



2025

Performance and Quality Improvement Report

Mission

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

Origin

Jewish Family Services (JFS), 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 cost or free of charge to make high-quality care accessible to all.

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Introduction

Dear JFS Friends and Supporters,

JFS St. Louis saw a lot of change in 2025. I was honored to join the organization in December 2025 as the Interim CEO, and I am excited for JFS's future. While leadership changes can create anxiety and worry, the staff, board, volunteers, supporters, and the community fully welcomed me. The opportunities ahead for JFS are tremendous, and this Performance and Quality Improvement (PQI) report offers a glimpse into JFS's impact in the Jewish and greater St. Louis community.

With the change at the CEO role in 2025, there were a number of other staff changes throughout the organization. The staff turnover in 2025 was 41%. This amount of staff change did present a lot of challenges to the programs to meet their goals. As this report shows, there are areas for improvement throughout JFS. The staff and board are fully aware of the need for improvement, and changes are well underway to move JFS forward programmatically. On the positive side, JFS remains in a strong financial position in terms of operational income and financial reserves. With a deeply meaningful mission, JFS remains an important service provider in the St. Louis region and is working to rebuild its impact.

As we look forward, 2026 is bringing a new strategic plan for JFS. The staff and board are excited to set priorities and goals for improvement. JFS has already reduced the staff turnover and even hired back some former JFS staff, who loved the mission and their work at JFS, and wanted to return.

JFS St. Louis was founded in 1871 and has served the Jewish community and the greater St. Louis community for 155 years. That is a rich history of clients, supporters, volunteers, board members, and staff, all working to make St. Louis a better place in the spirit of *tikkun olam*. We thank all of the friends and supporters of JFS. You are part of our history, and also part of our future.

Best regards,

A handwritten signature in dark ink that reads "Matt Schindler". The signature is written in a cursive, flowing style.

Matt Schindler
Interim Chief Executive Officer

Supporting Families & Seniors

Child Abuse Prevention Program (CAPP)

JFS’s trained Child Abuse Prevention Specialists collaborate with more than 150 schools across St. Louis to educate children, caregivers, teachers, and community members. Through developmentally appropriate and empowering activities, CAPP teaches body safety, the warning signs of child abuse, and safe internet skills. The primary goal of the CAPP program is prevention. Our 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	2025	2024	2023
Number of Children Served	45,770	45,721	43,485
Immediate Knowledge Gained	24.8%	25.0%	24.0%
Retention of Knowledge	82%	81%	87%
Client Satisfaction	100%	99.9%	100%

Accomplishments

Over the past year, CAPP has significantly expanded its community outreach. The program increased community outreach through tabling events, new partnerships, virtual trainings, and facilitated roundtable meetings with local agencies. CAPP reached over 300 adults through these efforts. CAPP developed an educational child sexual abuse prevention (CSAP) toolkit. This toolkit “Parent Pack” included information about child sexual abuse and age-appropriate conversation starters for caregivers to have with their child, as well as books to read together. Several CAPP specialists were trained to facilitate a new and updated Missouri Mandated Reporter curriculum. Since March of 2025, CAPP trained over 100 people in Mandated Reporting.

Challenges

Maintaining consistent staffing remains a challenge for CAPP. To meet the needs of the schools and to stay in compliance with grant obligations, CAPP needs to maintain staffing of five presenters. Additionally, the program is highly dependent on school and community partnerships to deliver services. This can be challenging during certain times of the year when schools are not open or do not have the capacity to accommodate guest speakers in their building/schedule. Limited funding prevents CAPP from reaching St. Louis city schools. Engaging adults continues to require creative approaches. Our monthly virtual programing also has not yielded as many participants as planned.

Initiatives

In the fall of 2025, Darkness to Light released a newly updated curriculum series, Child Safety Foundations. One CAPP team member has become an authorized facilitator and will begin offering programing in January 2026. CAPP will add another authorized presenter in 2026. These updated modules will continue to be offered to adults in the St. Louis region. CAPP will launch Phase Two of its child sexual abuse prevention video initiative. Phase One, completed in 2022, focused on the development of age-appropriate prevention videos for Pre-K through 5th grade students. Phase Two will expand this effort to middle school students by producing new videos that support curriculum on healthy relationships, consent and boundaries both in person and online.

Financial Assistance

Thanks to private grants, endowment funds, and the support Jewish Federation of St. Louis, JFS assists individuals and families in the community who experience financial challenges. Assistance is available for rent, mortgage, utilities, medicine, medical bills, and other essential items, including technology, certification courses, and other expenses that support education and employment. Clients receiving financial assistance are also connected to a variety of community and government resources and are provided with financial education to increase long-term financial security.

Financial Assistance	2025	2024	2023	2022
Number Served	85	124	166	147
Stable Housing	90%	85%	77%	85%
Self-Sufficiency	75%	93%	38%	47%
Linked to Services	*	76%	97%	96%
Amount of Funds Distributed	\$160,930	\$70,219	\$212,461	\$171,766

*This number is incomplete as this data point was insufficiently collected.

Accomplishments

In the wake of the May 16 tornado, Financial Assistance helped stabilize families facing sudden disruption. We provided temporary rent support to prevent evictions caused by short-term financial crises—interventions that can protect families from long-term fallout. We also supported individuals transitioning home after hospital stays when insurance coverage ended and assisted several clients with urgent medical expenses.

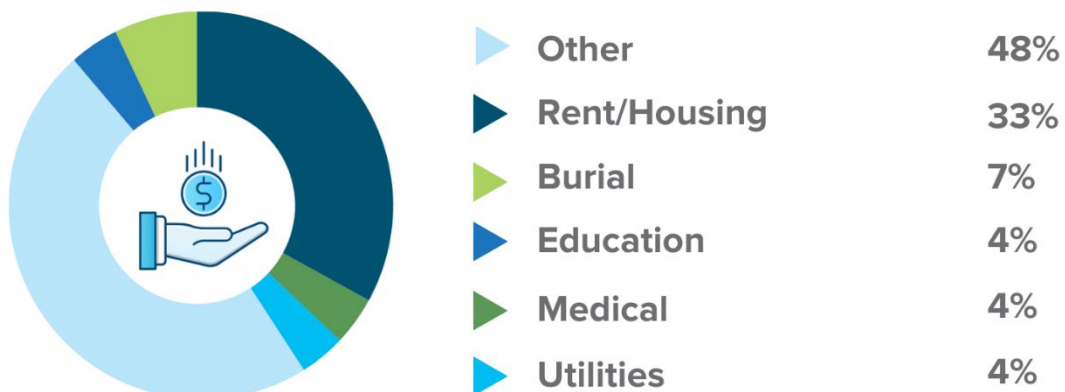
Initiatives

All case managers are now trained to assess eligibility and provide financial assistance to qualifying families, improving consistency and access across the agency. In addition, our new Chaplain is engaging with members of the Jewish community and can recommend individuals and families with emerging needs for support.

Challenges

Demand for assistance can rise quickly and unpredictably, especially after community-wide emergencies, making it difficult to ensure funds remain available for both immediate crises and ongoing needs. The program may also face challenges balancing timely support with careful documentation and eligibility review. Finally, as medical, housing, and basic living costs continue to increase, the program may see larger requests and more complex client situations, requiring thoughtful prioritization so limited resources can help as many people as possible.

Financial Assistance Distribution Chart



Older Adult Services

JFS Older Adult Services provides a continuum of care to help older adults age safely in place and stay connected to community. JFS case managers collaborate with clients to develop and manage individualized care plans that support continued independence and safety in the client's desired living environment. The JFS Older Adult Services team provides resources and program referrals, subsidized in-home support services, fall and hospital readmission prevention, counseling, financial assistance, and friendly visits as needed.

St. Louis NORC	2025	2024	2023	2022	2021
Number of NORC members* (unduplicated)	458	529	517	520	563

*Includes individuals who submit an annual membership fee ranging between \$25 - \$50.

ElderLink	2025	2024	2023	2022	2021
Number Served (unduplicated)	230	338	586	678	1,169
Number of Calls (duplicated)	354	562	1061	1,445	1,273
Successful Referrals	**	86%	95%	90%	90%

Subsidized Homemaker Services	2025	2024	2023	2022	2021
Number Served	58	78	103	88	146
Maintained or Improved Quality of Life	92%	100%	76%	77%	76%
Client Satisfaction	*	*	*	94%	100%

*Client Satisfaction was measured differently in 2023, 2024, and 2025 from prior years:

98% of clients reported being treated with dignity and respect by JFS staff all or most of the time.

96% of clients reported they were likely or very likely to recommend JFS to friends or family.

** Accurate data was unavailable this year due to challenges with the data collection system.

Chaplaincy	2025	2024	2023	2022	2021
Number Served	0	5	39	217	103

Accomplishments

We now have a full-time chaplain who is rapidly connecting with many people in need of support. We have a full team in place, all of whom are trained to provide any of the services we offer. Staff attend local Senior Resource Team meetings and are very well received as many partner agencies did not know about our programs. The Homemaker program continues to grow. We have expanded the number of contracts we have with Home Care vendors and also expanded the services we are able to provide through the program to further support older adults in maintaining their independence and living their best lives.

Challenges

Compiling data with an outdated system continues to be a struggle. Staff turnover, at both the leadership and front-line level, made transition of critical knowledge more difficult. There was no one in the chaplaincy role in 2025. We also had few new clients calling in for services. We know that in 2021 the ElderLink line received calls from 1,169 unique callers. By 2025, this number dropped to 230 unique callers. We are not certain of the reason, but it is clear that marketing and networking were not prior priorities. We are actively reconnecting with community partners and resource groups to increase awareness of all of the JFS services. An additional challenge is the lack of options for older adults once they near the need for full-time care. Many older adults can't afford these options and choose to remain in home even though it is unsafe for them and this is not what the Homemaker program was designed to support. We are actively connecting with senior living experts who will come to homes and assist with options, as well as agency partners who can offer in-home palliative care and have many payment options for clients. This is assisting us to withdraw our services while feeling confident that families have access to the appropriate resources.

Initiatives

We continue to prioritize community engagement. We are hosting an Open House for NORC members to feel welcome at JFS and to inform them of other JFS services. We are planning to attend senior resource fairs to share information about services. JFS staff are collaborating on data collection solutions and to create a long-term plan for success in this area. We are also focusing on valuing our team members through training and education, team building, and community engagement as a group.

Alleviating Hunger

Harvey Kornblum Jewish Food Pantry

The Harvey Kornblum Jewish Food Pantry is the largest food pantry in the region. In 2025, the Harvey Kornblum Jewish Food Pantry served more than 12,000 guests from 58 different zip codes in the St. Louis area.

Food Pantry	2025	2024	2023	2022
Number Served	12,596	19,848	19,898	19,621
Households Provided with at least 7-10 Days of Food	92%	89%	88%	86%

Accomplishments

In 2025, the food pantry transitioned to pre-pandemic appointment-based visits with a drive-through service model. This change was the first step towards a future pantry model that shortened the waiting time of our guests and addressed safety concerns related to waiting cars impeding traffic and railway service on Warson Road. JFS also renewed address verification for food pantry guests. Our partner organizations have advised that limiting service to guests who live within our established St. Louis County service area helps other communities and agencies more accurately identify, and respond to, the needs of people outside of St. Louis County, while guiding donation allocations to where they're needed most.

When the federal government shutdown in November, SNAP benefits were paused for some of the most vulnerable households in the food pantry's service area. When other pantries paused new intakes or closed their operations, JFS was able to continue serving clients without interruption.

The procurement team secured three new grocery store partners for daily and weekly food donation pickups throughout the year.

Challenges

In March, monthly allocations of federal food from the USDA TEFAP program were significantly cut, resulting in a loss equivalent to at least \$35,000 in food per month. USDA commodities are used to serve most guests at the food pantry. The cuts remained consistent throughout the year. The appointment-based service model is evolving to ensure access to our guests. The team actively modifies guidelines in response to the high rate of no-show guests.

In 2025, the Harvey Kornblum Jewish Food Pantry served fewer unduplicated individual guests than in 2024 without reducing the overall level of service provided, for a few operational reasons. First, we reinstated address verification, which removed households outside our service area. Second, we ended the COVID-era exception of serving city residents once city pantries reopened and began receiving higher TEFAP allocations. Finally, a consistent number of daily no-show appointments reduced the total number of unique guests seen.

Initiatives

The procurement manager continues to build and steward relationships with key partners to secure additional grocery store locations for daily and weekly food donation pickups. This food is critical to our ability to offset the loss in federal food commodities.

Food pantry leadership continues to explore a transition to a hybrid service model that would respond to the needs of food pantry guests.

Improving Mental Health

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

Adult Counseling

JFS provides professional counseling services to adults in the community. Licensed professionals offer individual and couples therapy to adults needing a safe place to express their feelings and develop new approaches to the challenges of day-to-day life. Our therapists see people from all backgrounds, life stages, and with issues such as grief and loss, trauma, aging, family conflict, and navigating life transitions. Providing support and offering coping strategies help JFS clients feel connected during times of distress.

Adult Counseling	2025	2024	2023	2022	2021
Number Served	83	63	66	98	102
Maintained/Improve Quality of Life	65%	58%	55%	62%	60%
Client Satisfaction	*	80%	*	93%	86%

*Client Satisfaction based on client survey results to likely/most likely to recommend JFS to friends for family for overall programming; satisfaction survey data not available for 2023 and 2025

Individual and Family Therapy

JFS offers individual and family therapy at no cost to children and their parents who reside in St. Louis County. Our licensed counselors collaborate with clients to develop individualized plans to address their challenges and goals and progress to a more vibrant and satisfying life.

Individual and Family Therapy	2025	2024	2023	2022	2021
Number Served:	121	89	101	102	74
Clients Saw a Positive Change in their Symptoms	69.35%	69%	68%	83%	79%
Client Satisfaction	*	80%	*	90%	86%

*Client Satisfaction based on client survey results to likely/most likely to recommend JFS to friends for family for overall programming; satisfaction survey data not available for 2023 and 2025

School-Based Services

Our licensed 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 and diagnoses, including anxiety, depression, grief and loss, other traumas often associated to behavioral symptoms observed in the classroom. Early intervention helps children eliminate, reduce, or manage the symptoms of life's challenges and changes. JFS also offers prekindergarten developmental screenings, so all children get started on a path of healthy development.

School-Based Services	2025	2024	2023	2022	2021
Number Served	237	402	357	334	145
Students Maintained/Improved Level of Functioning	88.3%	91%	89%	85%	86%
Client Satisfaction	*	*	*	98%	N/A

*Client Satisfaction was not measured in 2023, 2024, and 2025

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 caregivers 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.

Learning and Behavioral Diagnostic Center	2025	2024	2023	2022	2021
Number Served	131	180	205	160	127
Caregivers Increased Knowledge of Child's Presenting Concern	93.5%	90%	73%	84%	84%

*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 no-cost diagnosis and medication management for school-aged children and adolescents living in St. Louis County. Our psychiatrist and psychiatric nurse practitioners are skilled in addressing emotional and neurodevelopmental issues so that all children continue a path of healthy development. They routinely meet with clients to ensure medication management and referrals to other JFS services.

Outpatient Child and Adolescent Psychiatry	2025	2024	2023	2022	2021
Number Served	195	200	271	245	270
Clients Improved Level of Functioning	51.8%	90%	70%	56%	36%
Client Satisfaction	*	80%	*	86%	70%

*Client Satisfaction based on client survey results to likely/most likely to recommend JFS to friends for family for overall programming. satisfaction survey data not available for 2023 or 2025

Accomplishments

In 2025, JFS hired two new therapists JFS also became an approved site for the St. Louis Social Work Consortium which partners JFS with the social work programs at Washington University, Saint Louis University, and the University of Missouri-St. Louis.

The clinical team was also able to do more outreach within the community to increase the visibility of JFS and available services. Staff visited sites off campus present on self-care for organizations like JPro and the Jewish Federation of St. Louis. Staff attended the Winter Warm Up at Jackson Park Elementary School to connect families to JFS services, met with pediatric social workers from Children's Hospital to discuss trauma-informed care for families. Staff also assisted FEMA sites after the 2025 tornado to connect those affected with resources.

Challenges

Like many other agencies and entities that also provide mental health services, one challenge for JFS this year was staff retention and leadership transitions. These changes created challenges in terms of time and resources. Our Chief Program Officer's tenure ended in the middle of the year, and the position remained open through the end of 2025.

The numbers for our diagnostic testing were a bit lower this year due to our psychological examiner at JFS having to take a brief leave of absence in the fall; they will be returning in early 2026. We anticipate these numbers to significantly increase in the coming year with the addition of two new staff members to this department.

Initiatives

Over the next year, Clinical Services will focus on strengthening internal systems, staff development, and program quality. The department will review the Efforts to Outcomes (ETO) electronic health records database to improve reporting and efficiency, invest in professional development in areas such as trauma and aging, and update the Clinical Services Program Manual to provide clearer, more detailed guidance on policies, procedures, and best practices. Clinical Services also plans to expand its community presence by participating in outreach opportunities such as the Spring Family Resource Fair at Jackson Elementary in April 2026 and the NCJW-STL Back to School! Store event in August 2026. In Psychological Testing, increased staffing by spring 2026 is expected to allow more families to be served, alongside updates to outdated equipment and the removal of older testing protocols from use.

School-Based Services will conduct a full review of its programming and reassess which school districts have the greatest need, while also updating its program manual to strengthen consistency and quality. The team will work to improve communication, feedback, and MOUs with school partners through regular check-in meetings focused on successes, challenges, and opportunities for improvement. Meanwhile, Psychiatry will move in April 2026 to a temporary six-month care model that shifts from three IPC providers to one on-site provider two days a week. This change is intended to be more financially practical while giving the department time to reevaluate demand, needs, and costs before adopting a longer-term model.

Organizational Support/Operations

Accreditation

JFS is accredited by the Council on Accreditation (COA). COA's program of quality improvement is designed to identify providers that have met high performance standards and have made a commitment to their stakeholders to deliver the very best quality services. JFS's accreditation is valid through 2028.

Equity, Diversity, and Inclusion

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

JFS continues to act on its established racial equity theory of change to reduce racial disparities in program performance outcomes. Additionally, a second racial equity theory of change was established to address disparities in JFS staff recruitment, hiring, training, and promotion policies and procedures.

Strategic Planning

JFS started its strategic planning initiative this year, focused on strategic priorities that build upon organizational strengths, address current challenges, and support maximizing impact while ensuring long-term fiscal viability.

With the leadership change at the CEO level, the planning effort was paused at the end of 2025 but will restart and be completed in 2026. JFS has engaged Collaborative Strategies, Inc. to lead the development of this strategic plan.

Technology

JFS continues to prioritize proactive security monitoring and exploring the transition of software to a cloud-based model wherever possible. The agency also implemented conditional multi-factor authentication to further protect organizational data and JFS staff from phishing attempts and account breaches.

Development

Individual Giving	2025	2024	2023
Total Amount	\$2,212,309	\$1,843,555	\$1,407,519

New Individual Donors	2025	2024	2023
Total Amount	428	377	312

Contributed Income

	Versus 2025 Budget	Versus 2024
Organizations	\$34,907 (2.6%) over budget	\$14,185 (.07%) increase
Individuals	\$209,209 (10%) over budget	\$363,163 (20%) increase
Total	\$244,116 (6.6%) over budget	\$377,347 (10%) increase

Accomplishments

2025 was a highly successful fundraising year for JFS, particularly in annual giving and our bi-annual gala, FLOURISH: A Night of Giving Benefiting JFS. We set an ambitious goal, increasing our fundraising budget by 8% over the prior year. Thanks to the generosity of our supporters, contributed income exceeded that budget by \$262,116. Throughout the year, JFS faced significant challenges as we navigated ongoing governmental changes that affected both our organization and the clients we serve. In response, our donors rose to the moment—recognizing the growing need and ensuring that we not only met our goals but surpassed them. To meet the growing demand, we added an additional spring appeal and reached out to major donors to ask for additional gifts. We also capitalized on a matching gift both at FLOURISH and at the end of the year. FLOURISH garnered positive feedback from attendees. Many responded positively to the change of venue from a hotel ballroom to an independent venue.

Challenges

With a small development team, we must carefully balance essential administrative responsibilities with proactive donor outreach. Similarly, we face the ongoing challenge of prioritizing database cleanup and improvement alongside continual data entry and timely acknowledgements. Each year, we seek support across multiple areas, including the annual fund, event sponsorships, and planned giving. By aligning these efforts, we have the opportunity to streamline our outreach and present more thoughtful, coordinated asks, reducing donor fatigue while strengthening engagement. A significant portion of our fundraising occurs in the final two months of the year, which makes it challenging to predict whether we will ultimately meet our annual goals. As our community continues to age, many longtime supporters are reducing their giving or transitioning to fixed incomes. To ensure the sustainability of our mission, we must actively engage and cultivate a new generation of donors who will carry this critical work forward.

Initiatives

We have solidified a contract with a grant prospector and writer and hope to apply to at least six additional funders this year. We have invested in grant management software that will allow us to streamline our process and will help identify potential opportunities. We are planning to upgrade to existing features within our content management system, Blackbaud and Raiser's Edge. By using their built-in payment processor, we will save time on data entry, generate more agile solicitations, and be able to allow donors to make payments at events. Connecting Raiser's Edge and Constant Contact, our current digital marketing platform, will allow us to customize communications and track donor response. We continue to seek new donors, particularly those under 45.

Finance

JFS’s Finance Department maintains the organization’s accounting, fiscal planning, and record-keeping functions. The finance 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, educating staff, and monitoring and safeguarding all processes.

Spending Distribution	2025	2024	2023
Total Revenue	\$7.0M	*\$8.5M	\$6.8M
Total Expenses	\$5.9M	\$5.9M	\$5.8M
Programs	75%	76%	79%
Management	15%	16%	14%
Fundraising	10%	8%	6%

*The increase in 2024 revenue is due to two bequests totaling \$1.54M

In 2016, JFS began contributing to a building reserve account.

Building Reserve Account	2025	2024	2023
Total	\$766,888	\$653,406	\$535,237

Accomplishments

In 2025, the Finance Department strengthened its capacity by hiring a staff accountant, helping ensure JFS continues to deliver accurate, timely financial statements and analysis for the CEO and board. This added support reinforces the team’s ability to maintain strong accounting and record-keeping practices, support budget development and oversight, and safeguard financial processes across the organization.

Initiatives

The Finance Department is actively evaluating financial software options, comparing cloud-based and desktop solutions to improve efficiency, streamline workflows, and maintain strong security standards. Alongside this work, the department continues supporting organizational stability by providing clear financial reporting, budgeting guidance, and staff education during a period of leadership transition.

Challenges

The transition to an interim CEO, and the need to identify a permanent CEO, creates an environment where priorities can shift quickly, requiring Finance to remain agile while maintaining consistent oversight and decision support. At the same time, selecting and implementing a new financial software solution can be complex, with challenges related to cost, data migration, staff training, and balancing ease of use with cybersecurity and compliance needs, all while ensuring day-to-day financial operations continue smoothly.

2025 Income	Amount	
Contributed Income	\$1,800,194	30.4%
Jewish Federation	\$1,120,911	18.9%
Tax Credits & Gov't Grants	\$1,269,119	21.4%
Other	\$992,685	16.7%
United Way of Greater St. Louis	\$550,196	9.3%
Earned Income	\$198,178	3.3%
Total	\$5,931,283	
2025 Expenses	Amount	
Salaries & Benefits	\$3,610,318	61.1%
Program	\$819,061	13.9%
Other	\$923,599	15.6%
Occupancy	\$487,049	8.2%
Financial Assistance	\$70,219	1.2%
Total	\$5,910,246	
Difference	\$21,037	
Graphs and tables include JFS 2024 operational financial data. For further financial information and analysis, please refer to the 2024 JFS Audit at www.jfsstl.org .		

Human Resources

Accomplishments

JFS provided leadership training opportunities throughout 2025, resulting in eight employees participating in AAIM (the St. Louis-based employers association formerly known as the American Association of Insurance Management)–sponsored virtual and in-person events. JFS designed and facilitated training events for staff to include Performance Management, Succession Planning, and Anti-Harassment. JFS implemented employee recognition events celebrating the achievement of milestone anniversaries.

Initiatives

The CEO is prioritizing the search to hire a permanent HR Director to replace the current contractor model and provide consistent, long-term leadership for the department. In the meantime, HR will continue leveraging AAIM training resources and targeted internal training to support supervisors, strengthen retention efforts, and sustain employee engagement.

Challenges

JFS experienced a high level of turnover in 2025, resulting in 16 employees leaving (41% turnover). Fifteen employees left voluntarily, and JFS initiated one involuntary separation. When possible, HR conducted exit interviews with departing employees. At the end of 2025 the CEO resigned and an Interim CEO was brought in by the board of directors. In 2025, union negotiations for an initial contract continued and will extend into 2026.

Incidents

Code	2025	2024	2023
Clinical – Hospitalizations	1	3	1
Clinical – Hotline	4	2	17
Clinical – Other	5	6	0
Client - Non-Clinical	1	1	4
Staff – Non-Clinical	1	0	1
Volunteer – Non-Clinical	0	0	0
Total	12	12	23

Workers’ Compensation Claims	2025	2024	2023
Total	0	0	2

JFS Staff Demographics

GENDER	2025	2024	2020
Female	78%	76%	78%
Male	21%	19%	22%
Non-Binary	1%	5%	0%

AGE	2025	2024	2020
18-29	10%	14%	12%
30-39	16%	26%	25%
40-49	38%	26%	14%
50-59	15%	17%	18%
60 and over	21%	17%	31%

RACE/ETHNICITY	2025	2024	2020
Black	23%	26%	16%
Hispanic/Latino	3%	5%	1%
Bi- or Multi-Racial	5%	7%	7%
White	69%	62%	75%

MANAGEMENT	2025	2024	2020
Black, Latino or Multi-Racial	25%	30% (3 of 11)	10% (1 of 10)
White	75%	70%	90%

# OF YEARS AT JFS	2025	2024	2020
Less than 1 year	29%	33%	25%
1-5 years	53%	38%	43%
6-10 years	9%	14%	18%
11-20 years	6%	10%	6%
21 or more years	3%	5%	8%
More than 6 years	18%	29%	32%
More than 10 years	9%	15%	14%

Marketing

Accomplishments

In 2025, JFS continued strengthening its digital presence to keep pace with growing community needs and increased demand for services. Social media audiences expanded across platforms, with Facebook remaining a strong engagement driver and Instagram maturing into an important channel for reaching younger community members, volunteers, and emerging donors. Content highlighting the Harvey Kornblum Jewish Food Pantry, Older Adult Services, and Mental Health programs helped position JFS as a trusted community resource.

JFS's monthly e-newsletter remained a high-performing communications tool, maintaining an open rate above 50% — far exceeding the nonprofit industry average of 20–30%. This strong engagement reflects the community's deep interest in JFS services, impact stories, and timely updates related to food insecurity, mental health, and aging services.

Local media visibility also increased in 2025. JFS programs and events received coverage that elevated awareness of critical issues facing the community, especially following USDA cuts and the government shutdown. Signature events such as the Olivette Turkey Trot and JFS's annual gala continued to serve as key storytelling opportunities, helping introduce new audiences to JFS's mission and impact.

Challenges

As community needs grow, so does the urgency of telling JFS's story more consistently and strategically. A primary challenge remains the lack of basic knowledge of JFS services in the community, especially beyond the food pantry. In 2025, JFS remained a very inwardly focused organization with limited community engagement.

Initiatives

To build on 2025 momentum, JFS will take a more strategic and structured approach to marketing and communications in the coming year. Our primary focus will be educating the St. Louis Jewish community about JFS services and programs and honing our strategy there before moving outward to the wider St. Louis community.

We will create brochures for each department, correcting an oversight from years past, along with updating the website to ensure more consistent and clear information, including staff photos and names.

We will also empower JFS staff to participate in marketing opportunities when out in the community, including tabling events, to share information about the organization.

There will also be an opportunity to build a photography portfolio for each department in action to share across all communication channels.

Volunteerism

With the support of many committed volunteers, JFS provides high quality services to more people in St. Louis than with paid staff alone. In 2025, 345 individual volunteers performed multiple functions throughout the organization, with most of the volunteer workforce sharing their time and talent with the Harvey Kornblum Jewish Food Pantry.

Volunteer Hours	2025	2024	2023	2022
Food Pantry	11,575	12,221	11,039	12,815
Celebration Baskets (Bimah Baskets)	98	94	92	130
Groups – Ongoing	948	923	580	881
Groups – Youth, Adults, and EP Adults	384	159	84	322.34
Total Hours	12,907	13,303	11,745	12,945
Full-Time Equivalent	6.2	6.4	5.6	6.2

Accomplishments

The Harvey Kornblum Jewish Food Pantry relies on the generous time of a network of volunteers. In 2025, volunteers contributed almost 13,000 hours of service, keeping steady with the prior year. The pantry welcomed more than 820 volunteers, including corporate groups and university organizations. The food pantry hired a full-time Volunteer Coordinator in October 2025. This position is instrumental in efficient communication with current and prospective volunteers.

Opportunities

The Harvey Kornblum Jewish Food Pantry is partnering with other Jewish organizations to host larger volunteer groups by rotating smaller teams through multiple service shifts. This approach makes it possible to accommodate groups that are too large for a single visit while expanding volunteer education and engagement.

To improve procurement efficiency, the pantry also identified additional volunteer roles. Filling these positions will reduce sorting bottlenecks and get food ready for distribution more quickly.

Initiatives

In 2026, JFS will strengthen volunteer engagement, especially at the Harvey Kornblum Jewish Food Pantry, by leveraging the new full-time Volunteer Coordinator to improve communication, recruitment, and scheduling. JFS will also prioritize recognizing volunteers for their service through celebrations and outreach, including efforts like Volunteer Appreciation Week.

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