

2020

PERFORMANCE and QUALITY IMPROVEMENT REPORT



Supporting Families & Seniors.
Alleviating Hunger.
Improving Mental Health.

Since 1871

Inspired by the Jewish tradition to make the world a better place, JFS helps and supports people in need to meet their challenges.

JFS (Jewish Family Services), previously Jewish Family and Children's Service, was founded in 1871 when the St. Louis Jewish community came together to raise relief funds and support those affected by the Great Chicago Fire. JFS has evolved over the years to respond to a variety of community needs including immigration, adoption, food security, mental health, and child abuse prevention. JFS continues to support families and seniors, alleviate hunger, and improve mental health for all St. Louisans.

Vision

ALL PEOPLE in the greater St. Louis area will be healthy and productive.

JFS understands people and families holistically and provides comprehensive services – through multiple points of entry – to effectively address the complex needs of individuals and families. Services are provided at reduced or no cost to make high-quality care accessible to all.

Dear JFS Friends,

JFS experienced increased requests for services across many of our programs this past year, as the COVID-19 pandemic blindsided the St. Louis community. The health crisis and its accompanying economic and mental health impact deeply affected those who were already facing personal concerns or living in under-resourced neighborhoods, but also those experiencing job loss, financial insecurity and emotional challenges for the first time.

With the prior and current support of the St. Louis County Children's Service Fund, Jewish Federation of St. Louis, United Way of Greater St. Louis, and many generous foundations and individual supporters, JFS had the infrastructure in place to meet the increased basic safety net community needs that the COVID-19 pandemic caused.

JFS distributed an additional \$96,000 in financial assistance in 2020 over 2019, \$84,000 of which was directed to rent and mortgage payments, and \$12,000 to pay utility bills not covered by LIHEAP. Requests for and distribution of food at the Harvey Kornblum Jewish Food Pantry increased by 30%, from 15,100 individuals in 2019 to 21,500 individuals in 2020. And JFS provided 200 additional hours of individual and family counseling in the summer of 2020 compared with the summer of 2019.

All clinical services were adapted to HIPAA-compliant telehealth platforms. The Harvey Kornblum Jewish Food Pantry transitioned from a Client-Choice pantry early in the pandemic to a drive-through food distribution model to meet increased demand and keep clients, staff and volunteers safe. JFS added home food delivery for more than 120 individuals/couples who had limited financial resources and no social supports to bring them food. All CAPP child abuse prevention education presentations were successfully adapted and are currently provided virtually on a variety of education platforms.

Amidst the high need and constant change, JFS board members and staff completed a full governance review, prepared for our Council on Accreditation (C.O.A.) reaccreditation, developed and launched a new website, continued to successfully implement our plan to create a culture of philanthropy to engage and inspire donors, prepared for our next strategic planning process, expanded our Child Abuse Prevention Program and our services to older adults, and so much more.

It's been quite a year. And we have watched with pride as our clients and staff moved through it with strength and resilience.

We are looking forward to a healthier **2021!**

Sincerely,



Miriam Seidenfeld
Chief Executive Officer



Supporting Families & Seniors.
Alleviating Hunger.
Improving Mental Health.

Table of Contents

Supporting Families

Child Abuse Prevention Program (CAPP)

Financial Assistance

Senior Services

Alleviating Hunger

Harvey Kornblum Jewish Food Pantry

Improving Mental Health

Counseling

School-Based Services

Learning and Behavioral Diagnostic Center

Outpatient Child and Adolescent Psychiatry

Organizational Support

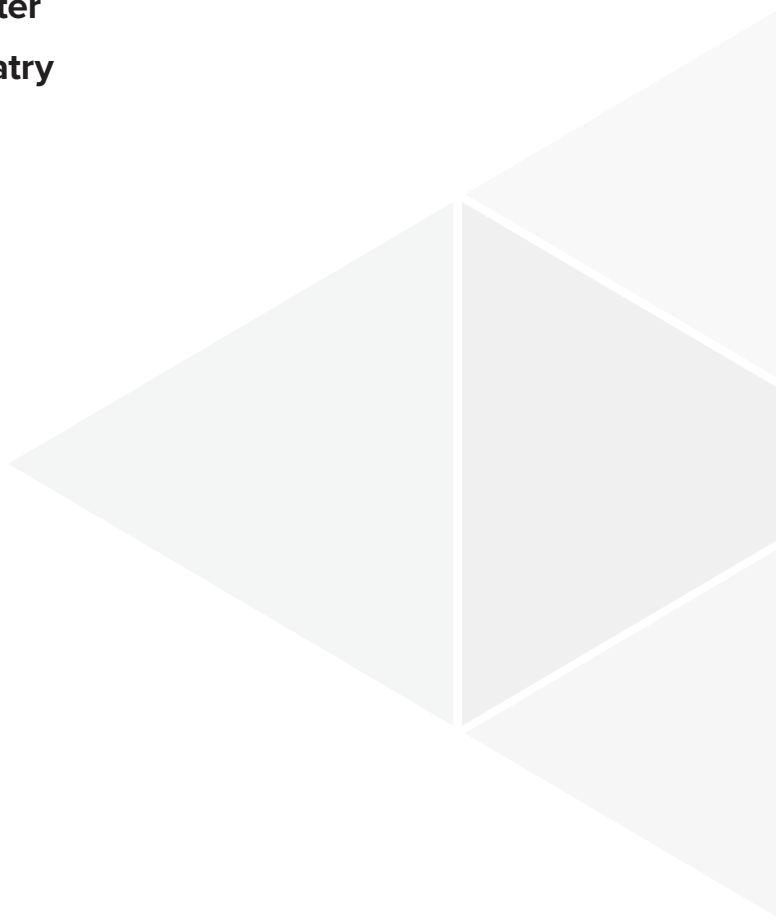
Volunteer Program

Human Resources

Finance and Business

Development

Administration



Supporting Families & Seniors

Child Abuse Prevention Program (CAPP)

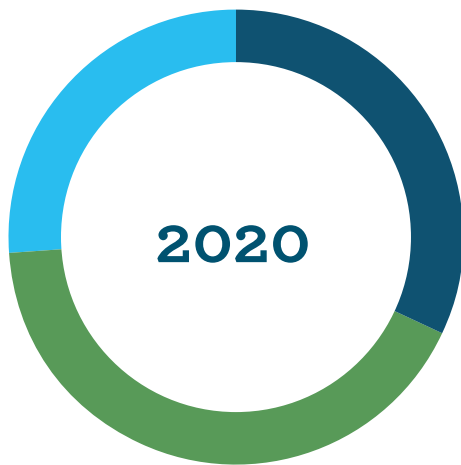
JFS' trained specialists partner with more than 190 schools across St. Louis to teach children, teachers and parents about body safety, the warning signs of child abuse, and safe internet skills, using developmentally-appropriate and empowering activities. Though the primary goal of the CAPP program is prevention, presentations also teach children who have seen or experienced abuse the importance of reporting the incident to a trusted adult, leading to treatment and healing.

CAPP

	2020	2019	2018
Number Served:	20,541	35,475	39,491
Immediate Knowledge gained:	32%*	N/A	N/A
Have Knowledge:*	74%	92%	93%
Retention of Knowledge:	81%	87%	84%
Client Satisfaction:	100%	100%	99%

*The pre- & post-test measure changed during 2020 (please see explanation under reflections section)

Immediate Knowledge Gained



▶ Gained Knowledge	32%
▶ Retained Knowledge from Prior Years	42%
▶ Remaining	26%

2020 in Review

JFS expanded CAPP to support the new Missouri State Legislature mandate that students in grades six through twelve begin receiving annual sexual abuse prevention education by the end of the 2020-2021 school year.

The CAPP program converted all program materials to be used for virtual presentations. While this format was created out of necessity of the COVID-19 pandemic, this new presentation model will remain available for schools to choose if they would prefer virtual or in-person presentations.

Due to virtual programming, we had to adapt our measurement process. Presentations began to be provided virtually and, in response, pre- and post-tests are now delivered through a Google Forms survey. While quickly transitioning to a virtual format we were not able to initially pair individual student's pre-test and post-test to determine if their score increased.

A positive outcome of collecting pre- and post-tests through Google Forms is that we have real-time access to aggregate data on student performance for each individual question. By analyzing each question on each pre- and post-survey we identified two questions that higher than average numbers of children consistently missed on the pre- and post-test. We worked with several teachers at our partner schools to make changes to the presentation/instruction and to the language of the questions. We are pleased to report that the students are now scoring well on all questions on the post-test.

Reflections

In 2020, CAPP program impact measures were changed. All students who participate in the CAPP program receive a pre-test before participating in a CAPP presentation and a post-test immediately following the CAPP presentation. In past years, the program tracked only the number of students who received 100% correct on a post-test, regardless of their score on the pre-test. In 2020, the CAPP program began reporting on the students who got 100% correct on the post-test who had not already received 100% on the pre-test. The new measurement specifically focuses on students who did not know the intended information prior to receiving the CAPP presentation, but did know it after receiving the CAPP presentation.

As a result of the COVID-19 pandemic, schools were closed from March 16 through August 24, 2020 and CAPP was not able to facilitate presentations for students. When schools opened virtually and in-person in August, school personnel requested time for teachers and students to adapt to new learning platforms and in-school safety procedures (which excluded external guests from entering the building). For these reasons, CAPP presentations started later in the fall.

Initiatives:

JFS is committed to growing CAPP to reach more students in younger grades, and to using our experience and expertise to support the new mandate for older students. We are doing this through several approaches. The first is to create a full-scale curriculum for students in middle school and high school that builds upon and complements our existing curriculum for prekindergarten-fifth grade. We will then create a library of seven proprietary videos to meet the needs of students across the spectrum of ages. Once completed, we will develop a team of certified school-based facilitators (as opposed to JFS staff facilitators) who will use our materials for CAPP presentations, thereby expanding the program to reach significantly more students, teachers and parents in the St. Louis metropolitan area.

Financial Assistance

Jewish Federation of St. Louis annually allocates funds to assist individuals and families in the Jewish community who are experiencing financial challenges. Assistance is available for medicine, medical bills, rent, mortgage, utilities, and other items including technology for employment. No-interest loans are available for education, medical bills, household repairs, small business operations or growth and other approved purposes. Financial assistance clients are also connected to a variety of community and government resources and provided with financial education to increase financial security.

Financial Assistance

	2020	2019	2018
Number Served:	201	178	185
Stable Housing:	99%	97%	95%
Self-Sufficiency:	32%	85%	52%
Linked to Services:	63%	72%	64%
Amount of Funds Distributed:	\$160,006	\$113,423	\$143,208

2020 in Review

We had a 30% increase in financial assistance requests in 2020 over 2019.

JFS distributed an additional \$96,000 in financial assistance in 2020 over 2019, \$84,000 of which was directed to rent and mortgage payments, and \$12,000 to pay utility bills not covered by LIHEAP

United Way provided JFS with \$10,000 for COVID-19 funds, which enabled JFS to respond to some of the increased financial need caused by the COVID-19 pandemic. The additional \$10,000 made a significant impact on the families who received funds, averting small and large financial crises.

The United Way emergency grant funding helped pay for rent and utilities for 15 individuals and families, keeping 24 people in safe housing during this tumultuous and worrisome time.

Jewish Federation provided JFS with \$42,000 in response to the COVID-19 crisis, to assist Jewish individuals and individuals who work or recently worked at a Jewish organization who are facing hardships due to the pandemic.

Reflections

There is easily a need for us to distribute 25% more dollars in 2021 than we distributed in 2020, possibly as much as \$300,000. With the increased need staying consistently higher, staff capacity will need to be increased to accommodate the increased caseload.

Initiatives:

The community-based services manager and the financial assistance case manager are reviewing the processes and procedures of the financial assistance program. They are comparing them with the best practices of similar programs throughout the country and, as possible, will incorporate those best practices into the JFS financial assistance program to enhance outcomes.

Senior Services

JFS' Senior Services department provides a continuum of care to help older adults and adults with special needs age safely in place. JFS case managers collaborate with clients to develop and manage individualized care plans that facilitate and support continued independence and safety in the client's desired living environment. The JFS senior services team provides resources and program referrals, subsidized in-home support services, falls and hospital re-admission prevention, and counseling and friendly visits as needed.

ElderLink

	2020	2019	2018
Number Served (unduplicated):	1,169	867	1,003
Number of Calls (duplicated):	1,795	1,426	1,750
Successful Referrals:	94%	53%	72%

In-Home Services

	2020	2019	2018
Number Served:	157	195 (141*)	248 (201*)
Maintained Independent Living for Six Months or Longer:	69%	86%	82%
Maintained or Improved Quality of Life:	84%	84%	93%
Client Satisfaction:	92%	97%	91%

Chaplaincy

	2020	2019	2018
Number Served:	92	452	566
Maintained/Improved Spiritual Well-Being:	76%	74%	66%
Client Satisfaction:		84%	79%

*To provide accurate comparison, these numbers were added to reflect the number of clients for whom a service contact had been recorded. Previous years reported the number of clients enrolled in the program to report clients served. The prior reporting measure did not accurately reflect the number of clients who actually received services. Additionally, in 2018, JFS enrolled an increased number of clients to fully utilize the remaining NAP money for the 2016-2018 funding cycle. After onboarding a significant number of new clients in 2018 to spend remaining dollars, we moved to a waitlist at the end of 2018 and kept a waitlist for most of 2019. Also in 2019, with the start of the St. Louis City Funding for Homemaker, the focus shifted to cultivating a presence in the city, working to outreach and onboard city clients. This new endeavor took time to establish and the onboarding of most of the city clients did not take place until early 2020.

2020 in Review

The Senior Services team completed the transition to a comprehensive case management model. JFS integrated multiple existing services in order to strengthen the outcomes of each client over the age of 60.

In response to the current global pandemic, home assessments and case management services are being conducted through Zoom for Healthcare or by telephone. JFS will continue to follow the recommended public health and safety practices to determine when to return to home-based visitation. Until it is safe for clients and staff to resume home visits, we will allocate staff hours for virtual home visits, telephonic wellness calls, and case management services.

The Senior Services department was awarded two new grants that expanded homemaker services to a greater number of seniors in our community. The Jewish Federation and the Charless Foundation provided additional funds for in-home support services for vulnerable older adults.

The ongoing BJH partnership and supporting grant provides case management and direct services that reduce ER visits and hospital readmissions and improve overall well-being of high-risk clients who have complex and chronic diagnoses. The success of the Barnes-Jewish Hospital/JFS partnership helped us receive financial support from new sources.

The JFS Senior Services team is honored to have assisted more than 149 Holocaust survivors to apply for Claims Conference-sponsored and The Blue Card- sponsored survivor benefits over the past year and a half. Benefits include minor medical services (hearing aids, dental work, etc.) and home care (in-home support services) for St. Louis Holocaust survivors.

Staff and volunteers worked diligently to conduct more than 1,000 telephone wellness checks for clients 60+ to ensure that they were safe and healthy, as well as to connect them to community resources such as the Harvey Kornblum Food Pantry, among others. Rosh HaShanah and Chanukah holiday greeting cards and gift packages were delivered to more than 500 Jewish residents of congregate senior care residences.

Quarterly meetings between each of the homemaker vendors and In-Home Services Coordinator were increased to monthly meetings to ensure that quality of care was being maintained for homebound JFS clients.

Reflections

The pandemic increased isolation amongst seniors, leaving many cut off from their primary support systems. In addition to the many wellness checks, JFS distributed 16 computer tablets so that vulnerable, isolated seniors could connect with their loved ones and social networks.

As the pandemic created staffing issues for the homemaker vendors, the Senior Services Director successfully engaged in a new contract with an additional home care provider. This increased the availability of caregivers for clients during the pandemic, when many home health aides were at home caring for children or following the stay-at-home mandate for their own safety.

Initiatives:

Jewish Federation of St. Louis requested that JFS become the permanent future home of the local Naturally Occurring Retirement Community (NORC). The integration of NORC's programs, services, and staff into JFS' Older Adult Services department will expand JFS' outreach, education and connection arm to engage more clients and strategic community partners. It will also allow for more seamless transitions and referrals as clients age and individuals require different levels of assistance along the continuum of care. The integration of NORC's and JFS' robust volunteer programs is also expected to yield favorable outcomes and reduce redundancies of volunteer management.

We are currently working on a transition/integration plan, which will formally be presented to the JFS Board of Directors for further discussion and a vote in March 2021. If adopted, we will be better able to identify efficiencies and resources that can be shared, and the blending of our complementary services and unique strengths will benefit existing clients and provide opportunities to engage new clients and community partners. We anticipate the merger will increase community members' earlier awareness of and access to resources that promote health, safety and quality of life.

Alleviating Hunger

Harvey Kornblum Jewish Food Pantry

The Harvey Kornblum Jewish Food Pantry is the largest food pantry in the region, serving more than 15,000 unduplicated individuals each year. In 2020, due to the economic effects of COVID-19, the HKJFP served over 21,500 clients (a 30% increase from 2019) who live in 111 different zip codes throughout the St. Louis region. Eighty-five percent (85%) of all pantry households served in 2020 had incomes below the federal poverty level.

Prior to COVID-19, using the Client Choice model, guests shopped for themselves and selected foods that support their family's unique preferences, nutritional needs and dietary requirements. Protein-rich foods, fresh produce, and non-perishable foods are available. In order to accommodate CDC recommendation of physical distancing, the pantry moved to drive-through service delivery.

Food Pantry

	2020	2019	2018
Number Served:	21,543	15,251	14,980
Food Received Provided Households with at Least 10 Days of Food:	85%	74%	74%
Client Satisfaction:		99%	98%

2020 in Review

April-December 2020, the food pantry had an average of 307 new households each month, up from 100 new households each month in 2019.

JFS opened our doors to anyone in need, regardless of where they lived. We had an influx of new clients needing support.

JFS added home food delivery for more than 120 individuals/couples who had limited financial resources and no social supports to bring them food.

All but 14 of our 175 regular pantry volunteers chose to observe stay-at-home orders for health reasons. The Jewish Federation provided funds to hire five temporary pantry staff in order to continue to meet the needs of the community. The National Guard also provided an invaluable workforce each day. By the end of 2020 the JFS volunteer coordinator had recruited and trained a new cohort of 150+ pantry volunteers.

Reflections

The current pandemic challenged the HKJFP to make swift changes to our service model. While we are a client-choice pantry, we implemented a drive-through food distribution operation and expanded home deliveries to serve clients safely.

HKJFP changed its volunteer guidelines to follow the CDC's recommendation of physical distancing and indoor capacity limits. In 2019 and the beginning of 2020, the pantry was run with 12 staff and approximately 15-20 volunteers during each time slot. Pandemic guidelines reduced volunteers to a maximum of 10 at a time, which we generally kept even lower.

Improving Mental Health

Clinical Services

JFS offers a range of clinical services to address the unique mental health needs of children, adolescents, adults, and seniors in our community. Our compassionate therapists help people develop the skills to be successful at home, in school, at work and in the community.

Our licensed and professional staff are experts in identifying and treating life challenges and changes such as trauma, loss, attention deficit disorder, relationship issues, and more - and their accompanying symptoms such as anxiety, grief and depression.

Adult Counseling

	2020	2019	2018
Number Served:	154	189	169
Maintained/Improve Quality of Life:	73%	81%	62%
Client Satisfaction:	100%	100%	100%

Orthodox Counseling

	2020	2019	2018
Number Served:	22	33	39
Reported Positive Change with their Presenting Problem:	100%	100%	85%

Individual & Family Therapy

	2020	2019	2018
Number Served:	113	166	131
Clients Saw a Positive Change in their Symptoms:	48%*	77%	89%
Client Satisfaction:	100%	94%	86%

*In 2020 the measurement tool was changed from the BASC-3 to the Pediatric Symptom Checklist (PSC)

School-Based Services

Our licensed and experienced school-based counselors work with students individually and in group settings in school districts across St. Louis County to address a wide range of challenges, including anxiety, depression, life changes, grief, loss, other traumas and associated behavioral symptoms.

Early intervention helps children to eliminate, reduce or manage symptoms of life's challenges and move forward successfully in their school, family and community relationships and endeavors. JFS also offers pre-kindergarten developmental screenings so all children get started on a path of healthy development.

	2020	2019	2018
Number Served:	320	556	550
Students Maintained/Improved Level of Functioning:	68%	69%	72%

Learning and Behavioral Diagnostic Center

JFS' Learning and Behavioral Diagnostic Center provides in-depth and age-appropriate evaluations to assess a child's emotional, social and educational development. For many families, a diagnosis can be the first step in mapping out a strategy to address concerns and a path for healing. Following an evaluation, a member of our team of experts walks caretakers through the findings. Parents leave with a comprehensive understanding of their child's developmental strengths and challenges, and are better prepared to meet their child's unique emotional needs and access appropriate educational and mental health services.

	2020	2019	2018
Number Served:	139	258	235
Caregivers Increase Knowledge of Child's Presenting Concern:	91%*		
Success in Implementing Recommendations:		92%	97%

*The Parent Knowledge Scale measures parents' self-reported increased understanding of their child's presenting concern. The Parent Knowledge Scale is conducted at the initial assessment and a follow-up survey is conducted three months following the evaluation report. An increase in score demonstrates knowledge gained.

Outpatient Child and Adolescent Psychiatry

JFS provides low or no-cost diagnosis and medication management for school-aged children and adolescents. Our psychiatrist is skilled to address emotional and neurodevelopmental issues so that all children continue on a path of healthy development.

	2020	2019	2018
Number Served:	288	317	307
Clients Improved Level of Functioning:	30%*	60%	60%
Client Satisfaction:	94%	90%	86%

*Candidates eligible to be measured for the outcome and the definition of outcome success were adjusted to be in line with the fidelity of the Pediatric Symptom Checklist (PSC) tool. Children eligible need to score 27 or higher on the PSC and an improved level of functioning is evidenced by a reduction of at least six points. Previously, all clients were eligible regardless of score and a one-point-reduction was considered an improved level of functioning.

2020 in Review

A new part-time Clinical Services Supervisor, Charise Baker, was hired.

Due to increased mental health support needs, JFS over-utilized St. Louis County Children's Service Fund financial allocations for Individual and Family Therapy (IFT) and used Jewish Federation, Goldstein Family Foundation and JFS operational funds to continue to support children and families throughout the pandemic.

After the resignation of the part-time Orthodox Counseling therapist in 2020, JFS integrated Orthodox counseling into our Core Counseling services, since Orthodox clients are already participating in all of our in-office JFS services. We will further explore the need for satellite offices in various communities during our 2021-2022 strategic planning process.

In 2020, the School-Based Services (SBS) team developed Resilience and Coping Skills workshops in response to requests from schools to assist school personnel and students adjust to the ongoing challenges of the pandemic. School-based counselors facilitated Resilience and Coping Skills workshops for a total of 120 students and 40 teachers in 2020. Resilience and Coping groups teach participants how to tap into and strengthen existing coping skills to deal with the challenges caused by the COVID-19 pandemic and any future challenges they will face. These workshops are being requested by more schools, so we plan to continue to offer and facilitate them into 2021 and beyond.

COVID-related testing adaptations had positive unintended consequences for the Child and Adolescent Learning and Behavioral Diagnostic Center. Using Zoom, staff members were able to schedule parent interviews during the evening or very early morning hours, allowing working parents to participate more easily. We anticipate maintaining these flexible scheduling options. Offering parents and teachers the opportunity to complete behavior inventories online was also seen as a benefit and is a practice we plan to continue.

Reflections

Our diagnostic testing staff were challenged by the pandemic and the subsequent need to facilitate evaluations virtually on Zoom for Healthcare. During the stay-at-home order in the spring, staff members conducted parent, teacher and child interviews by telehealth and administered behavioral inventories virtually. Tests that could not be accomplished virtually (intellectual and academic evaluations) were put on hold until we opened the office on a limited basis at the beginning of September. We provided limited testing in the office from the beginning of September until the end of November, when the spike in COVID-19 cases in St. Louis County again necessitated closing the office.

Two testing staff reduced their hours to care for young children who were out of school. One staff member eventually resigned due to family responsibilities. Two new staff members were hired in September.

Prior to the pandemic, parents completed the Pediatric Symptom Checklists (PSC) at the time of the client's in-person appointment. Currently, PSCs are completed by telehealth, email, and postal mail, which affects the timeliness and return rate. When the PSC is completed in person, we are more successful collecting data.

Some clients preferred face-to-face interaction over telehealth, which took some time to overcome. Additionally, due to lack of technology, some clients were unable to conduct telehealth sessions and had to rely on phone sessions, which precluded the face-to-face interaction that is most effective.

Initiatives:

The HR Director and Clinical services Supervisor are actively recruiting to hire additional testing staff to increase the number of children tested.

Development and implementation of a new centralized clinical intake process is underway.

Organizational Support

Volunteer Program

With the support of volunteers, JFS provides high quality services to more people in St. Louis than with paid staff alone. In 2019, 187 regularly scheduled volunteers performed multiple functions throughout the organization, with the majority of the volunteer workforce at the Harvey Kornblum Jewish Food Pantry.

Hours

	2020	2019	2018
Food Pantry	9,788.32	21,343.82	18,918
Celebration Baskets	N/A	128	171
Chaplaincy	N/A	85	99
Administrative	N/A	N/A	156
Groups-Ongoing	654	1,816	1,552
Groups (Youth & Adults) & EP Adults	728	3,493	3,358
Total Hours	11,170.3	26,974	24,379
Full Time Equivalent	5.5	13.4	12.1

2020 in Review

Remote volunteer opportunities were expanded in 2020. Volunteers assisted in making more than 1,000 calls to potentially vulnerable seniors at the beginning of pandemic. 1,300 additional calls were made to pantry guests notifying them of process changes and connecting them with JFS staff to provide resources.

The number of volunteers needed for service delivery was significantly lowered due to the food pantry's shift to a drive-through model. Prior to the pandemic, anywhere from 30-50 volunteers would be at the pantry on a daily basis. Now, 12-20 volunteers provide service throughout the day.

New JFS volunteers were essential to ensure smooth food distribution. From March-December, 50.2% of all volunteer hours provided at the food pantry were by individuals who had never volunteered with JFS prior to 2020.

Many efforts were made to engage volunteers who were unable to volunteer in person due to the pandemic. The Volunteer Coordinator and food pantry staff made phone calls to every volunteer. Volunteer appreciation gifts with encouraging messages were delivered during national Volunteer Appreciation Month. Additionally, two Zoom sessions were hosted by the Volunteer Coordinator and Food Pantry Director, which were attended by 62 food pantry volunteers. These sessions informed volunteers of the COVID-19 process and connected volunteers to the food pantry staff and fellow volunteers.

Reflections

Due to the circumstances created by COVID-19, over 95% of 2019 volunteers suspended their attendance in March 2020, though some began to return in subsequent months. Changes to the food pantry distribution process allowed for critical services to continue with far fewer volunteers needed at one time. New volunteers were recruited during COVID-19 to meet the increased demand for food due to the economic challenges of COVID-19.

The pandemic highlighted some of the limitations of our current volunteer data tracking system. Volunteers could not log their hours in Volgistics, our volunteer database because of the pandemic. Instead, we used a paper sign-in sheet which required a staff or volunteer to enter into Excel, and then again into our database. A more robust database that can accommodate volunteers signing in from their phone would make volunteer-hours tracking more effective and efficient.

At times, prospective volunteer interest exceeded volunteer opportunities available. In order to properly socially distance, the number of volunteers in each area was significantly reduced. However, inquiries from new volunteers outpaced the opportunities the food pantry had available or that were safe to implement pre-vaccination.

The volunteer coordinator has recommended that we streamline the volunteer application process integrating both the JFS website and volunteer management software and using online forms.

Initiatives:

The volunteer coordinator began to explore new volunteer databases that will allow for more efficient tracking, scheduling and reporting.

Expansion of volunteer opportunities throughout various programs at JFS will continue as COVID-19 recedes.

Human Resources

2020 in Review

- Adapted processes and procedures to meet recommended health guidelines and provide a safe environment for clients, staff, and volunteers. JFS had no workplace-transmitted COVID-19 virus cases in 2020.
- Developed continuous COVID-19 HR responses and work-from-home policies and practices.
- Reviewed and updated job descriptions.
- Completed compensation review.
- Developed an enhanced employee background check procedure to include fingerprinting background checks to meet requirements of several school districts.
- Hired a new HR Director and Communications Manager, upgrading both positions from HR Manager and Communications Coordinator, respectively. JFS also hired a new Chief Development Officer.
- Chief Program Officer (CPO) Kathy Fowler left JFS to become Executive Director at Good Shepherd Children and Family Services. The JFS CEO is developing the existing leadership team of program directors while recruiting a CPO with a shift in responsibilities as recommended in the current business plan created by The Rome Group.
- Completed an audit of the HR processes and procedures to identify areas for improvement.
- Improved employee training and professional development processes, including stronger communication with staff to ensure access to professional development funds.
- Implemented virtual Friday evening happy hours and the first annual Pandemic Pals staff social event to keep remote staff engaged during the Pandemic and to allow staff to get to know each other.
- Monthly staff meetings continued virtually. Topics included team-building activities, mission and vision, benefits, cyber-security, policy review, and more. Each meeting included departmental presentations, brand language learning and practice, milestone celebrations, and inspirational staff accomplishments.
- CEO and Community Programs and Outreach Director are participating in the second part of a six-month United Way DEI (Diversity, Equity, and Inclusion) workshop with Dr. Kira Banks to establish a plan to create a JFS culture that will support staff diversity and promote equity in the community. The first workshop, which took place from October 2019-March 2020, resulted in a DEI commitment statement, a racial equity theory of change, and a staff task force to develop and implement future initiatives.
- Staff promotions continued; Pantry Volunteer Manager Jeremy Goldberg was promoted to Development Associate in the fundraising department and CAPP presenter Melissa Katz was promoted to CAPP Administrator.

Incidents

There were a reduced number of incidents in 2020

	2020	2019	2018
Clinical Hospitalizations	3	3	2
Clinical - Hotline	1	7	6
Clinical – Other	1	4	4
Client (Non-Clinical)	0	4	2
Staff (Non-Clinical)	3	3	6
Volunteer (Non-Clinical)	2	4	10
Total	10	25	30

Workers' Compensation Claims

2018 – 1

2019 – 1

2020 – 1

Initiatives

- Implementing ADP's Comprehensive HR to include onboarding, performance management, and staff development processes.
- Finalizing the Employee Handbook's revisions and updates, and gain board approval.
- Reviewing benefits offerings, including Flexible Spending Accounts, Health Savings Accounts, and 401K.
- Continuing to update the professional development process to include more staff training and DEI development opportunities.

Finance & Business

Jewish Family Services Department of Finance and Business maintains the organization's accounting, fiscal planning, and record keeping functions. The finance and business team develops and manages budgets and monitors the flow of funds. The team is responsible for providing accurate and timely financial statements and analysis to the CEO and the Board of Directors.

2020 in Review

JFS applied for and was awarded a Paycheck Protection Act Loan in the amount of \$555,000. The loan was forgiven in 2020.

JFS was awarded a \$90,000 Cares Act Nonprofit Relief & Recovery Grant through the Missouri Department of Economic Development. This grant reimbursed JFS for the extra expenses incurred for PPE and technology, among other items, due to the COVID-19 pandemic.

In order to protect the value of JFS' infrastructure, in 2014 JFS commissioned a building reserve study. The study indicated that JFS needed to set aside an appropriate amount of money required for capital repairs and replacements for both of its buildings. In 2016, JFS began contributing to a building reserve account. As of December 2020, \$382,000 is in the account, compared to \$461,000 at the end of 2019, and \$373,000 at the end of 2018.

JFS invested in its infrastructure by purchasing a new HVAC system and replaced the roof at its Schuetz Road location. Ionization units, which are for air sanitation and purification, were purchased for both locations. Due to the COVID-19 pandemic, JFS shifted to a telehealth service delivery model and purchased 15 laptop computers to accommodate the needs of the staff.

In 2019, a rebrand was completed to raise the visibility of JFS in order to connect clients to services, engage donors in our mission, and share our expertise with the community. Signage with the new JFS logo was purchased for both locations.

Spending Distributions

	2020	2019	2018
Total Revenue	7.4M	5.7M	6.1M
Total Expenses	4.8M	5.1M	5.4M
Programs	81.0%	80.0%	82.6%
Management	11.0%	12.0%	10.7%
Fundraising	8.0%	8.0%	6.7%

The chart illustrates JFS's commitment to spending funds on quality community programs and services. The reduction in programmatic spending and increase in management expenses in 2019 reflects changes in Financial Accounting Standards Board (FASB) industry-wide guidelines. The new guidelines standardized the allocation method of expenses among programs and supporting services.

In 2020, management and fundraising expenses remained consistent with the prior year.

2020 Revenue over Expenses

Income Amount

Earned Income:	\$336,386	6%
Contributed Income:	\$2,018,624	37%
Jewish Federation:	\$772,000	14%
United Way:	\$687,181	13%
Tax Credits & Gov't Grants	\$1,543,629	29%
Other:	\$50,758	1%
TOTAL	\$5,408,578	100%

Expenses

Salaries & Benefits	\$2,923,897	62%
Program	\$610,442	13%
Other	\$547,982	12%
Occupancy	\$446,295	9%
Financial Assistance	\$174,540	4%
TOTAL	\$4,703,156	100%
DIFFERENCE	\$705,422	

*Graphs and tables include JFS 2020 operational financial data. For further financial information and analysis please refer to the 2020 JFS Audit at www.jfsstl.org.

Development

2020 in Review

2020 was a successful and challenging year for JFS financial development. JFS continued the 2019 rebrand rollout by updating our remittance envelopes, and launching a new website with a donation page that has clear and easy-to-use opportunities to support JFS.

JFS continued to improve its fundraising systems and donor stewardship processes by hiring new development staff including a new Chief Development Officer, Development Associate, and Communications Manager. The best practices for donor acknowledgement and recognition established in 2019 were pivotal in providing acknowledgements to the increased number of donors in 2020. Timely donor acknowledgment letters were sent to all donors and more robust systems for organizing and mailing tribute cards were implemented. Additionally, JFS staff and board members called donors throughout the year to express gratitude.

An initial JFS dashboard of development metrics was created for various income streams, as well as for cultivation, outreach, and stewardship to make sure JFS is measuring and reporting progress internally and to the board. Further development of dashboards is needed. In addition, the Raiser's Edge database data clean-up has been completed and processes have been designed to clean-up data on a regularly scheduled basis.

Gifts from individuals significantly increased during the onset of COVID-19. From March-May in 2020, JFS received 1,454 gifts from individuals compared to the 312 gifts during the same time in 2019 (366% increase).

JFS surpassed the unrestricted budget goal of \$2,940,542 (includes gifts from individuals, foundations, and corporations) by raising \$3,428,914 (a 117% increase).

We received 4,759 gifts from individuals, a significant increase from the 1,620 gifts given by individuals in 2019 (193.77% increase). This giving from individuals totaled \$1,456,008.46 in 2020, up from \$1,117,623.91 in 2019 (30.28% increase).

JFS saw a significant increase in new donors in 2020. Eight hundred and thirty two (832) donors gave their first gift ever to JFS in 2020, in comparison to 299 new donors in 2019.

Alongside the increase in gifts from individuals, tribute giving rose as well. In 2020, JFS received 2,062 tribute gifts totaling \$162,855 compared to 1,427 tribute gifts totaling \$72,658 in 2019.

Our Jewish Children's Home grant increased from \$75,000 to \$125,000 annually and will continue through 2021.

Reflections

COVID-19 prevented JFS CEO, CDO, and board from raising money through traditional fundraising methods and instead relied on phone calls, emails, informative letters and Zoom meetings. It was challenging to meet donors virtually.

The scheduled Top Chef Food Pantry fundraising event was canceled due to COVID-19, and a virtual event was intentionally not planned in its place. Instead, a well-received thank you mailing with recipe cards was sent to donors.

A significant increase in gifts put a strain on the understaffed development department. JFS re-deployed staff from other departments at year-end to ensure best practices and processes were being met.

Initiatives:

We are planning to celebrate our **150th** year anniversary, including a Gala on **November 21, 2021**.

A new Development Committee Chair will be selected and will transition into the role in 2021.

We are recruiting a Database Coordinator to assist with the tribute and acknowledgement process, ensuring donors receive their tribute and/or acknowledgement letter in a timely manner.

We will continue to streamline the tribute card process to include consistent messages for current tribute cards and will design and sell tribute cards for Jewish holidays in the future.

Administration

COVID-19 Response:

JFS spent much of 2020 adapting to the community needs that arose from the COVID-19 pandemic. Grants from the Missouri Department of Economic Development and Jewish Federation of St. Louis enabled JFS to purchase computers for staff to provide services remotely, PPE to protect food pantry staff and volunteers, cleaning supplies, air purifying ionization units, and more.

JFS adapted all service provision methods to meet recommended health guidelines and provide a safe environment for all clients, staff and volunteers. JFS had no workplace-transmitted virus cases.

Sixteen JFS staff members required Families First Coronavirus Response Act (FFCRA) to care for children whose schools or daycares were closed. Many of these staff required more than three months of leave and used their vacation and sick time after FFCRA benefits had been fully utilized. Staff work schedule adaptations were made when all of these benefits were used. Many adjustments were made to minimize the impact of staff absences on client services.

The Board of Directors convened an Emergency Response Task Force in March 2020, comprised of the Board President, Vice President/President-Elect, Treasurer, HR Committee Chair, the CEO, CPO and CFO, and four appointed board members, including a medical doctor, a technology expert, and two lawyers. This response team guided a successful continuity plan, ensured that program adjustments were made, closely monitored cash flow, and informed other critical safety, operational and strategic issues.

Diversity, Equity and Inclusion Initiatives:

The Board of Directors approved a DEI Commitment Statement, which was posted on social media, sent to our mailing list, and posted on our recently-launched new website. A Board DEI education process began with a session with Dr. Kira Banks in September 2020. Board President Jill Belsky participated in the five-session Jewish Coalition for Racial Equity virtual conference in October-November 2020.

Future DEI board initiatives will be determined as the JFS CEO and Community Programs and Outreach Director continue to participate in the second part of the United Way's Building a Framework for Advancing Racial Equity workshop.

A staff DEI Task Force was convened in November 2020 and will begin to socialize DEI language across the organization and initiate a variety of internal DEI initiatives guided by our first Racial Equity Theory of Change to "reduce racial disparities in our program performance outcomes within three to five years".

Governance Review:

The JFS Board of Directors completed a full Governance Review with an independent consultant, updating our committee structure, the size of the board, and meeting attendance requirements, among other changes.

Reaccreditation:

The year-long Council on Accreditation (C.O.A.) reaccreditation process continued in 2020. The preliminary self-study documentation was submitted in November 2020. The full self-study documentation will be submitted in January of 2021 followed by a virtual site visit in March 2021.

Strategic Planning:

The COVID-19 pandemic accelerated the need for advanced strategic thinking and indicated a need for an adapted model of future planning to ensure that JFS continues to provide a strong foundation of support to the community as economic and social changes continue to occur at a more frequent, sometimes daily, pace. JFS applied for and received a matching grant to hire a consultant to initiate and implement a “rolling strategic planning” process to guide us through the next two years. The questions and focus areas will be developed with the JFS Board of Directors starting in 2021.

Technology:

JFS installed a new phone system to replace an obsolete system. This computer-based system enables all staff to receive calls remotely while working from home during the pandemic.

A technology study was initiated to assess technology needs and current computer programs and information systems being utilized.

Website:

JFS created and launched a new website in December 2020 to more effectively connect clients to services, engage volunteers and funders in our mission, and reflect our new brand.

BOARD OF DIRECTORS

President

Jill S. Belsky

Immediate Past President

Stephen E. Green

Chief Executive Officer

Miriam Seidenfeld

Vice Presidents

Brian Braunstein

Stephen E. Green

James R. Levey

Carly Sparks

Treasurer/Secretary

Jeffrey Dardick

Directors

Jan Abrams

Les Borowsky

Amye Carrigan

Marni Deutsch

Steven Drapekin

Marc D. Goldstein

Stuart Greenbaum

Rabbi Elizabeth Hersh

Michael Kaplan

Richard Levy

Michael Lourie

Rabbi Hershey Novack

Pamela Perry

Eric Peterson

Jonathan Raskas

Dr. Jon Root

Marissa Berkow Rosen

Molly Salky

Michael J. Silver

Frederic Steinbach

Lecie Steinbaum

Julie Stern

Karen Suroff

Richard B. Tallin

Todd Taylor

Jane Roodman Weiss

Megan Wilson

Larry Woods

Honorary

Frank Altman z'l

Berenice Lyons z'l



Supporting Families & Seniors.
Alleviating Hunger.
Improving Mental Health.

10950 Schuetz Road
St. Louis, MO 63146
314-993-1000

www.jfsstl.org