

2021

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,

Kindness, fairness, and excellence: these three values have guided JFS for decades — and led our leadership and staff through 2021. Even with the many challenges that our clients and staff faced throughout the past year, excellence remained prominent.

Exemplifying the same flexibility the JFS Board of Directors and Staff applied to the unrelenting changes brought on by COVID-19, we embarked on a rolling strategic planning process to address multiple areas of immediate need and provide a foundation for an eventual long-term strategic plan. This rolling planning initiative will provide the flexibility for our organization to adjust as economic, social, and programmatic needs continue to unfold in the community. Additionally, it will enable JFS to build upon organizational strengths, address current challenges, maximize our impact, and ensure our long-term fiscal viability.

The strategic planning steering committee determined that measurable DEI goals will be included in our draft strategic plan, and our work to establish measurable action steps and goals to engage the Next Generation must inter-connect with our diversity, equity, and inclusion efforts.

In our 2021 budget, the JFS Board of Directors allocated requested funds to address planned DEI initiatives. Budgeted funds were also used to enhance our Efforts to Outcomes (ETO) client database to collect and provide outcome data on DEI metrics and monitor the effectiveness and impact of our efforts more efficiently. As we evolved and enhanced our database, we simultaneously started meetings with the Washington University Evaluation Center to plan to develop metrics to measure our client outcomes.

Further ensuring continued excellence, JFS was successfully reaccredited by the Council on Accreditation (C.O.A.) in 2021.

JFS continued to experience high levels of requests for services across many of our programs this past year. However, finding qualified staff, especially clinical services staff to address unprecedented mental health support needs, was extremely difficult.

It's been another particularly challenging year. Yet, we reflect with pride on the steps we have taken and the hurdles we have addressed to empower our clients to thrive.

Always looking forward, as we take a look back at 2021!



Miriam Seidenfeld
Chief Executive Officer



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Supporting Families & Seniors

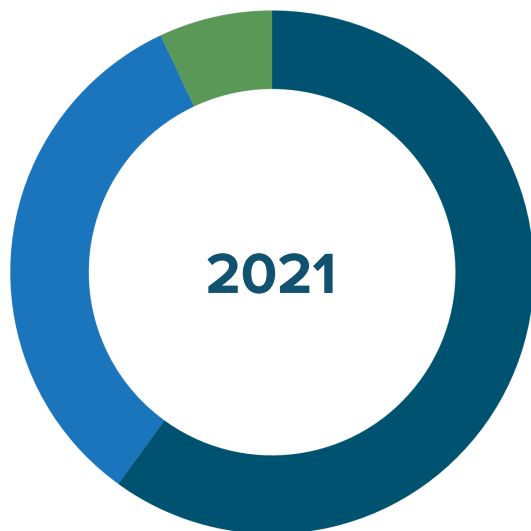
Child Abuse Prevention Program (CAPP)

JFS's trained specialists collaborate with more than 100 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	2021	2020	2019
Number Served	30,024	20,541	35,475
Immediate Knowledge Gained	33%*	32%*	N/A
Have Knowledge*	93%	74%	92%
Retention of Knowledge	91%	81%	87%
Client Satisfaction	99%	100%	100%

*Please see 2020 PQI report for data reporting changes.

Immediate Knowledge Gained



◀ Gained Knowledge	33%
◀ Retained Knowledge from Prior Years	60%
◀ Remaining	7%

2021 in Review

Students resumed daily in-person learning, but CAPP continued to provide presentations virtually due to school visitor restrictions. We learned that students are more engaged in virtual CAPP presentations while in class with their teacher present than they were when at home participating in virtual presentations. Pre- and post-test scores have rebounded to pre-pandemic levels.

When students returned to in-school learning, many were on a hybrid learning schedule. This meant that a teacher had half of their class in person on one day, and the other half of the class in person on the next day. This challenged the number of students we could reach during the school year, as it doubled the number of presentations required to reach the same number of students. The CAPP team provided 1,801 presentations to 30,024 students, with an average of 17 students per presentation. However, in a typical school year, the average number of students present per presentation is 20. As a result, CAPP would typically provide 1,801 presentations to roughly 36,000 students annually.

While the hybrid learning schedule impacted the CAPP team's ability to reach all 150 school partners in the first half of 2021, there were additional challenges that affected the program's reach. In July 2021, a CAPP presenter was promoted to the JFS case management team. The CAPP presenter position remained open for the remainder of 2021, which decreased the number of students and schools that we were able to serve. Additionally, some school partners chose to pause CAPP presentations until our team was able to provide them in person.

CAPP provided presentations to 3,711 students in middle and high schools in St. Louis County as a part of the new expansion into secondary schools. Demand for presentations at the secondary level continues to increase and many more middle and high school presentations are scheduled for the remainder of the 2021-2022 school year.

As a strategic initiative of the 2018-2021 strategic plan, JFS is committed to growing CAPP to reach more students in younger grades, as well as support the new curricula for older students. With Tilles Foundation funding and in partnership with Advocates for Youth, the CAPP team completed proprietary video content for Pre-K through third grade. The new videos continue to be developmentally appropriate, engaging, and teach content in a way that is designed to increase understanding of key concepts for each grade level.

These videos will enable our experienced JFS staff to train school personnel so they can provide child abuse prevention education to additional students. Using these newly completed videos, JFS will train 10 counselors from partner schools to provide CAPP curriculum during the 2022-2023 school year.

We continue to partner with Advocates for Youth to create video content for students in grades fourth through eighth. All videos will be completed in the 2022-2023 school year.

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 stability.

Financial Assistance	2021	2020	2019
Number Served	134	201	178
Stable Housing	71%	99%	97%
Self-Sufficiency	63%	32%	85%
Linked to Services	76%	63%	72%
Amount of Funds Distributed	\$171,766	\$160,006	\$113,423

2021 in Review

Great efforts were made in 2021 to reduce clients' dependency on JFS financial assistance, which decreased the overall number of financial assistance clients provided with services. To increase clients' financial stability and self-sufficiency, an additional full-time case manager was hired. This additional support allows JFS staff the time to tend to each clients' individual needs and help them find ways to increase their income, connect to services and benefits for which they are eligible, and decrease expenses. Our case managers partner with and assist individuals to apply for government benefits and subsidized housing, find employment, and develop thoughtful and effective budget modifications. This has reduced individuals' long-term dependency on JFS financial assistance.

In 2021, the total dollar amount of financial assistance requests remained at a similar level to the requests made in 2020. The total number of clients who requested assistance in 2021 was lower than in 2020, and in pre-pandemic years. However, the level of need experienced by each individual was greater than prior years.

Affordable housing is consistently a primary challenge for families with low incomes in Missouri. This has been exacerbated by the pandemic. In 2021, 58% of JFS's fulfilled financial assistance requests were to support rent and mortgage payment needs and 18% were for utility payments not covered by the Low-Income Home Energy Assistance Program (LIHEAP). The remaining 24% primarily covered medical, transportation, and educational needs.

In 2021, Jewish Federation provided JFS with \$55,000 to continue to respond to the COVID-19 crisis. The funds assisted Jewish community members and individuals who work or recently worked at a Jewish organization and who continue facing hardships due to the pandemic.

2021 Financial Assistance



◀ Housing	58%
◀ Utilities	18%
◀ Other	10%
◀ Education	9%
◀ Medical	5%

Older Adult Services

The JFS Older Adult Services team provides a continuum of care to help older adults 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, counseling, and spiritual care visits as needed.

ElderLink	2021	2020	2019
Number Served (unduplicated)	678*	1,169	867
Number of Calls (duplicated)	1,273*	1,795	1,426
Successful Referrals	90%	94%	53%

*Due to a transition of the ElderLink Hotline specialist, numerous calls went unrecorded during a period of four months.

In-Home Services	2021	2020	2019
Number Served	146	157	141
Maintained or Improved Quality of Life	76%	84%	84%
Client Satisfaction	100%	92%	97%

Chaplaincy	2021	2020	2019
Number Served	103	92	452
Maintained/Improved Spiritual Well-Being	N/A*	76%	74%
Client Satisfaction			84%

*The Spiritual Distress Assessment Tool (SDAT) is being re-evaluated for effectiveness.

2021 in Review

In 2021, JFS successfully integrated the Naturally Occurring Retirement Community (NORC) — previously managed by the Jewish Federation — to our organization. This program provides seniors opportunities for meaningful community involvement and increased support services, which are complimentary to services that JFS already provides.

JFS re-applied for and was awarded NAP tax credits to pay for in-home support services. St. Louis City Senior Fund awarded JFS a new three-year grant to continue providing subsidized in-home support services and comprehensive case management to St. Louis City residents. JFS was also awarded funds from the BJH Foundation to reduce emergency room visits and hospital readmissions. New grants were explored to cover increasing costs of in-home support services and will be applied for in 2022.

JFS recognized that many of our clients living in St. Louis City have significant financial and care needs as a result of long-standing racial inequities in healthcare, education, housing, and income. The COVID-19 pandemic increased individual requests for in-home support, as well as the degree of financial subsidy and number of care hours required for clients to remain healthy and safe in their homes. Our case managers also noticed that eligible clients were not accepting JFS in-home support service that provide clients help with routine household chores, such as home cleaning and food preparation services. Our out-of-pocket sliding-scale costs were out of reach from many clients.

After a review of our sliding-scale fee practices, JFS established a no-cost option for clients who are unable to afford the fees. Also, with supervisory review, sliding-scale fees can be adjusted to meet individual clients' needs. By approaching each case individually, we customize services to meet each client's greatest needs and utilize their strengths. For example, those living in underserved neighborhoods may require more funds for transportation to access preventive services and resources, including doctor's visits, grocery stores, and social activities. Those individuals with low incomes can receive a higher subsidy for in-home support services. This new practice allows for more equitable access to services for all who are in-need.

Significant national and local staffing shortages in the field of in-home elder care challenged our caregiver vendor companies to provide requested caregivers for JFS clients. Due to pre-existing relationships with vendors, they worked hard to find qualified caregivers and prioritized JFS client requests as much as possible. However, this still affected the total number of Homemaker clients JFS was able to serve in 2021. Some available JFS funds to provide Homemaker services went unspent due to lack of in-home caregivers.

Alleviating Hunger

Harvey Kornblum Jewish Food Pantry

The Harvey Kornblum Jewish Food Pantry (HKJFP) is the largest food pantry in the region, serving more than 15,000 individuals each year. Approximately 85% of all pantry households have 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 COVID-19 safety practices, the pantry currently uses a drive-through food service distribution.

Food Pantry	2021	2020	2019
Number Served	15,113	21,543	15,251
Food Received Provided Households with At Least 10 Days of Food	89%	85%	74%
Client Satisfaction	N/A*	N/A*	99%

*Client satisfaction was not directly asked/measured in the 2020 and 2021 surveys. 2020 and 2021 survey questions focused on determining COVID-related needs of pantry guests. More than 90% of respondents to the questions in the 2020 and 2021 client surveys that most closely related to client satisfaction were highly satisfied. The 2022 survey will include a net promoter question, which asks how likely the client is to recommend the HKJFP to others.

2021 in Review

Throughout the COVID-19 pandemic, the HKJFP has faced challenges to providing clients with the opportunity to select their own groceries, based on their personal food preferences and requirements. The HKJFP has continued the drive-through food distribution model that was implemented in 2020. We've found that this model provides pantry guests with a safe and efficient experience.

The HKJFP is committed to empowering guests to shop for themselves and select foods that match their family's unique needs and preferences. In 2021, HKJFP started to provide clients with daily meat, protein, and produce options during registration at each visit. Our pantry volunteers inquire about their specific needs, and if there are any food items they want or do not want in their grocery package.

As a part of JFS's 2021 strategic planning process, the pantry is evaluating options that will reintegrate the previous Client Choice model, which allows clients to select their own groceries. JFS developed multiple solutions from which to select and implement in 2022.

Additionally, the ongoing COVID-19 pandemic highlighted the need for home-delivery services. In 2021, the HKJFP expanded home deliveries to serve the increasing number of clients who are homebound or do not have access to transportation to the pantry. Continuing research will include an exploration of sustainable methods to meet this need.

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.

These 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	2021	2020	2019
Number Served	102	154	189
Maintained/Improved Quality of Life	60%	73%	81%
Client Satisfaction	86%	100%	100%

Individual & Family Therapy	2021	2020	2019
Number Served	74	113	166
Client Saw a Positive Change in their Symptoms	79%	48%*	77%
Client Satisfaction	86%	100%	94%

*In 2020 the measurement tool was changed from the BASC-3 to the Pediatric Symptom Checklist (PSC) and COVID-19 disruptions to therapy impacted participation. Both of these affected 2020 outcomes.

School-Based Services

Our 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 eliminate, reduce, or manage the symptoms of life's challenges. JFS also offers pre-kindergarten developmental screenings, so all children get started on a path of healthy development.

	2021	2020	2019
Number Served	145*	320	556
Students Maintained/Improved Level of Functioning	83%	68%	69%
Client Satisfaction	TBD	98%	100%

*Group sessions were not permitted in most schools by their 2021 COVID health regulations, reducing the overall number of students who received school-based clinical services.

Learning and Behavioral Diagnostic Center

JFS's 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.

	2021	2020	2019
Number Served	127	139	258
Caregivers Increase Knowledge of Child's Presenting Concern	84%	91%*	
Success in Implementing Recommendations	84%	78%	92%

*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.

	2021	2020	2019
Number Served	270	288	317
Clients Improved Level of Functioning	36%	30%*	60%
Client Satisfaction	70%	94%	90%

*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.

2021 in Review

JFS experienced successes and challenges in 2021 as the St. Louis community — and the world — continued to adapt to change during COVID-19. The need for mental health services for children and adolescents persisted as students re-acclimated to the new school environment and accompanying stressors.

A combination of national and local clinical staff shortages, classroom COVID-19 exposures and subsequent quarantines, school guidelines preventing in-person and group therapy sessions to minimize the spread of the virus, and hesitation of some clients to participate in telehealth sessions via Zoom greatly affected the number of clinical services provided in 2021.

Several adjustments were made to ensure that JFS mental health support services were accessible to all, while also following the CDC's health and safety guidelines.

The JFS clinical team worked with our school partners to set up tele-mental health sessions that met school supervision requirements and provided students with privacy and confidentiality. For example, one school assigned a school staff member to escort each child from their classroom to a room that had a window in the door. The staff person then worked at their desk outside the room so they could see, but not hear, the child during their private, virtual therapy session. Then they escorted the child back to their classroom.

Some schools were not opting to follow CDC and/or St. Louis County health recommendations. JFS contacted these school partners and developed plans for our JFS staff and the children participating in JFS clinical services to follow our JFS and CDC health practices, including wearing masks during sessions and meeting in spaces that provided six feet of distance.

Organizational Support

JFS Volunteerism

With the support of volunteers, JFS is able to provide high-quality services to more people in St. Louis than with paid staff alone. In pre-pandemic times, volunteers performed multiple functions throughout JFS. In 2021, 229 individual volunteers worked at the Harvey Kornblum Jewish Food Pantry. JFS volunteers are not currently visiting older adults in congregate care residences.

Hours	2021	2020	2019
Food Pantry	9,265.707	9,788.32	21,343.82
Celebration Baskets	270	COVID/NA	128
Chaplaincy	COVID/NA	COVID/NA	85
Groups-Ongoing	142	654	1,816
Groups (Youth Adults) & EP Adults	116	728	3,493
Total Hours	9,793	11,170.3	26,974
Full Time Equivalent	4.7	5.5	13.4

2021 in Review

Volunteers continued to serve a vital role with JFS in 2021, particularly in the Harvey Kornblum Jewish Food Pantry, where they contributed over 7,000 hours of service. This is a significant reduction in volunteer hours over past years and represents a change in operations intended to keep volunteers, staff members, and pantry guests safe by maintaining social distancing and reducing the number of people in the pantry.

Many of the 2021 volunteer hours were completed by a core group of 130 consistent volunteers whose service started at the beginning of the COVID-19 pandemic. We were also delighted to welcome back former volunteers who safely rejoined us after receiving vaccinations.

Initiatives

While our current operating model has allowed us to serve an unprecedented number of pantry guests through a crisis, we are evaluating options and working towards a process that will allow us to safely increase volunteer engagement and provide meaningful service opportunities for individuals and groups.

Human Resources

2021 in Review

In 2021, JFS experienced challenges with staff recruitment and retention. The CEO established a short-term “People Plan” with the intent to over-hire some positions so that service goals can be met even if/when there is some attrition.

The compensation survey was updated in 2021 to ensure equitable and competitive salaries, and so JFS can have a better understanding of what it will cost to hire and retain staff. In 2021, JFS included a \$15 per hour minimum wage in the 2022 budget.

Monthly all-staff meetings continued virtually with team-building activities and topics including JFS mission and vision, benefits, cyber-security, policy review, strategic planning, and more.

Additionally, the JFS HR Director:

- 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 2021.
- Finalized Employee Handbook revisions, received board approval, and informed staff of policy changes.
- Reviewed and updated job descriptions.
- Converted all employee files to a secure electronic HRIS.
- Improved employee training and developed processes to ensure access to professional development funds.
- Convened a Diversity, Equity, and Inclusion Task Force.
- Implemented ADP’s Comprehensive HR platform to include recruiting, onboarding, performance management, and staff development.

Incidents

	2021	2020	2019
Clinical Hospitalization	3	3	3
Clinical - Hotline	7	1	7
Clinical - Other	4	1	4
Client (Non-Clinical)	4	0	4
Staff	3	3	3
Volunteer	4	2	4
Total	25	10	25

Workers' Compensation Claims

2019 – 1
2020 – 1
2021 – 1

Initiatives in Progress

- Reviewing benefits offerings, including Flexible Spending Accounts, Health Savings Accounts, and 401K with a board-appointed task force.
- Continuing to enhance professional development and DEI training 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.

2021 in Review

JFS continued to be in a stable financial position. Since 2014, an unmodified opinion has been issued by the JFS auditors and JFS has achieved a 4-star Charity Navigator rating.

JFS updated its financial reporting package to include a new financial dashboard, which contains key financial information. JFS also continues to track financial metrics such as the Operating Reserve Ratio, Days in Cash, Current Ratio, Debt Ratio, and Self-Sufficiency.

In 2021, JFS budgeted for a Strategic Planning consultant, staff DEI training, and a 2022 technology audit.

Since 2014, JFS has grown its endowment from \$4.3M to \$11.5M. In 2021, JFS developed a timeline for an eventual planned giving program to further grow the endowment.

In order to protect 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 2021, \$487,000 is in the account, compared to \$381,000 at the end of 2020, and \$461,000 at the end of 2019.

JFS invested in its equipment by purchasing a new van, forklift, and two electric pallet jacks for the Harvey Kornblum Jewish Food Pantry. Due to the COVID-19 pandemic, JFS shifted to a telehealth service delivery model and in 2020 purchased 15 laptop computers to accommodate the needs of the staff. In 2021, another nine laptops were purchased as JFS continues to upgrade its technology.

Spending Distributions

	2021	2020	2019	2018
Total Revenue	\$6.7M	\$7.4M	\$5.7M	\$6.1M
Total Expenses	\$5.1M	\$4.8M	\$5.1M	\$5.4M
Programs	77%	81.0%	80.0%	82.6%
Management	13%	11.0%	12.0%	10.7%
Fundraising	10%	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 2021, the percentage of revenue spent on management expenses increased slightly due to more filled positions and higher salary requirements. Fundraising expenses also increased nominally. Intentional growth in our fundraising efforts will increase revenue to meet community needs.

2021 Revenue over Expenses

Income	Amount	
Earned Income	\$326,141	5%
Contributed Income	\$2,595,836	43%
Jewish Federation	\$825,252	14%
United Way	\$541,745	9%
Tax Credits & Gov't Grants	\$1,398,882	23%
Other	\$370,633	6%
Total	\$6,058,519	100%

Expenses	Amount	
Salaries & Benefits	\$3,033,144	58%
Program	\$662,112	13%
Other	\$435,223	8%
Occupancy	\$891,330	17%
Financial Assistance	\$171,838	4%
Total	\$5,193,647	100%
Difference	\$864,872	

*Graphs and tables include JFS 2021 operational financial data. For further financial information and analysis please refer to the 2021 JFS Audit at www.jfsstl.org.

Development

2021 in Review

- An Endowment Spending Policy was completed, and a draft Gift Acceptance Policy was started.
- Net Revenue from the 2021 Gala, celebrating 150 years, was \$230,973, exceeding budgeted revenue by \$14,000, while being warm, informative, and inspiring to all in both a virtual and in-person format.
 - 168 in-person guests and 60 virtual guests attended.
 - 100% of guests provided proof of vaccine in advance, with no pushback to our policy. Leadership speculated that this policy contributed to why the gala was so successful and made them feel more confident about attending.
- We exceeded our 2021 contributed income fundraising goal of \$3,348,000 by \$250,000.
- The JFS endowment has grown from \$5.9M in 2017 to \$10.6M in 2021.
- JFS applied for renewal and was awarded \$250,000 in tax credits through the Missouri Neighborhood Assistance Program (NAP) to be used to subsidize in-home support services for vulnerable older adults. JFS has three years (2022-2025) to sell and utilize all of the tax credits.
- We recruited and hired a strong Database Coordinator to manage the tribute and acknowledgment process, ensuring donors receive their tribute and/or acknowledgment letter in a timely manner.

Reflections

JFS has been unable to find, hire and retain a Chief Development Officer or Development Director to fill this open position. To temporarily compensate, we have successfully utilized external consultants to manage the day-to-day development operations. But donor relationships have suffered. Consultants have helped JFS to ensure that all systems are being put in place and that factors within our control are not hindering the hiring process (realistic fundraising expectations, sufficient resources to meet goals, etc.).

Initiatives

In 2021, JFS embarked on a one-year planning process to create a rolling strategic implementation plan to build upon organizational strengths, address current challenges, and support maximizing the organization's impact and ensuring its long-term fiscal viability. A key priority of the strategic plan is to "Enhance Long-Term Financial Sustainability of JFS through Diversified and Enhanced Funding Sources."

Toward this end, two strategic goals were established in 2021 for the Chief Development Officer, Chief Executive Officer, Development Committee, and outside development consultants to begin implementation in 2022.

- **Goal 1:** Create a comprehensive development plan and establish short-term (1-2 years), medium-term (3-4 years) and long-term (5+ years) goals. The plan should lay out objectives, action steps, responsibility, and timing.
- **Goal 2:** Rebalance the mix of funding sources for the agency, reducing organizational reliance on any single source of funds.

Administration

Diversity, Equity, and Inclusion Initiatives

JFS cultivates and prioritizes diversity, equity, and inclusion (DEI) at all levels throughout the organization. JFS Board Members set organizational policy, which effectively prioritizes, authorizes, and mandates DEI efforts for the board, staff, volunteers, and clients.

- The JFS CEO and Director of Community Services participated in the United Way program, "Taking Action on Advancing Racial Equity 2.0," following our 2020 completion of "Building a Framework for Advancing Racial Equity."
- JFS continued taking action on our established racial equity theory of change to reduce racial disparities in our program performance outcomes and established a second racial equity theory of change to reduce racial disparities in JFS staff recruitment, hiring, training, and promotion policies and procedures.
- Increased funds were requested by our senior staff — and allocated by the JFS Board of Directors in our 2021 and 2022 budgets — to address planned DEI initiatives, including in staff training and ETO client database development (so the database is set up to more easily collect data and collate client outcomes indicating staff performance toward equitable client goal achievement).
- Met with the Washington University Evaluation Center to request a proposal/bid to develop metrics to measure our DEI outcomes. We will continue our planning and anticipate completion in 2022 or 2023, depending on available JFS funds and Evaluation Center staff availability.

- Began to standardize and mandate staff training across all departments with the goals of socializing DEI language and learning to talk about race constructively within each department, throughout the organization, and with clients.
- Our management team and members of our staff DEI task force attended a virtual workshop led by Crossroads Antiracism Organizing and Training entitled, “Beyond Diversity: How to Build a Truly Anti-Racist Organization.”
- Since JFS experienced a higher turnover rate than usual due to COVID-19, we postponed the subsequent all-staff training to further our socialization of language until we achieved more staffing stability. With our current staffing stability, we scheduled two mandatory all-staff DEI trainings with NCCJ in April and May 2022.
- JFS Board Members and staff successfully broadened our recruitment strategies and hiring practices to reach prospective applicants of color and men. Earlier efforts and current practices are now engaging and retaining staff and board members of color and board members in a younger age demographic.
- The JFS Board of Directors decided to include measurable DEI goals in our draft strategic plan, which is set to be voted on by the board in May 2022.
- The CEO, HR Generalist, and program directors reviewed our annual staff satisfaction survey to ensure it includes questions that adequately solicit feedback about staff experiences of inclusion and acceptance. This survey will be used as our baseline so we can measure our progress each year.
- In 2017, the JFS Board developed and adopted a staff compensation policy that included an equity statement and a diversity mandate to mitigate salary inequities. In 2021, JFS hired a consultant to complete a market analysis and update the compensation data.

Reaccreditation

JFS is accredited by the Council on Accreditation (C.O.A.). JFS was successfully reaccredited by C.O.A. in 2021. Our accreditation expiration date is 2024.

Strategic Planning

JFS embarked on a year-long, consultant-guided, rolling planning initiative. Rolling planning is allowing us to thoroughly address a variety of strategic questions, with the flexibility to respond to the unrelenting change that COVID-19 has instigated. This initiative will address multiple areas of immediate need and will also provide a foundation for an eventual long-term strategic plan.

Over the next three years, JFS will pursue the following strategic priorities, which build upon organizational strengths, address current challenges, and support maximizing the organization's impact and ensuring its long-term fiscal viability:

- **Priority 1:** Systematic Review of New and Existing Programs to Support Smart Growth and Sunset Unsustainable Programs, if applicable (Programs)
- **Priority 2:** Enhance Long-Term Financial Sustainability of JFS through Diversified and Enhanced Funding Sources (Finances)
- **Priority 3:** Ensure Our Infrastructure is Commensurate with Our Programmatic Needs (Infrastructure)
- **Priority 4:** Expand our Champions (people).

Specific goals in each of these key areas and timelines for completion are currently in development.

Technology

Technology is used throughout all JFS programs to record client contact and demographic information. The Harvey Kornblum Jewish Food Pantry tracks client information through Sox Box FoodBank management software, along with eligibility information. For all other programs, we use Efforts to Outcomes (ETO) to capture client demographics, case notes, date and time of client contacts, brief descriptions of each interaction, goals, and progress toward goals.

Our ETO intake and case management database was enhanced in 2021 to provide a logical and instructive written workflow for all staff. This provides a framework and script for all staff to compassionately solicit all relevant information that will enable JFS to better assist each client to achieve their goals and get their needs met.

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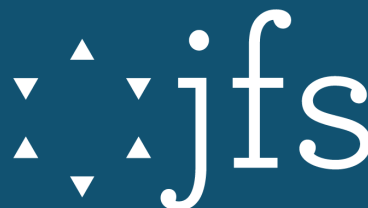
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