounding areas. The organization has a sound reputation in the community, where it is viewed as providing vitally important services over the course of its 43-year existence. It is led by a reputable and caring executive director and governed by a diverse board that is highly supportive of the leadership as well as active and engaged in fulfilling the organization's strategic vision. WATCH Resources appears to be financially strong, and it benefits from the contributions of dedicated staff members with significant tenure whose depth of experience is anticipated to serve it well as it embarks on future service directions. Although community employment personnel are challenged on a daily basis by limited employment opportunities available to consumers in the geographical area, they remain optimistic and continue to pursue creative approaches in carving out vocational opportunities based on individual choice. Their optimism is recognized and appreciated by consumers, funders, business owners, and other members of the community. WATCH Resources demonstrates substantial conformance to the CARF standards. Key areas for improvement include corporate compliance, strategic planning, certain health and safety practices, personnel performance management, accessibility, and the measurability of specific

objectives in individualized service plans. Several areas for improvement were also noted in the previous CARF survey report. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that WATCH Resources possesses the willingness and capacity to bring it into full conformance to the CARF standards.

WATCH Resources, Inc. has earned a Three-Year Accreditation. The board, leadership, staff members, and consumers are recognized for their efforts in pursuit of international accreditation and are congratulated for this accomplishment. They are encouraged to use their resources to address the opportunities for improvement noted in this report and to continue to utilize the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure
- Leadership guidance
- Commitment to diversity
- Corporate responsibility
- Corporate compliance

Recommendations

A.6.a.(4)(f)

It is recommended that the written ethical codes of conduct be expanded to include, in the area of service delivery, witnessing of documents.

A.7.b.(2)

A.7.c.(1) through A.7.d.

A policy on corporate compliance has been developed. However, as recommended in the previous CARF survey report, corporate compliance risk assessments should consistently be conducted by WATCH Resource's compliance officer. The organization is also urged to demonstrate corporate

compliance through the training of personnel on corporate compliance, including the role of the compliance officer; the organization's procedures for allegations of fraud, waste, abuse, and other wrongdoing; and internal auditing activities.

Consultation

- WATCH Resources maintains a traditionally formatted organizational chart with the board listed at the top and consumers at the bottom. Given the organization's person-centered philosophy, management might find it valuable to reverse the format to list consumers at the top of the chart and the executive director, followed by the board, which support the entire organization, at the bottom. This presentation could make a strong statement regarding WATCH Resources' priorities and provide a visual representation of servant leadership by the management and governance.
 - Although the executive director is designated as WATCH Resources' corporate compliance officer, personnel are prompted to access assistance from the board president if they do not wish to contact the executive director. Inasmuch as these positions could present an overly intimidating presence to personnel, given their level within the organization, the organization might consider appointing a non-executive-level position that is more removed from the day-to-day operations of upper management to the position of compliance officer. This change could foster a more spontaneous and freer reporting environment for personnel and consumers.
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C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Strategic planning considers stakeholder expectations and environmental impacts
 - Written strategic plan sets goals
 - Plan is implemented, shared, and kept relevant
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Recommendations

C.1.a.

C.1.b.

It is recommended that the ongoing strategic planning of WATCH Resources more fully consider the expectations of consumers and other stakeholders. This could be effectively accomplished through soliciting input through focus groups, personal interviews, and written surveys.

C.2.a.(1)**C.2.a.(3)****C.2.c.(2)**

Although the organization obtains input during the strategic planning process from the consumer who serves on the board, processes are in place to solicit input from a broader pool of stakeholders during the next round of strategic planning. This phase is expected to take place in late January 2016. The written strategic plan should be developed with greater input from consumers and other stakeholders. Gaining broader input from stakeholder groups could be critical to the effectiveness of the organization's strategic planning process. The strategic plan should also set priorities. Determining the order with which strategic goals will be addressed might be helpful in the event funding challenges emerge.

C.3.a.**C.3.c.**

It is recommended that the strategic plan be shared, as relevant to the needs of the specific group, with consumers and other stakeholders. The leadership might also find it useful to include information about the strategic plan on the organization's website.

D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
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Recommendations

D.2.a.**D.2.b.(3)**

The leadership is urged to analyze and use the input obtained in strategic planning. It is suggested that particular emphasis be placed on input solicited from consumers in this regard.

E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

E.3.f.

Policies and written procedures should address timeframes for documentation in the records of the consumers.

F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
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Recommendations

There are no recommendations in this area.

G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Identification of loss exposures
 - Development of risk management plan
 - Adequate insurance coverage
-

Recommendations

G.1.b.(1)

It is recommended that the risk management plan be reviewed at least annually for relevance.

H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Inspections
 - Emergency procedures
 - Access to emergency first aid
 - Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.7.a.(2) through H.7.d.

Unannounced tests of all emergency procedures should be conducted at least annually at each location. The tests should include complete actual or simulated physical evacuation drills; be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel; and be evidenced in writing, including the analysis.

H.14.a. through H.14.b.(3)

WATCH Resources conducted comprehensive health and safety self-inspections for the first two years of its recent accreditation tenure. However, it is recommended that comprehensive health and safety self-inspections consistently be conducted at least semiannually that result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to recommendations.

Consultation

- The organization might consider augmenting its safety equipment by adding automated external defibrillators (AEDs) to its program services areas. These life-saving devices can often be purchased through local civic organizations, such as Rotary International, Knights of Columbus[®], and Civitan International.
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I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
 - Verification of background/credentials
 - Recruitment/retention efforts
 - Personnel skills/characteristics
 - Annual review of job descriptions/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

I.6.a.(1)

I.6.b.(2)

I.6.b.(4)(a) through I.6.b.(5)

A review of personnel files revealed that some job descriptions have recently been reviewed and others have not been reviewed for several years. It is again recommended that job descriptions be consistently reviewed annually and updated as needed. As recommended in the previous CARF survey report, annual performance evaluations should be used to assess performance related to objectives established in the last evaluation period and to establish measurable performance objectives for the next year.

Consultation

- WATCH Resources maintains excellent data on personnel turnover, which it analyzes for trends. Although data are verbally shared with the board, it might be beneficial to develop a comprehensive written report that includes analyses, recommendations, data-based projections and implications for the future, and ways to respond to industry fluctuations in personnel.
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J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
 - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
 - Training for personnel, persons served, and others on ICT equipment, if applicable
 - Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
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Recommendations

J.1.c.

J.1.d.

Although WATCH Resources maintains a comprehensive technology plan, the plan was not reviewed during the organization's recent three-year tenure of accreditation. The technology and system plan should be reviewed at least annually for relevance and updated as needed.

K. Rights of Persons Served

Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

K.2.c.(4)

K.2.c.(5)

K.2.e.(5)

K.2.f.(1)

K.2.g.

The organization is urged to expand its policies promoting the rights of the consumers to include freedom from humiliation and neglect; informed consent or refusal or expression of choice regarding involvement in research projects, if applicable; access or referral to legal entities for appropriate representation; and adherence to research guidelines and ethics when consumers are involved, if applicable. Existing rights policies could quickly be supplemented to include this information. Developing a single document for informed consent might make it easier to present, track, and reference this information over time.

Consultation

- Although WATCH Resources promotes a wide variety of rights for consumers, all of the rights promoted are not included in the list of rights reviewed with consumers annually. For example, assurances related to financial and other exploitation are located in personnel policies. Protections against retaliation and guarantees that consumers will be provided information in sufficient time to facilitate decision making appear in the grievance policy. Given the importance of making consumers aware of all critical protections, it is suggested that all rights promoted for the consumers be included in the list of rights communicated to them at initiation of service delivery and annually thereafter for consumers served in a program longer than one year.
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L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

- Written accessibility plan(s)
- Requests for reasonable accommodations

Recommendations

L.1.b.(2)

L.1.b.(6)

As recommended in the previous CARF survey report, WATCH Resources' ongoing process for identification of barriers should be expanded to include the areas of environment and communication.

L.2.b.(1)

L.2.b.(2)

Although the accessibility plan was reviewed in 2015, the organization is urged to consistently review the accessibility plan at least annually for relevance, including progress made in the removal of identified barriers and areas needing improvement.

M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Information collection, use, and management
 - Setting and measuring performance indicators
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Recommendations

There are no recommendations in this area.

N. Performance Improvement

Description

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
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Recommendations

N.3.a.(1) through N.3.a.(3)

It is recommended that WATCH Resources communicate accurate performance information to consumers, personnel, and other stakeholders according to the needs of the specific group, including the format, content, and timeliness of the information communicated. This might be effectively accomplished by posting it on the organization's website or sharing it in an organizational newsletter.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person-centered and individualized
 - Persons are given information about the organization's purposes and ability to address desired outcomes
 - Documented scope of services shared with stakeholders
 - Service delivery based on accepted field practices
 - Communication for effective service delivery
 - Entrance/exit/transition criteria
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Recommendations

There are no recommendations in this area.

B. Individual-Centered Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

- Services are person-centered and individualized
 - Persons are given information about the organization's purposes and ability to address desired outcomes
-

Recommendations

B.5.b.(2)

Broad goals are recorded for consumers receiving community employment services; however, coordinated individualized service plans should identify specific measurable objectives.

B.10.c.

Although termination reports are completed for consumers who exit WATCH Resources' community employment services, an exit summary report should be prepared that summarizes results of services received.

D. Employment Services Principle Standards

Description

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.

- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Key Areas Addressed

- Goals of the persons served
 - Personnel needs of local employers
 - Community resources available
 - Economic trends in the local employment sector
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Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

C. Community Employment Services

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

Job Development

Description

Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

Employment support services are activities that are employment-related to promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job.

The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.

- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Employment provided in regular business settings
 - Integrated employment retention
 - Provides career advancement resources
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Recommendations

There are no recommendations in this area.

Consultation

- WATCH Resources might consider printing business cards for all consumers who interview for community employment opportunities. This practice could enhance consumers' pride and professionalism and impress prospective business representatives.
 - Publishing a newsletter for staff members, employers, and other internal and external stakeholders might provide an effective medium and method for highlighting consumers seeking community employment. Each newsletter issue could introduce one or two consumers seeking to become employed and feature information regarding their vocational strengths and interests. Employers reading this information might be prompted to take notice of consumers' talents and could be motivated to contact WATCH Resources for employment assistance.
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